

# 2024 – 2025 IMPACT MEASUREMENT REPORT

Mallee Accommodation  
& Support Program Ltd



The logo for Mallee Accommodation & Support Program (masp) features a stylized white icon of three people with their arms raised, forming a heart shape, positioned above the lowercase letters "masp".

### Acknowledgement of Country

Mallee Accommodation and Support Program (MASP) acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the land on which we work and live right across the beautiful region we are privileged to call home. We pay our respects to their Elders, past, present and emerging, and the ancient connection they hold with their Country.

We extend our respects to all other Traditional Owners and all Aboriginal and Torres Strait Islander People of other nations.

We acknowledge the sovereign status of Aboriginal and Torres Strait Islander Peoples and that this land has been home for over 60,000 years. We celebrate their connections to Country, knowledge, and stories.





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# Joint message from Board Chair and CEO



**Mary Rydberg**  
Chair



**Charmaine Calis**  
CEO

## Welcome to Mallee Accommodation and Support Program's (MASP) First-Ever Impact Measurement Report

This report marks an important milestone for our organisation. It reflects not only what MASP has delivered over the past 12 months, but also what we are beginning to learn about the longer-term outcomes we are helping create across the Northern and Southern Mallee and neighbouring cross-border communities in Victoria and New South Wales. Developing this report is part of our commitment to better understand our impact, strengthen accountability to our partners and funders, and continually improve the difference we make in people's lives.

For MASP, measuring impact is not simply about counting services delivered. It is about understanding whether people are safer, families are more stable, young people are building positive futures, and communities are becoming stronger and more connected. By combining

service data with the voices and experiences of the people we support, this report provides an emerging picture of where MASP is making a difference, and where broader system reform remains urgently needed.

Over the past year, MASP has also continued to strengthen our presence and partnerships across the region. In August 2024, we opened a new office in Dareton, consolidating our footprint in Far West NSW and creating a purpose-built space in the heart of the community. Early 2025 saw the opening of our Swan Hill office and the co-location of the Orange Door Access Point, creating a shared hub for Children, Youth and Families teams and partner practitioners and consolidating MASP's presence in the Southern Mallee.



We have also deepened our community engagement and advocacy. In September 2025, MASP launched Lunch for Change, a refreshed version of our iconic Charity Women's Luncheon, highlighting the importance of prevention and featuring powerful contributions from Rosie Batty and Conor Pall. In August 2025, we partnered with 16 Yards to explore early-intervention approaches to youth crime prevention through community screenings of The Blueprint and lived-experience panel discussions with local residents and sector leaders.

MASP is proud to work alongside government, philanthropic partners, local organisations and community leaders to test new approaches, strengthen collaboration and scale what works. While philanthropy enables innovation, lasting change will require coordinated public investment and system reform that matches the scale of the challenges facing regional communities.

Finally, thank you to our Board, staff, volunteers, partners, and most importantly the people who trust MASP to walk alongside them during some of the hardest moments in their lives. Together, we remain committed to learning from evidence, strengthening our services, and building a future where vulnerability is reduced, support arrives earlier, and communities across the Mallee and Far West New South Wales are safer, stronger and more connected.

**“Measuring impact is not about counting services delivered. It is about understanding whether people are safer, families are more stable, young people are building positive futures, and communities are becoming stronger and more connected.”**



# About us

MASP is a leading community services organisation working across the Mallee and Far West New South Wales. For more than 30 years, MASP has been committed to supporting individuals and families to live safe, stable, and connected lives, free from vulnerability and disadvantage.

We deliver a broad suite of services spanning homelessness and housing support, family safety, child and youth services, residential care, and social housing development. Our approach is deeply place-based, grounded in partnerships with government, community organisations, and local networks, and shaped by the voices of the people we support. By embedding our services in regional and rural communities, MASP helps ensure access to housing, safety, and wellbeing supports where they are often most limited.

Our purpose is simple yet powerful: to empower our community to live with equity, opportunity and dignity. We work towards a vision of thriving communities where individuals and families are equipped to lead safe, secure, healthy and fulfilling lives.

**“Our purpose is simple yet powerful: to empower our community to live with equity, opportunity and dignity.”**



As a trusted sector leader, MASP also advocates for systemic change to address housing instability, family violence, youth justice involvement, and the exclusion of vulnerable groups. By combining high-quality service delivery with advocacy, we not only respond to immediate needs but also contribute to shaping a more inclusive, sustainable, and resilient future for the Mallee.



