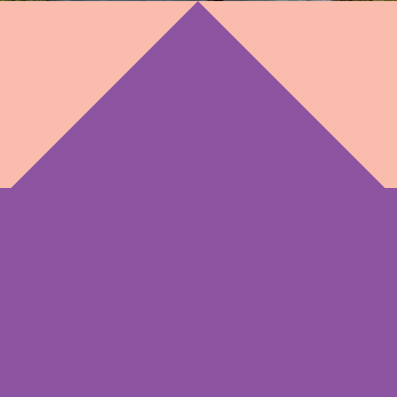
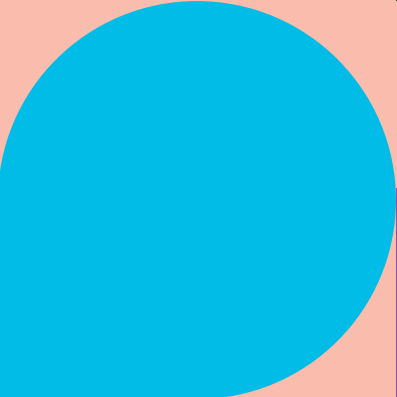
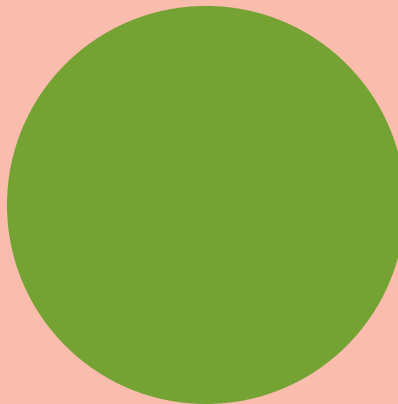


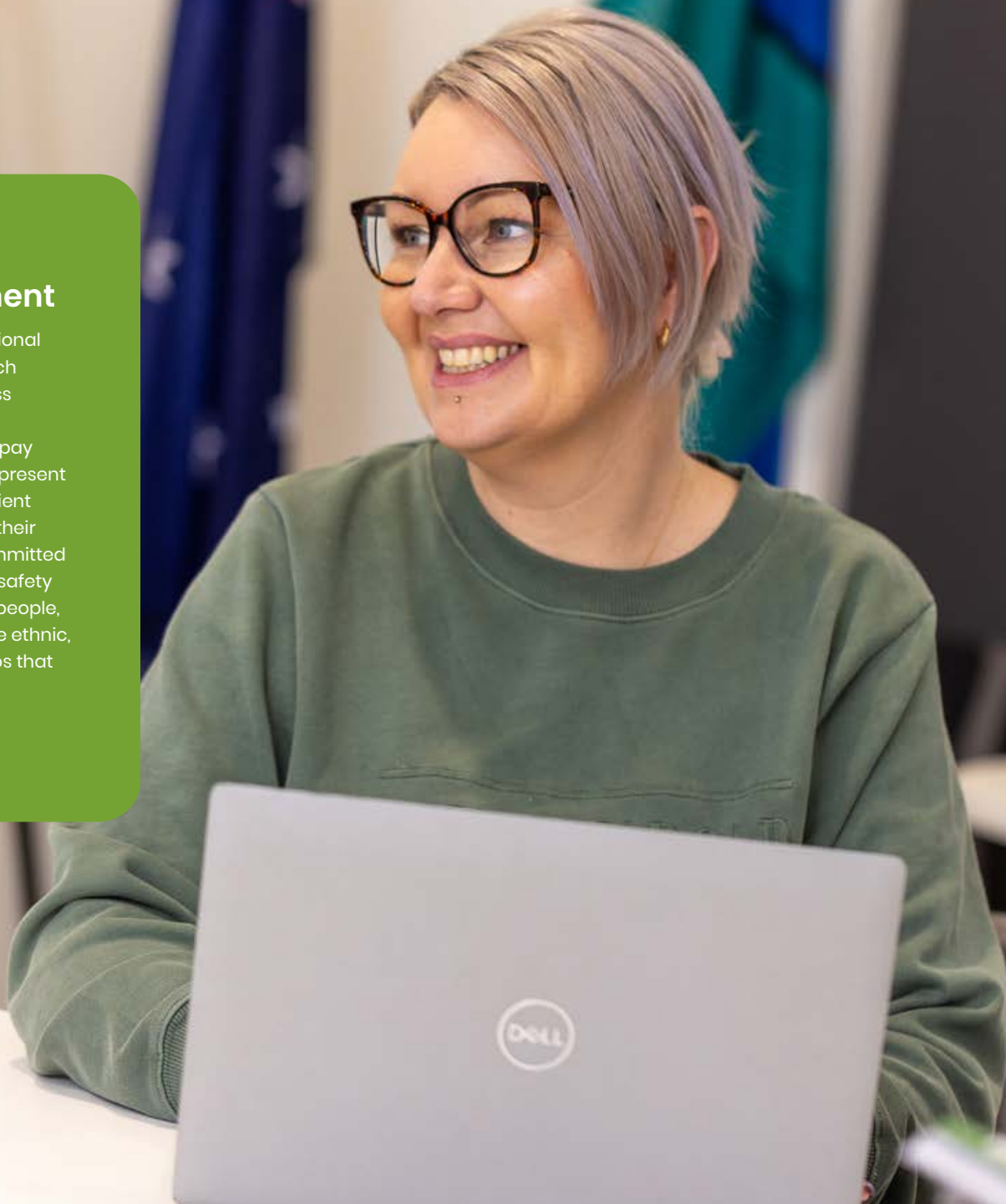
2023 Annual Impact Report

Mallee Accommodation & Support Program Ltd



Acknowledgement

We acknowledge the Traditional Owners of the lands on which we work and live right across the beautiful region we are privileged to call home. We pay our respects to Elders past, present and emerging, and the ancient connection they have with their country. MASP is deeply committed to the principals of cultural safety and equality for aboriginal people, along with the many diverse ethnic, religious, and cultural groups that call the Mallee home.