# Executive Summary

This report marks MASP's first organisation-wide Impact Measurement Report. It moves beyond service volumes to demonstrate the real changes created for individuals, families and communities across the Mallee and Far West New South Wales. The report is structured around five impact pillars, supported by 14 outcomes and 38 indicators, which together track the short, medium and long-term changes MASP works to achieve through its services and partnerships.

## PILLAR 1



### Safe and Stable Lives

In a region with some of Victoria's highest homelessness rates, MASP supported 219 people into long-term housing, expanded supply to 31 properties, and strengthened crisis response pathways. Clients reported increased safety and stability, particularly through proactive outreach and sustained tenancy support.

**Impact created:** Reduced housing volatility and repeat crisis episodes, enabling long-term stabilisation.

## PILLAR 2



### Strong & Connected Families

Through early intervention and behavior-change engagement (145 people using violence engaged in support), MASP strengthened family functioning and reduced escalation into statutory systems, supporting 114 families away from child protection or statutory services. Families reported increased confidence, safety and relational stability.

**Impact created:** Disruption of escalation pathways into child protection and justice systems.

## PILLAR 3



### Empowered Young People

MASP supported 273 young people into education, training or employment, with zero re-referrals to the same program and successful transitions to independence. Young people reported increased agency, connection and future orientation.

**Impact created:** Shift from system dependency to independent pathways and long-term opportunity.

## PILLAR 5



### System Change & Sector Leadership

Through 108 interagency forums, 8 formal partnerships and cross-border coordination, MASP strengthened integration across housing, justice, health and family systems. Partners reported improved referral quality and service navigation

**Impact created:** More coordinated regional responses, reducing fragmentation and duplication.

## PILLAR 4



### Culturally Safe & Inclusive Communities

MASP strengthened workforce capability through 660 enrolments in cultural awareness, inclusion and human rights training, while expanding services into regional communities including Swan Hill and Dareton. Clients reported feeling respected, heard and supported through culturally responsive services.

**Impact created:** Increased trust, accessibility and inclusion across diverse communities.

## How Was This Developed?

This report is underpinned by MASP's Impact Measurement Framework and Theory of Change, co-designed with Board, Executive, funders, partners and clients with lived experience.

The framework translates MASP's purpose into five impact pillars, each with defined outcomes and measurable indicators.

After the creation of the framework, it was stress-tested to identify whether the data could be collected.

### **Subsequently, data was collected through:**

- Targeted client surveys
- Administrative and case-management system data
- Service-level performance metrics and referral data

Results were consolidated and analysed across programs and regions to provide a whole-of-agency view of impact, while enabling disaggregation by service type and cohort.

As the first implementation of MASP's unified impact framework, this report establishes a baseline for future reporting cycles, enabling MASP to track change over time and strengthen evidence of impact.

Detailed methodology, assumptions and data notes are outlined later in this report.

See Page 59 to read more.







- A person who has experienced:
- Shock, denial, or disbelief.
  - Confusion, difficulty concentrating.
  - Anger, irritability, mood swings.
  - Anxiety
  - Guilt, shame
  - Withdrawal
  - Feeling scared
  - Feeling