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Caroline Smith
Board Chair

Chair Message

It is with great pride and satisfaction that I present the MASP Annual Report for 2023 on behalf of our Board.

After five years serving as Chair, I am handing on the role to fellow Board Director, Mary Rydberg. Our Board is packed with local knowledge and experience, ensuring the organisation continues in the right direction and meets the needs of our communities across the Mallee. I feel satisfied that MASP is an organisation that has grown to, and will continue to, find innovative solutions to the issues faced by our community. Mary will do a fabulous job and I am looking forward to MASP continuing their work in the Mallee under her leadership.

The organisation has grown its turnover to nearly \$16 million and continues to maintain a healthy financial position. We have benefitted from a strong skill-based team of directors focused on strengthening our governance principles.

Vincent Wilson's addition as CEO has been a terrific boost to the organisation. In a relatively short period, he has guided the development of the Strategic Plan 2022-25, based on our CARES values of Connected, Accountable, Responsive, Empowering and Safe.

The past year also saw the organisation adopt a therapeutic model of care, taking a holistic approach to support the overall wellbeing of people seeking help from us.

We continued to expand the support and services available across the Mallee. To do this we focused this year on developing our partnerships with complementary organisations, including building on our relationship with the Department of Families, Fairness and Housing. Our partnership with the Victorian Government is crucial to our development of new social housing in the Mallee, including the Sunnyside Living project currently underway in Mildura.

All of these achievements are thanks to the hard work of so many people – including our wonderful staff and

volunteers and those individuals and organisations that continue to partner and support our organisation and community. I would like to congratulate everyone for their continued dedication and living the values of MASP.

It has been a privilege to serve alongside a group of strong, skill-based directors who are passionate about ending homelessness, while supporting our Mallee communities to lead safe, secure, healthy and fulfilling lives.

A handwritten signature in black ink, appearing to read 'C. Smith', with a stylized flourish at the end.

Caroline Smith



Vincent Wilson
Chief Executive
Officer

A Message from the CEO

The past year has been a time of incredible change, growth, and achievement for MASP, with work now well advanced in implementing our 2022–25 Strategic Plan.

This Strategic Plan outlines six impact themes and five impact drivers, which together set out our priorities for the next three years along with how we will achieve them.

An early highlight of the year was the launch of MASP's bespoke Therapeutic Model of Care, which outlines a holistic, client centred, and trauma informed approach to helping people across the community who are struggling with homelessness, abuse, poverty or disadvantage. The MASP CARES Therapeutic Model of Care guides the way we work with our clients, our communities, and of course each other. The Model is the result of many months, indeed years, of research, collaboration, and hard work by many within our organisation.

During the year, driven by community feedback in relation to MASP's Strategic Plan, we also announced changes to our client services and operations as we refocus on future priorities identified by the community. The restructure meant that MASP wound down a small number of long-running programs

and services, including NDIS support coordination and personal support programs, along with Just Redgum and MASP's Community Centre. The MASP team worked with clients to transition them to other local NDIS providers who are providing specialist services to people with disabilities. I'd like to thank the numerous past and present MASP team members who worked in these programs over a number of years for their incredible dedication to their clients and community.

MASP's social housing portfolio has taken the first steps along what promises to be a significant period of growth, both for MASP, but more importantly, for the community we serve. It is wonderful to see our 13 one-bedroom units at Sunnyside Avenue nearing completion, and I can't wait to see our first residents move into their new homes very soon. We are also thrilled to have construction underway on three dedicated units for youth leaving care, along with two other social housing developments elsewhere in Mildura. All told, the size of MASP's housing portfolio

will have tripled in size by mid-2024, and we are deeply appreciative of the Government funding partners who have made this growth possible.

The programs and services we deliver to the community also continue to grow, with numerous programs expanding in size throughout 2023, ensuring that more community members have access to our crucial services than ever before. In January 2024, MASP will commence delivering the Department of Education's Navigator program across the Mallee in partnership with Mallee Family Care (MFC). MASP and MFC look forward to delivering this program, which aims to support disengaged young people to return to education, and significantly enhancing the impact it makes in the lives of young people across the Mallee.

I could go on here, writing about the many wonderful programs, projects, and initiatives that MASP's team are delivering across the Mallee, but for now I'd simply like to thank them, MASP's incredible team members, for all the work that they do in service to community. This work wouldn't be possible without the support of our wonderful carers, volunteers, sponsors and partners, and we thank them for their invaluable contributions of time and resources which allow us to support our communities the way that we do.



Vincent Wilson

Our Purpose

To empower our community to be free from homelessness, abuse, poverty, and disadvantage.

Our Vision

Thriving Mallee communities, with individuals and families equipped to lead safe, secure, healthy, and fulfilling lives

Our Values

	Connected We nurture trusting, collaborative, and inclusive relationships.
	Accountable We employ authentic, competent, evidence-based practice.
	Responsive We demonstrate kind, flexible, timely, and personalised care.
	Empowering We cultivate a strengths-based and enabling environment.
	Safe We embrace a culturally safe, trauma informed, and dependable ethos.

Reporting On Strategic Plan Implementation

Impact Drivers

3 completed



11 working on it



4 not started



Operational Excellence

In 2023, MASP maintains its commitment to operational excellence. We have introduced the Therapeutic Model of Care, elevating our service standards. Our focus on measuring client outcomes ensures we continuously enhance our support program.

11 completed



16 working on it



1 not started



Organisational Transformation

Embracing the future, MASP is dedicated to organisational transformation. Our new website launched in 2023 showcases our modernisation efforts. With biannual staff engagement surveys and the submission of our first Reconciliation Action Plan to Reconciliation Australia, we are fostering an inclusive and efficient organisation.

7 completed**9** working on it**1** not started

Project Delivery

Exciting housing development project is underway at Sunnyside Living, with construction in full swing. MASP has three additional projects currently out to tender, demonstrating our commitment to timely and efficient project delivery.