219

465

273

145

236

114

189

31

They may have  
to cope with  
others. Flash  
traumatic  
nightmare

# 2024-2025 At a Glance





**People Secured Housing**

**New clients accessed homelessness services**

**Young people engaged in education, training or employment**

**People using violence engaged in specialist support**

**People supported in crisis accommodation**

**Families avoided involvement with statutory systems**

**Homelessness Support clients closed cases positively**

**MASP-managed properties on the ground**

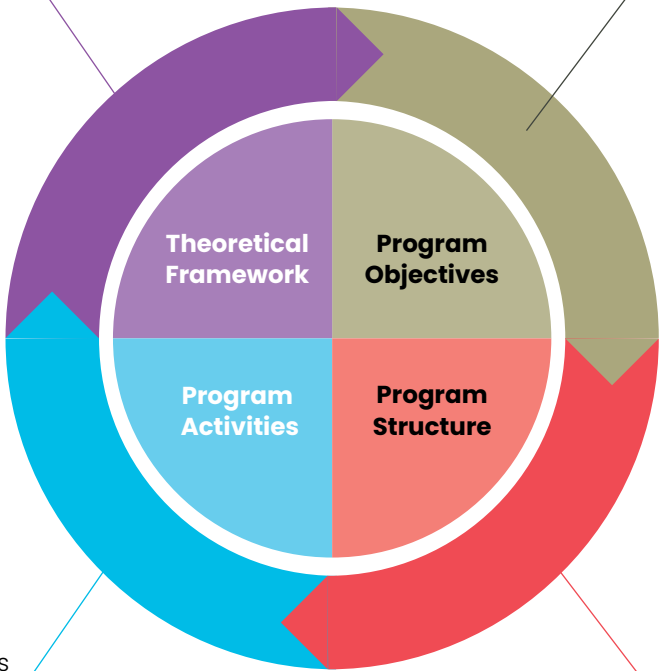
# About this Framework

## PURPOSE

Exploring why we exist and how change happens, i.e., our theory of change

## OUTCOMES

Exploring what success looks like, and for who i.e. our outcomes framework



## EVIDENCE

Exploring what we need to measure to demonstrate impact, i.e., our Impact Measures and Indicators

## REPORTING

Exploring how data is captured, embedded, and communicated i.e., Data Capture and impact Reporting System



MASP's Impact Measurement Framework brings together purpose, outcomes, evidence and reporting into a single, practical approach to understanding and demonstrating impact and showing how strategy becomes action, how change is measured and how results are shared across the regions MASP serves.

## PURPOSE



### Why We Exist and How Change Happens

This sets out MASP's Theory of Change: how our place-based services, partnerships and workforce contribute to safer lives, stronger families and more resilient communities across the Mallee.

## OUTCOMES



### What Success Looks Like, and for Whom

This defines the specific short-, medium- and long-term changes MASP is working to achieve. Organised across five impact pillars, it outlines clear outcomes and indicators for individuals, families, communities and systems.

## EVIDENCE



### What We Measure to Demonstrate Impact

This identifies the core, repeatable set of indicators and data sources used to track progress against outcomes, balancing quantitative measures with qualitative insights and lived-experience feedback.

## REPORTING



### How Impact Is Shared and Used

This explains how findings are communicated to MASP's Board, staff, funders, partners and communities, strengthening transparency, accountability and learning to inform continuous improvement.



# Our Purpose

## Our Theory of Change

A Theory of Change (ToC) is a structured explanation of how an organisation's activities create impact. It sets out a plausible pathway of cause and effect, describing how resources and services lead to outputs, outcomes, and ultimately long-term social change. A ToC makes explicit the assumptions about how change happens,

clarifies the external factors that may influence success, and aligns stakeholders around a shared vision. In short, it answers the question: "If we invest in these activities, then these outputs will occur, which will lead to these outcomes, so that our ultimate impact can be achieved."



MASP's Theory of Change has been co-designed through deep engagement with Board, staff, clients, partners, and funders. It is structured around a clear flow:

**Inputs** – the foundations MASP invests, such as staff expertise, community presence, partnerships, infrastructure, and referral networks.

**Activities** – the services and programs delivered, including case management, housing support, family violence response, youth mentoring, therapeutic residential care, and advocacy for affordable housing.

**Outputs** – the immediate results of these activities, such as individuals housed, families supported, young people re-engaged in education, and children in safe placements.

**Short-term outcomes** – immediate changes created, such as more people feeling safe, families accessing support early, youth reconnecting with education and community, and culturally safe interventions for vulnerable groups.

**Medium-term outcomes** – sustained changes achieved over 3 to 6 years, including improved tenancy stability, stronger family relationships, independent pathways for young people, and a more coordinated regional service system.

**Long-term outcomes** – disruption of intergenerational cycles of trauma, poverty, and homelessness; clients leading stable and fulfilling lives; local workforce development; and communities better able to prevent and respond to social issues.

**Ultimate impact** – People and families across the Mallee and Far West New South Wales live safe, stable lives, supported by strong communities and responsive local systems.

In summary, MASP's Theory of Change reflects the organisation's unique role in the Victorian Mallee and Far West New South Wales: a place-based, multidisciplinary service that combines housing, family safety, youth development, therapeutic residential care, and social housing advocacy. It demonstrates how MASP's day-to-day services contribute to systemic change, not only improving outcomes for individuals and families, but also strengthening the resilience and responsiveness of the broader community.

CHALLENGES

INPUTS

ACTIVITIES

OUTPUTS

OUTCOMES

## **Our Purpose**

To empower our community to live with equity, opportunity and dignity.