7 completed**9** working on it**1** not started

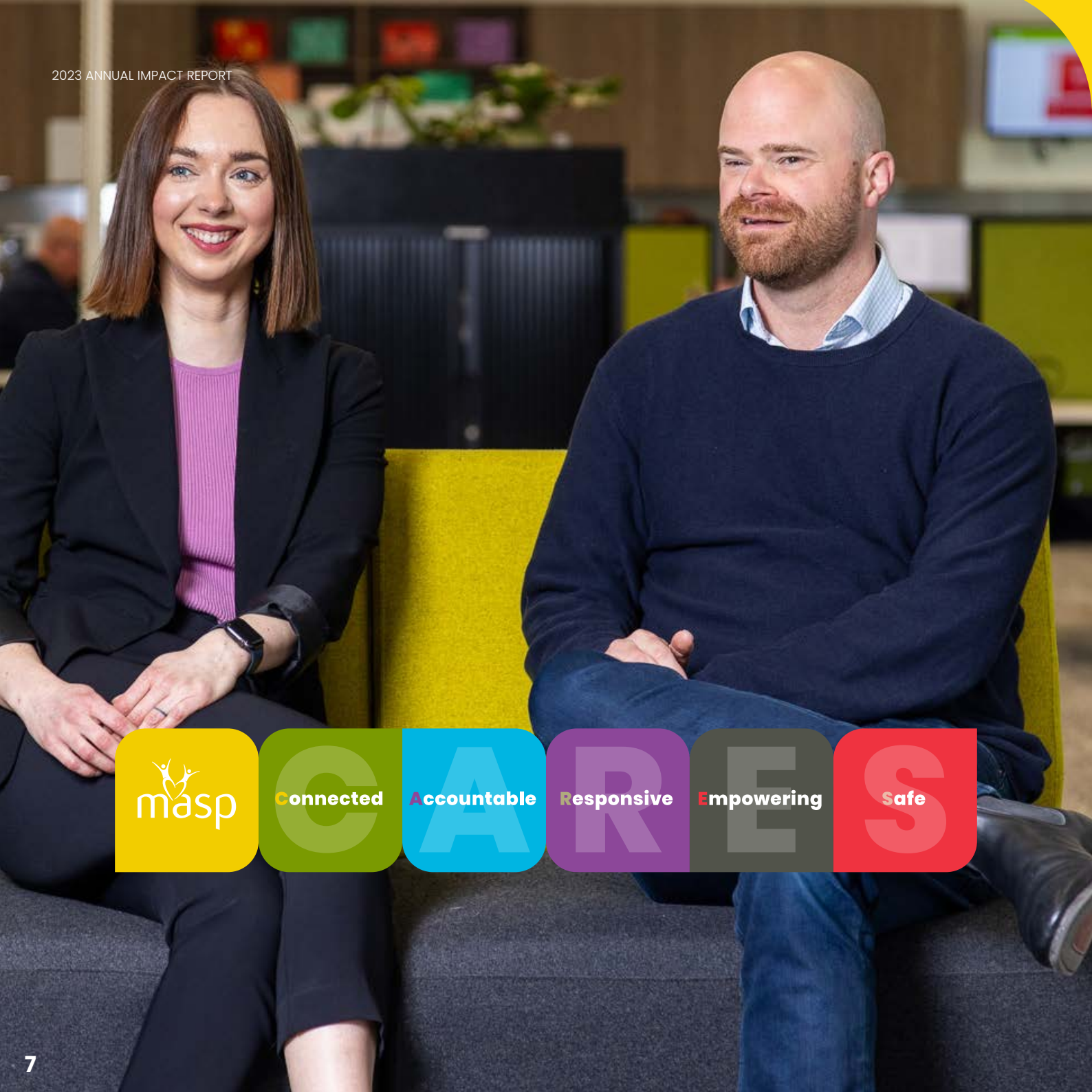
Opportunity Exploration

MASP continue to explore innovative housing delivery models, particularly for youth and other key cohorts. We are making strides in establishing a dedicated presence in Swan Hill, and our Homelessness Outreach program is nearing completion. Our approved Fundraising & Philanthropy Plan and Policy signal our commitment to creating new opportunities.

10 completed**9** working on it

Sensible Growth

In 2023, MASP continues its journey of sensible growth. Collaborating with Mallee Family Care, we successfully submitted the Navigator Program, expanding our reach and impact. Furthermore, with the board's approval of the Social & Affordable Housing Growth Plan, we aim for responsible expansion to meet the housing needs of our community.



masp

Connected

Accountable

Responsive

Empowering

Safe

Model of Care Implementation

In January 2023, we launched our “HOME GROWN” therapeutic model of care (MOC), a framework for trauma informed, and recovery-based, service provision at MASP. The model guides how our staff interact with each other, and the community, in their day-to-day work and it recognises that the most valuable asset we have is each other. A thriving community is at the heart of the model.

All therapeutic models are based on four guiding principles:

Safety

Relationships

Emotional
regulation of
the caring
system

Working
together

The MASP CARES therapeutic model of care was created by our staff in collaboration with Patrick Tomlinson, a renowned international consultant in developing organisations and people. The development process has taken almost two years so far, and it is a work in progress. Since the launch, we have produced several new toolkits, rolled out service wide orientation, and aligned our policies and professional development. But there is still much to do.

There are many examples of the model in action at MASP. One example is the establishment of reflective practice groups, in which a professional team will come together to talk about an experience, examine their understandings and assumptions, and then develop actions or ideas that

can improve practice. Reflective practice can happen in groups, individually, in pairs, and in multi-professional settings.

The work of model implementation is ongoing. We are thinking carefully about how we can embed trauma informed and therapeutic principles into all aspects of our service provision, from the way our buildings look and feel, to the way we think about our clients, to the supervision frameworks that we use. Our model of care can be found on our website and feedback is welcome..



Helena Moore | Director of Practice

Children, Youth & Families

We see children and young people as our future, and strong families as their greatest chance of success. We aim to break the cycle to ensure each child, young person and family has the chance to achieve their potential. By providing opportunities and support to children, young people and families in need, we can bring positive change to them and to our communities.