## **Our Vision**

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





## CHALLENGES

# Challenges we aim to address

Persistent housing instability and homelessness across regional and cross-border communities

Family violence, including adolescent violence in the home, induced homelessness

Intergenerational trauma, youth disengagement, and early justice or protection system contact

Cultural exclusion and system barriers for Aboriginal, migrant, and disadvantaged clients

Service system fragmentation and lack of regional collaboration

Limited local workforce pipeline and rural service reach.

INPUTS

# What we invest at MASP

Building relationships with community

Local knowledge

Skilled multidisciplinary workforce offering wraparound support

Embedded service presence across the Mallee and Far West NSW

Partnerships with government, health, justice, education and housing providers

Physical infrastructure: residential units, housing stock, outreach programs

Robust referral networks and government-funded program streams (Vic/NSW)

Willingness and risk appetite

## ACTIVITIES

# Things we do at MASP

Provides access to housing through case management, advocacy and referrals

Offers culturally safe tenancy support and eviction prevention services

Delivers family violence intervention, including safety planning and ongoing support

Supports families through tailored case management, including mediation, reconciliation and coaching

Engages youth through individualised planning, mentoring, life skills development, re-engagement in education or employment, and justice diversion pathways

Operates therapeutic residential care and foster care services for high-needs children and young people in out-of-home care

Advocates for and supports the development of safe and affordable social housing

Continuously identifies service gaps and emerging needs to inform program design

OUTPUTS

# What this produces for MASP

Individuals housed in short-term, transitional or long-term accommodation

Increase in social and affordable housing stock through partnerships and advocacy

Families and individuals receive case management and safety planning

Young people supported to re-enter education or avoid justice involvement

Families supported to resolve conflict and stay safely together

Children in residential care receive therapeutic and development support

Children and young people in foster care receive safe, therapeutic and stable placements

Outreach and service delivery extended to under-served Mallee communities

Referrals, brokerage support, warm handovers and cross-service care plans



## OUTCOMES (SHORT-TERM)

# The immediate changes our work creates

More people housed and  
feeling safe

Families access support early  
and avoid crisis escalation

Young people re-engage  
with education, training and  
community

Clients express trust in MASP  
and willingness to seek help  
again

Family violence impacted  
people receive timely,  
culturally safe intervention

Children in out-of-home care  
receive stable placements,  
connection to family and  
culture, and tailored support  
plans

MASP services present and  
visible in under-serviced  
areas (e.g. Swan Hill,  
Dareton and Balranald)

OUTCOMES (MEDIUM-TERM)

# The changes our work creates in 3 – 6 years

Housing is sustained – tenancy breaches and evictions decrease; clients progress towards employment and financial stability.

Families show stronger relationships and parenting capability

Youth at risk avoid justice and protection systems

Youth involved in systems are supported to exit safely and build independent lives

Cultural safety is embedded and peer voices guide service design

MASP supports a more integrated, responsive regional service system

## OUTCOMES (LONG-TERM)

# The changes our work creates in long term

Intergenerational cycles of trauma, disadvantage and homelessness are disrupted

Clients lead stable, safe, and connected lives, without the ongoing need for service intervention

Systems across housing, health, justice, and social services are more responsive, inclusive, and effective

Local workforce is grown, retained and supported in the Mallee

Communities are better equipped to prevent and respond to social issues locally

## OUR ULTIMATE OUTCOME

People and families across the Mallee live safe, stable lives, supported by strong communities and responsive local systems

# Our Impact Pillars

MASP's Impact Measurement Framework translates the organisation's purpose and vision into a practical system for tracking outcomes and demonstrating impact. It is structured around five impact pillars, each with defined outcomes and indicators, ensuring the full breadth of MASP's work is represented. The framework integrates quantitative indicators with qualitative insights and client success stories, enabling MASP to measure not only service outputs but also the deeper changes in people's lives and the community.

## PILLAR 1



### Safe and Stable Lives

This pillar reflects MASP's core role in ensuring safety, housing, and security for people at risk. Outcomes focus on increased access to secure housing, sustained tenancy stability, early intervention and immediate safety for family violence survivors. Indicators track housing outcomes, tenancy sustenance, crisis response, and client perceptions of safety.

## PILLAR 2



### Strong & Connected Families

Here, the focus is on preserving, strengthening, and reuniting families. Outcomes include improved family functioning, early engagement with support services, and reduced recurrence of family violence. Indicators measure family engagement with services, avoidance of statutory systems, and feedback on safety and trust.