40

Families supported through around 2,900 hours of Integrated Families Services program

21

Families supported through Finding Solutions program

37

Young people supported through Youth Support Services

16

Young people and 14 mentors engaged in the MASP Youth Mentoring Program Flinders Ranges

70

Young people supported through around 2600 hours of young people leaving care services

13

Foster Carer enquiries received

4,770

Of nights in foster care, supporting children and young people

Our Purpose in Action

“The mentoring experience was full of laughs and always lifted my mood. The trip was so rewarding and to see the change in the kids was amazing. They all just opened up to us and their whole outlook changed over the week. I think the kids realised that the program was a safe and judgement-free space where they could just be themselves. The walking was the tool, but the program was about so much more than that”.

MASP Youth Mentoring Program

“Rachel’s previous work with families from CALD backgrounds was outstanding; it’s like she’s a CALD worker who happens to work with IFS”.

Integrated Family Services

“The Op shop dress up challenge was so much fun to do and I want to do it again. I felt like a business man when I returned home in my costume”

Young person about School Holiday Program

Update on programs



20 parents engaged in parent education and coaching programs – Engaging Adolescents and 123 Magic – delivered through Finding Solutions

Youth Mentoring Program completed first-ever trek in Flinders Ranges and plans to expand the program to Swan Hill in 2023.

Restoring Relationships was introduced in October 2022, focussing on supporting young people and families where the young person is using unsafe behaviours in the home.



Volunteers

14 volunteers within Youth Mentoring and 22 volunteer Foster Carers



Partners

We would like to recognise the partnership between Berry Street and MASP in the creation and implementation of the Restoring Relationships program and the continued great collaboration that occurs



Supporters

Youth Mentoring Program

Auswalk | Newsboys Foundation | Frank and Flora Leith Foundation | MRCC | Chatime Mildura | Anaconda | Irymple Rotary Club | Mildura Irrigation Centre | Laser Signs and Print

Homelessness Support

Housing insecurity is a significant issue across the Mallee: from people rough sleeping; couch surfing; living in caravan parks; or experiencing complete homelessness without a roof over their heads. The impact is far-reaching as insecure housing affects so many other measures of wellbeing. We aim to support people to find short and then long-term housing by working with all levels of government, and our community partners, to find effective and efficient outcomes.



558

**Young people and adults supported
through our Housing Access Programs
in both Victoria and NSW**

3,120

**Nutritious meals provided through Red Earth
Heart Van, and the doors of MASP offices,
thanks to The Gateway Mildura**

Our Purpose in Action

Charlotte

Charlotte was 34 weeks pregnant and residing in a tent at a caravan park with her dog when she was referred to MASP for homelessness support. Charlotte found herself experiencing homelessness following a family violence incident with Charlotte's ex-partner, which resulted in Charlotte fleeing the relationship and returning to the Sunraysia area where she had grown up.

Charlotte was able to reside with family for a short while, however, was unable to reside there long-term and needed long-term accommodation of her own. Charlotte had spent years struggling with her own mental health, however, she faced new challenges whilst pregnant and was unable to take her regular medication. To add to these stresses, Charlotte had recently become reliant on JobSeeker payments, as her pregnancy had reached the stage that she needed to stop working. Charlotte was fearful she would not have accommodation for herself and her newborn baby.

Charlotte was able to engage with the Housing Access Program and her own allocated support

worker to work through the challenges and barriers of homelessness collaboratively. Charlotte was able to find herself a camper trailer, which made her stay more comfortable, whilst alternate options for housing were explored. Charlotte was proactive in her engagement, attended many private rental inspections, and applied for as many properties as possible. Charlotte's support worker provided assistance with: completing a Victorian Housing Register application; access to a 60-day crisis property; access to material aid; and access to food relief, resulting in ease of financial stress. Charlotte was successful with the 60-day crisis property, however, she was approved for a private rental property of her own a short time later. MASP and Haven; Home, Safe collaborated with their resources to assist Charlotte in establishing her tenancy. Charlotte's support worker stayed in contact to ensure a smooth transition to Charlotte's new home.

Charlotte has since birthed her baby and is comfortably enjoying motherhood in her new accommodation.

Note: Names have been changed to protect the privacy of individuals

Ronald

When Ronald contacted MASP he presented as clean and sober, with a sense of humour and a kind nature.

He had spent most of his adult life incarcerated. For the last 5 years, he has been living in a campsite on the banks of the Murray River and for 10 years before this, he lived in a "bush car."

Ronald had overcome his addictions, no longer drinking alcohol or doing drugs. He did however feel disheartened by his living arrangements. Unfortunately, Ronald didn't have any family; his wife had passed away when he was in prison, and he could not attend the funeral. His siblings were separated as children, and he never had any children of his own.

Ronald was requesting help to find a property as it was getting hard living at the camp. He was using water from the river to wash himself and his clothes. He had a fire for warmth, boiling water and cooking. And he discussed some of the struggles he faced outside in the elements.

A support worker suggested they could help Ronald with a new housing application, however, due to trouble reading and writing this was challenging for Ronald. MASPs support worker was able to suggest a phone application to Ronald and he reacted with relief and a smile. This meant the application and documents could be submitted quickly.

MASPs support worker engaged with Murdi Paaki Housing who empathised with Ronald and wanted to support and help him. Very quickly a property became available and Ronald was supported to complete the necessary paperwork.

On receiving the keys and arriving at his new home Ronald was overwhelmed with emotions and extremely thankful and appreciative of his new home. MASP was able to provide Ronald with a double bed, a television, white goods, foods and toiletries. MASP was also able to support Ronald by paying his two weeks rent in advance. Ronald had lived without power for so long and being a self-described "news man", he was really looking forward to sitting down and enjoying watching the news.

MASPs partnership and collaboration with Murdi Paaki allowed Ronald to overcome the challenges he faced which in the past prevented him from obtaining a property. Ronald now has a lease in his own name for the first time and he enjoys keeping his unit tidy and making sure his rent is paid on time.

Note: Names have been changed to protect the privacy of individuals

Jim

Jim is a man in his 70s who received a Notice to Vacate due to anti-social behaviours at his private rental property in the Sunraysia area. Jim suffered significant mental health issues and felt the world was against him. Jim advised that he felt like he was being unfairly targeted by the occupants in the neighbouring properties and felt like he was misunderstood. Jim was allocated a support worker in the Housing Access program, who was able to negotiate an extension with Jim's property manager, securing more time for Jim to get his affairs in order and move out. On the final days of moving out, Jim's mental health had reached an all-time low, and Jim was seriously considering taking his own life. Thankfully, Jim's mental health support worker was conducting a home visit and could link Jim in with appropriate support immediately. Jim's mental health support worker and Housing Access worker worked closely together to coordinate and ensure that Jim was safe and that Jim was supported to move out of the property and safely into a local motel offering long-term accommodation. Jim was reluctant to accept the motel accommodation, however, he held onto hope that his situation would soon change with the support

he was receiving. MASP was able to assist with the initial cost of the motel accommodation, and Jim was able to maintain the motel accommodation rent from there until he found more suitable accommodation. Jim was proactive in engaging with the program and attended inspections as required. Jim's support worker assisted him with private rental tenancy applications as Jim found navigating online applications difficult. He was successful with a private rental property after 6 weeks. The property was slightly cheaper than his previous property and located a short walk from the river, which suited Jim very much. MASP and Haven; Home, Safe collaborated with their resources to assist Jim in establishing his tenancy. Jim had his bond returned from his previous tenancy and could use it to fund his removalist. Jim's Housing Access worker assisted Jim in applying for a RentASIST bond loan. Jim continues to reside in his new property and his mental health concerns have significantly improved. Jim expressed his gratitude and relief, advising that his housing situation is better than it was before he was at risk of homelessness.

Note: Names have been changed to protect the privacy of individuals

We Support the Homeless & Those at Risk of Becoming Homeless



The lack of affordable housing is a significant issue in the Mallee, and the increased cost of living pressure adds to the problem. Leading to more vulnerable people in our communities rough sleeping, couch surfing, living in cars or totally inappropriate accommodation options.

Our aim at MASP is to end homelessness in the Mallee by providing additional accommodation options and working with both Federal and State Governments, partners, and the community to achieve this.

Our Homelessness Support team provides wrap-around support to enable the most vulnerable to achieve the best possible outcome with long-term housing; health and well-being; education; and employment options.



Partners

The Gateway Mildura continues to support MASP and those in the community needing support by providing 60 freshly cooked meals per week.



Emergency Accommodation Providers

MASP greatly appreciates the partnerships and support we receive from local accommodation providers to assist with short-term crisis accommodation options. Caravan Parks, Motels, Hotels, Backpacker and short-term accommodation units, all provide us with the support we need.

A photograph of a woman with long dark hair, wearing a dark blue long-sleeved shirt and black pants, sitting on a tiled floor. She is smiling and looking up at a young girl. The girl is wearing a white t-shirt and a dark blue skirt with white polka dots. She is standing on the woman's legs, reaching out with her hands towards the woman's face. They are in a doorway, with bright light coming from behind them. On the right side of the image, there are five overlapping, rounded rectangular shapes in blue, light orange, red, yellow, and purple.

Family Safety

Family violence is a critical issue across our communities. We aim to provide avenues and support to those experiencing, or at risk of, family violence.

Through community partnerships, we assist people to be safer and feel supported.

4,240

Individuals were provided support from MASP's Orange Door team through 12,153 service hours

3,056

Child wellbeing assessments completed by The Orange Door

1,830

Family violence risk assessments (TRAMs) completed by The Orange Door

1,071

Safety plans completed by The Orange Door

14

Young people engaged with Restoring Relationships program

Our Purpose in Action

Jack

Jack was a 16-year-old young person who had been involved with the Child Protection and family violence systems throughout his life. Jack had left home and was couch surfing with friends who supported him to access The Orange Door. Jack had clear goals: he wanted to work hard to get enough money to fix up his car and to secure his own independent accommodation. The Orange Door was able to purchase Jack a school uniform, enrol him in a white card course, and buy clothes for his work placement. Jack completed work experience with a local company and was offered a school-based apprenticeship. Jack is now doing well and working towards achieving his goals.

Note: Names have been changed to protect the privacy of individuals

Update on programs



The Family Safety program was established as part of MASP's most recent restructure, demonstrating MASP's commitment to addressing the issues of family violence and child safety in the Mallee. MASP has also been working hard to explore service delivery options in New South Wales, which we hope to see take shape in 2023–2024. MASP commenced delivering the Restoring

Relationships program, which is funded by Family Safety Victoria and works with young people who are using unsafe behaviour in the family home. This is an exciting new field, and MASP is keen to continue to work closely with the sector and the community to find better ways of working to support young people, and their families, live safe and happy lives.



Partners

MASP's Orange Door team values its partnerships with multiple agencies, including Family Safety Victoria, Child Protection, Mallee Sexual Assault and Domestic Violence Service, Sunraysia Community Health, and Mallee District Aboriginal Service. MASP is also proud to partner with Berry Street in delivering the Restoring Relationships program.

Residential Services

Residential Care

Community-based homes which provide safety and stability to young people who are unable to live with families or in other models of care. We have three houses that are staffed by caring, empathetic and well-trained team members to ensure young people in MASP's Residential Care Program, are receiving the support they need to be safe and achieve their goals.

Supported Independent Living

MASP has one Supported Independent Living home which provides accommodation and support to people with disabilities in order for them to live as independently as possible within their community. The home accommodates up to six participants and provides support to increase their independent living skills while also supporting connection to family, friends and community.

A young boy with short brown hair, wearing a red t-shirt, is shown in profile, looking down at a blue balloon he is holding. The background is a bright window with a green plant and a white flower visible. The image is split into three horizontal sections: a top photo section, a middle blue section with text, and a bottom green section with text.