## PILLAR 3



### Empowered Young People

This pillar highlights MASP's commitment to supporting children and young people to heal, grow, and reach their potential. Outcomes include increased participation in education and training, reduced youth justice and child protection involvement, and strengthened independent living and life skills. Indicators measure education and employment pathways, re-referral rates, and transitions into independent living.

## PILLAR 5



### System Change & Sector Leadership

Finally, MASP's role as a regional leader is captured in this pillar, which focuses on increased integration and collaboration across systems, regional equity, and the use of data to inform practice. Indicators include the number of partnerships and forums, client access across geographies, and the extent to which internal data drives service improvements.

## PILLAR 4



### Culturally Safe & Inclusive Communities

MASP is committed to providing services that are inclusive, respectful, and accessible to all. Outcomes focus on increased access to culturally appropriate services and greater inclusion of lived experience and client voice. Indicators track cultural support planning, workforce diversity, training in cultural safety, and the integration of lived experience into service design.

Together, these five pillars form a comprehensive measurement system. They connect day-to-day activities to meaningful outcomes and long-term impact, while also identifying where services can adapt or grow. By embedding consistent measurement and client voice across all program areas, MASP's Impact Measurement Framework strengthens decision-making, enhances accountability, and tells a clear story of the organisation's contribution to a safer, stronger, and more inclusive community.





## Our Outcomes Framework

MASP's Outcomes Framework translates each impact pillar into a clear set of measurable changes for individuals, families and communities. It defines the specific outcomes MASP is working towards and the indicators used to assess

progress, enabling consistent tracking across programs and regions. Together, these outcomes provide a line of sight between MASP's day-to-day activities, the experiences of clients, and the longer-term change MASP seeks to achieve.



## PILLAR 1



### Safe and Stable Lives

- Outcome 1:** Increased access to safe and secure housing
- Outcome 2:** Sustained housing and tenancy stability
- Outcome 3:** Immediate safety and crisis support for family violence survivors

## PILLAR 3



### Empowered Young People

- Outcome 7:** Increased education and training participation
- Outcome 8:** Reduced youth justice and child protection involvement
- Outcome 9:** Strengthened independent living and life skills

## PILLAR 5



### System Change and Sector Leadership

- Outcome 12:** Increased integration and collaboration across systems
- Outcome 13:** Regional Equity
- Outcome 14:** Use of data and learning to inform practice

## PILLAR 2



### Strong and Connected Families

- Outcome 4:** Improved family functioning and relationships
- Outcome 5:** Increased engagement with early support services
- Outcome 6:** Reduction in recurrence and escalation of family violence

## PILLAR 4



### Culturally Safe and Inclusive Communities

- Outcome 10:** Increased access to inclusive and culturally appropriate services
- Outcome 11:** Greater inclusion of lived experience and client voice





# The Evidence







## PILLAR 1



# Safe and Stable Lives

### **MASP exists to ensure safety, housing and security for people at risk.**

Across the Loddon Mallee region, homelessness remains a significant and unevenly distributed challenge. Regional data indicates that Swan Hill has the second-highest homelessness rate in Victoria (111.4 per 100,000 people), while Mildura ranks 10th (62.6 per 100,000).

These patterns demonstrate the ongoing demand for housing and crisis responses across the region

and reinforce the importance of services that can respond early, stabilise households and prevent repeated episodes of homelessness.

To deliver on this pillar, MASP has identified three outcomes that reflect the pathway from crisis to stability: access to housing, sustained tenancies, and immediate safety and crisis response.





## Outcome 1: Increased access to safe and secure housing

**What this means:** This outcome reflects MASP's role in helping people access safe and stable housing options to prevent homelessness in the regions it services.

**Why this matters:** ABS data shows that 23.6% of Mallee residents rent their homes, while 27.4% of renter households spend more than 30% of their income on housing, placing them at risk of housing stress. Limited rental supply and affordability pressures make access to stable housing increasingly difficult, particularly for low-income households.

**What are we measuring:** Housing placements, growth in MASP-managed stock, first-time service access and crisis accommodation responses.

- 219** clients obtained social or affordable housing, private rental, or public housing.
- 31** MASP-owned or managed residential properties on the ground.
- 465** new clients presented to MASP's homelessness support services for the first time.
- 219** clients were supported to access emergency accommodation such as motels, caravan parks, backpackers, or family violence refuges.