2,058

Nights in residential care supporting young people

2,190

Nights of accommodation and supported independent living



11

Properties available
during the financial year

41

People supported in these properties
during the financial year

4

Singles supported

14

Families supported

Social Housing

MASP became a registered housing provider in 2011 and, to date, has operated a small portfolio of properties that provide a mix of housing options and flexibility of uses.

In 2015, MASP established Vidovic House to provide support for up to six residents with a disability to help them live as independently as possible. These residents share communal areas and enjoy the mutual support and companionship developed from living together.

In recent years, MASP's ambition to increase the number of social housing properties available in the Mallee has

resulted in several successful funding submissions, including our current project at Sunnyside Living, which will see an additional 13 one-bedroom units available by the end of 2023, our three Youth Leaving Care Units which will soon be under construction and our recently announced funding through the Social Housing Growth Fund to build 3 x 3-bedroom and 1 x 4-bedroom units in the Mildura CBD.

MASP continues proactively seeking funding and partnership opportunities to empower our community to be free from homelessness, abuse, poverty and disadvantage.

Projects

Sunnyside Living

13 one-bedroom units
Long term social housing
Completion due approx
end of 2023

2024 upcoming projects

3 one-bedroom Youth
Leaving Care Units
4 long term social
housing properties
Completion due late 2024

Project funding

Funding secured

\$4,330,280

MASP contribution

\$1,419,720



The Story of MASP

Nearly 30 years of caring for communities in the Mallee

MASP was established in 1994, following the amalgamation of the Sunraysia Youth Accommodation Project and the Sunraysia Emergency Accommodation Centre (Emmaus House). A staffing group of eight people joined forces to support and advocate for homeless people and those at risk of homelessness in the Mallee. This included people living with disabilities, children and young people living in unsafe situations, and women and children escaping family violence.

Our main aims were to improve access to the existing housing stock, to increase appropriate housing options, and to develop social support programs that could end homelessness and disadvantage in our community.

In 1999, we began to introduce programs for children and young people entering the out of home care system, including youth residential care and foster care. We also started the important work of training and supporting foster caregivers and specialist staff.

Our youth work steadily grew to include leaving care, youth justice, and a range of innovative programs aimed at keeping families together and developing our young people.

In 2006, the newly formed Youth Mentoring Program took a group of nine young people and their mentors

to Papua New Guinea where they walked the Kokoda Track together. Since then, this innovative program has helped over 240 young people to connect with community mentors.

In 2007, we launched our Integrated Family Services program. In 2008, we were selected to be the regional provider for Child FIRST, and in 2018, our Child FIRST team relocated to the newly established Orange Door family violence response hub in Mildura. Through our continued commitment to working with vulnerable families, MASP has played an integral part in the effort to end family violence in the Mallee.

In 2011, we extended our existing housing support program and became a registered housing provider. This opened the way for us to build quality social housing in the Mallee and we remain committed to providing equitable and affordable housing for all members of our community.

In 2019, MASP's purpose-built Service and Community Hub was opened, bringing most services under one roof and providing easier access for our clients. In 2020, we launched the Red Earth Heart Van, a community outreach program providing social connection, meals and laundry services to those in need.

In 2022, MASP launched our Strategic Plan 2022-25, setting out how we better service communities across the Mallee region into the future. The plan commits MASP to fulfilling its purpose and working towards a community free from homelessness, abuse, poverty, and disadvantage. To make this happen, we defined four areas of greatest need of community service that identify and dictate our ambitions in growing our social housing portfolio, expanding youth mentoring programs, and foster care recruitment process.



Reconciliation Action Plan (RAP)

“Based around the core pillars of relationships, respect and opportunities, RAPs provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination”.

Source: Reconciliation Australia.org.au

This year, MASP submitted its first “Reflect” Reconciliation Action Plan or “RAP” to Reconciliation Australia.

A RAP is a written agreement that outlines a process of change making, and meaningful action, to advance reconciliation with Aboriginal and Torres Strait Islander peoples.

According to Reconciliation Australia, there are **five dimensions** of reconciliation: Race Relations, Equality and Equity, Institutional Integrity, Historical Acceptance and Unity, and there are **four RAP types**: Reflect, Innovate, Stretch and Elevate, that allow organisations to continuously develop their reconciliation commitments.

To prepare for our RAP journey, we have established a working group of ten staff who will contribute their ideas and champion the process within the organisation. We have also joined an external advisory group comprising of Aboriginal and non-Aboriginal staff from different organisations who generously share their RAP experiences and cultural knowledge.

We have already benefitted from the RAP process through increased cultural awareness, changes to our program of cultural training, and redevelopment of our HR system to include the option of identifying as Aboriginal and/or Torres Strait Islander.

We are continuing to find ways to support our existing partnerships within the Aboriginal community and service delivery space, and to seek out new opportunities for collaboration and sharing ideas.

Our next steps will be to add original indigenous artwork, launch the RAP, and work on the 13 action items. This will involve us engaging in a wide range of tasks and experiences from contributing at cultural days and events, to writing and reviewing business plans and policies. Through implementing a comprehensive program of activities, MASP is adding its voice to the national movement for Aboriginal and Torres Strait Islander self-determination and empowerment.

Helena Moore, Director of Practice

Board of Directors

MARY RYDBERG, Director

Graduate Diploma of Business, Graduate Member of the Australian Institute of Company Directors, Member of Women on Boards. Mary is a semi-retired leader with experience within the health and community services sectors for the State Government, hospitals, not-for-profit sector and local government. Mary is a Chair of Mildura Base Public Hospital Board, a member of the Mallee Track Health & Community Services Board, a member of the Mildura Rural City Council Audit & Risk Committee and a member of the board of Enliven Victoria.

Committees: Clinical Governance Sub Committee (Chair)

Mary was appointed as a Chair to the Board of Directors from 1 July 2023.

NINA SMART, Director

Bachelor of Arts, Flinders University

Nina has worked extensively in personal injury law in Mildura since 1997 in private practice initially as a legal assistant.

Nina was admitted to practice as a lawyer in the Supreme Court of Victoria in 2019. Nina leads the Mildura Office of Maurice Blackburn Lawyers exclusively assisting injured workers and road users. Nina was promoted to Associate in 2023.

Nina was elected to the Board of the Sunraysia Mallee Ethnic Community Council (SMECC) in 2019 and has held the position of Vice Chair since 2020.

Nina is a member of the Law Institute of Victoria and the Australian Lawyers Association.

Nina was appointed to the Board of Directors on 7 February 2023 to fill a casual vacancy.

STEPHEN PARR, Director

Graduate Certificate Public Health, Bachelor of Arts (Hons) and Bachelor of International Studies (politics).

Stephen has a long history of working in community not-for-profit public health settings, focusing on population health and Aboriginal health services.

Stephen's passion for public health has seen him working at the intersection of health services, policy and politics, providing valuable experience in strategic planning, partnerships, influencing and working with government.

Committee: Clinical Governance Sub Committee

Stephen was appointed to the Board of Directors on 4 April 2023 to fill a casual vacancy.

FRANK PISCIONERI, Director

Diploma of Business Studies (Accounting), Fellow of CPA Australia (FCPA), Certified Member of Governance Institute of Australia GIA (Cert), Graduate Member of the Australian Institute of Company Directors (GAICD). Frank has extensive experience in financial management (CFO), operations and corporate governance across education, local government and health sectors.

Committees: Finance Sub Committee (Chair)

CHRISTOPHER CRESP, Director

Registered Nurse Division 1. Christopher has an extensive background working in Private Consultancies and within remote areas. Christopher has CEO level experience working with Indigenous organisations and communities, as well as experience with both the Royal Flying Doctors and International Red Cross.

Committees: Clinical Governance Sub Committee; Project Control Group (PCG)

TIMOTHY PETERS, Director

Masters of Business Administration, Graduate Certificate in International Business, Bachelor's Degree in Multimedia and Marketing. Timothy holds over 15 years' experience across a range of sectors. Timothy has extensive experience in ICT strategies and development, across higher education and federal government sectors.

Committees: Finance Sub Committee

REBECCA OLSEN, Director

Rebecca has over 34 years' experience in the Public Sector. She has been responsible for the largest Police Division in the state. Rebecca sits on a number of executive positions across the Mallee, and contributes to strategic planning on a regional and divisional level.

Committees: Project Control Group (PCG)

CAROLINE SMITH, Chair

Bachelor of Business with a major in Accounting and a minor in Human Resource Management, full member of CPA Australia, certificated member of the Governance Institute of Australia and Graduate of the Australian Institute of Company Directors (GAICD).

Committees: Finance Sub Committee; Clinical Governance Sub Committee; Project Control Group (PCG)

EMILY WALSHAW, Deputy Chair

Certificate of Governance Practice, Advanced Diploma Leadership and Management, Graduate of the Australian Institute of Company Directors (GAICD). Emily has over 12 years' experience in corporate administration, risk, governance and compliance in public and not-for-profit tertiary health and public education sectors across a number of states and territories, overseas.

TRISTRAM LOCK, Deputy Chair

Bachelor of Laws from Waikato University (NZ) and Master in Laws from University of Amsterdam (NL). Tristram is a Principal solicitor with Mildura law firm, Holcroft Lawyers. Tristram has worked in the legal services industry, in both Australia and New Zealand, for over 10 years and, in his early career, served as legal representative for children.

Tristram resigned from the Board of Directors on 7 March 2023.

Life Members

Les Airs (*Deceased*)

Bill Brown

Alan Chalkley (*Deceased*)

Janet Decker

Janet Hill

Terry Hill

Linda Hurley

Betty Krake, OAM (*Deceased*)

Mary LePoidevin (*Deceased*)

Glenn Milne

Dot Phelan (*Deceased*)

Doug Rowe

Elaine Rowe

Jack Rust (*Deceased*)

Ray Smith

Joan Stewart (*Deceased*)

Colin Thomson



Godden Award

The Godden Award recognises the outstanding contributions an individual makes to the aims of MASP and the community we serve.

Established in honour of two long term MASP carers, Barb and Noel Godden, the award recognises the vital role volunteerism, altruism and community mindedness, play in supporting the delivery of our services. Barb and Noel, who have both since passed away, epitomised these values and this award remains a lasting tribute to their outstanding and enduring caregiving.

Each year, staff nominate a colleague or community member for the award and the final recognition is awarded by our Board of Directors and CEO.

2023	Woolworths, Langtree Avenue, Mildura
2021	Gordon McIlwaine
2020	Garry Davison
2018	Judy Brinsmead
2018	Dennis Berry
2017	Simone Tierney
2015	Wendy and Ed Rushforth
2014	Annette Power
2013	Peter Davies
2011	Dot Phelan
2011	Janet Decker
2010	Bronwyn Williams
2009	Don Reid
2008	Tim Robinson
2007	Richard Vandenberg
2007	Elaine and Doug Rowe
2007	Barb and Noel Godden

Our Supporters

The support and partnerships we have, enable us to continue our purpose and make a difference in the lives of as many people as possible.

Funding Partners

Commonwealth Home Support Program
Department of Families, Fairness & Housing (VIC)
Department of Justice & Community Safety (VIC)
Family Safety Victoria
National Disability Insurance Scheme
Department of Communities and Justice (NSW)
Victorian Home and Community Care Program
Victorian Property Fund
Homes Victoria
Newsboys Foundation
The Flora & Frank Leith Charitable Trust
Mildura Rural City Council

Our Volunteers

Our many dedicated foster carers
John Lauder – Just Redgum
William Marriot – Red Earth Heart Van

Donors & Supporters

Auswalk
Anaconda Mildura
Antisocial Collective
Bunnings Mildura
Cardross Primary School
Chatime Mildura
Chosen Barbers
Cooke's Pools and Spas
Gordon McIlwaine and The Gateway Mildura
Laser Signs and Print
Merbein Stitching Group
Mildura Central
Mildura Regional Development
Mocha Mecca
Mildura Irrigation Centre
Nick and Andrea Anderson and Lock 9 Lodge
Nutrien Water
Ray White Mildura
Rotary Club of Irymple
Woolworths Langtree Avenue, Mildura

**Thank you,
your support
means the world
to us and our
community.**

Donate and Fundraise for MASP

In July 2023, MASP designed four unique funds to address specific community needs. This way, your donations directly impact the causes you care about most.

01 MASP Housing Development Fund

Help us build homes and improve living conditions for those in need. Your contribution will support activities like land acquisition, housing construction, and renovations to provide better housing options for individuals and families.

02 MASP Homelessness Support Fund

Make an immediate difference in the lives of homeless individuals. Your donations will provide material aid for essential supplies like bedding, emergency accommodations, and food support. We'll also use this fund to bridge gaps in government funding for outreach initiatives.

03 MASP Youth Support Fund

Support the growth and well-being of young individuals in the community. With this fund, we provide material aid, mentoring program support, and other necessary assistance for youth clients, helping them thrive and achieve their full potential.

04 MASP Family Safety Fund

Join us in safeguarding families at risk of family violence. Your donation will be used to fund preventive programs and offer material aid to those not eligible for government-funded support. Together, we can create safer environments for vulnerable families.



Corporate Sponsorship

At MASP, we believe in the power of corporate partnerships to transform communities. That's why we offer four exciting corporate sponsorship tiers, ensuring every company can make a meaningful impact while enjoying valuable benefits in return.

01 Bronze Sponsorship
(min. \$5,000 per year)

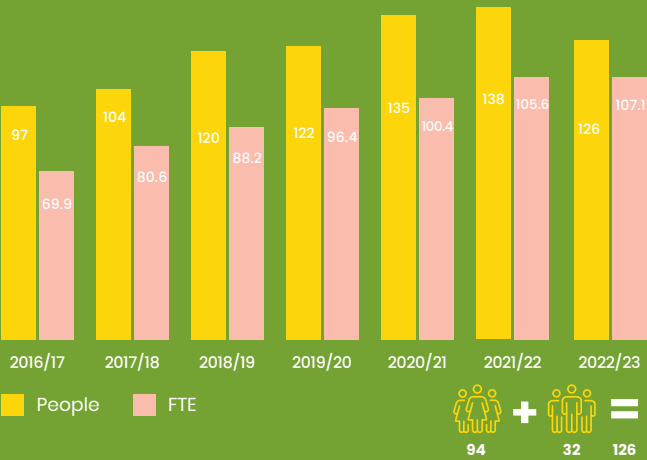
02 Silver Sponsorship
(min. \$15,000 per year)

03 Gold Sponsorship
(min. \$30,000 per year)

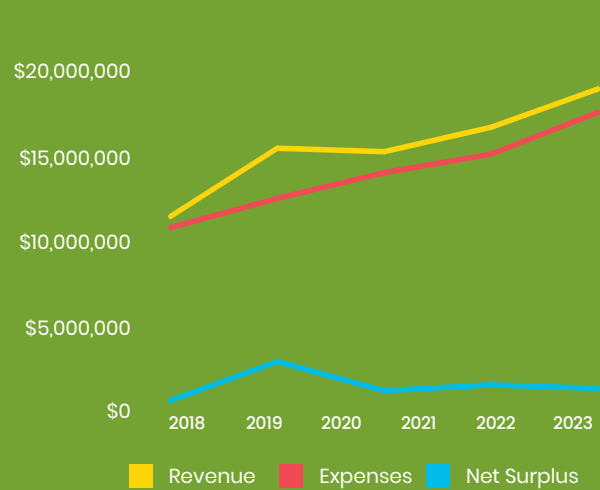
04 Platinum Sponsorship
(Customised)

For further information on how to join MASP Corporate Sponsorship, please contact Charmaine Calis, Director of Corporate Services on ccalis@masp.org.au or **03 5021 6595**.

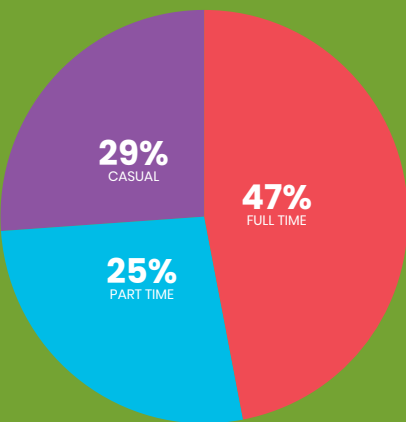
Human Resources Snapshot



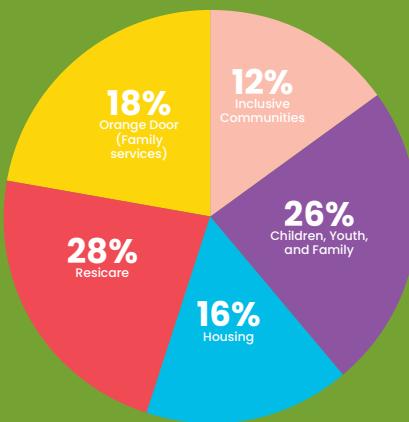
Revenue Expense Profit Data



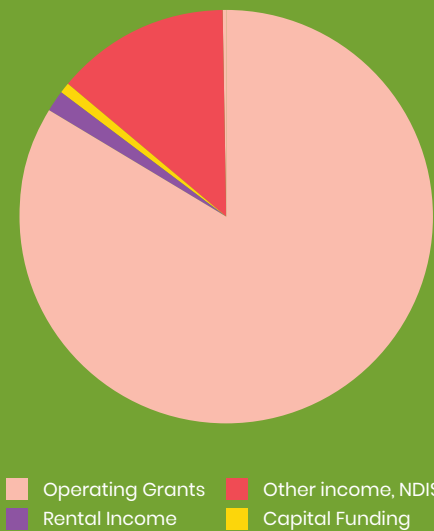
Employment Status



Funding Areas



Revenue 2022-2023





Financial Snapshot

A full version of MASP's financial statements is available at:
[masp.org.au/about us/#publications](https://masp.org.au/about-us/#publications)