## Outcome 2: Sustained Housing and Tenancy Stability

**What this means:** This outcome reflects MASP's role in supporting people to maintain housing over time, avoid returning to homelessness and remain engaged with services through to positive exit.

**Why this matters:** Income pressure remains a major risk factor for tenancy breakdown in the Mallee. ABS data shows that 24.1% of households live on less than \$650 per week, well above the Victorian average of 16.4%. In such conditions, even small shocks can lead to eviction or housing loss, underscoring the importance of tenancy sustainment.

**What are we measuring:** Tenancy sustainment, re-presentations to homelessness services, community and non-traditional referrals, and positive service exits.

- 22** clients have maintained stable housing for 12 months after leaving care.
- 45** clients re-accessed MASP homelessness services for the same reason after their case has been closed.
- 189** clients remained engaged and closed their case for reasons other than disengagement or withdrawal.



### Outcome 3: Immediate Safety and Crisis Support

**What this means:** This outcome reflects MASP's role in providing timely risk assessment and safety planning and in connecting people experiencing crisis to specialist and longer-term support services.

**Why this matters:** Periods of acute housing instability or safety risk require swift and coordinated responses to prevent harm and reduce repeated crisis episodes, particularly in regional settings where alternatives may be limited.

**What are we measuring:** Timeliness of risk assessments and engagement with specialist services.

**Risk assessments, safety planning and referrals were completed within an average of:**

**28** days from case allocation, through The Orange Door partnership.

**173** clients agreed to be referred (internally or externally) to longer-term or specialist family violence support services.

**Source:**

Bendigo Health, Loddon Mallee Region Data Profile, accessed 5 December 2025, <https://bendigohealth.org.au/Assets/Files/LMPHU%20Community%20Profile.pdf>  
Mallee, 2021 Census All Persons QuickStats, accessed 4 February 2026, <https://abs.gov.au/census/find-census-data/quickstats/2021/CED230>







# Our Success Stories

## Rhiannon

Full-time foster carer for two children

### Services Accessed

Carer Support and Foster Care programs

### Context

Rhiannon has been a MASP foster carer for 6 years for Amy and, more recently, Amy's younger sister, Sarah. When Rhiannon first became a foster carer, she struggled immensely without a support network. As MASP were already supporting Amy, they encouraged Rhiannon to become a MASP foster carer, and she has not looked back since.

## MASP interventions

- MASP support workers encouraged Rhiannon to join the MASP foster carer program so they could collectively work hand-in-hand to support the girls.
- Whilst foster carers are hard to find, MASP still conducted thorough suitability checks and interviews to ensure that Rhiannon was the right fit.
- MASP lead ongoing training and gave Rhiannon recommendations that are tailored to her interests or circumstances.
- Each girl also has a MASP Support Worker and accesses holiday programs, day programs, driving lessons etc.



## What difference it made

- MASP gives Rhiannon a strong support network; not just advice but a safety net.
- Keeps the Department of Families, Fairness and Housing accountable to their commitments to the girls.
- Helps the girls see that their childhood trauma does not define them.
- Allows the girls ongoing connection to MASP beyond age 18, if they choose.
- Without MASP, the youngest foster child would have moved through 4–5 homes in a year.

## Key suggestions for MASP

- Increase visibility of other MASP programs for volunteers – allow them to be MASP's brand champions.
- Encourage senior leadership to interact more with volunteers, providing additional recognition and connection to volunteers.
- Promote the foster care system more widely, using existing carers as champions and advocates.

### Impact indicator\*

#### Impact Score



#### Ease of Access



\*Scored by Clients

**“MASP go into bat for the girls. They acknowledge the difficulties, but it is always about the kids, that’s what matters to them.”**

## PILLAR 2



# Strong and Connected Families

### **MASP exists to ensure safety, housing, and security for people at risk.**

Families form the foundation of community life across the Mallee. According to the Australian Bureau of Statistics (ABS) 2021 Census data, 36.2% of families in the region are couple families with children, while 16% are one-parent families, the majority of whom are female-led (79.9%). These figures highlight both the importance of family stability and the vulnerability of households managing parenting responsibilities under housing stress, cost-of-living pressures or safety concerns.

In regional communities, limited housing supply, service access constraints and workforce shortages can intensify these pressures, increasing the likelihood of crisis and statutory intervention. Strengthening family functioning, encouraging early engagement with support services and preventing escalation into statutory systems are therefore central to MASP's work under this pillar.

To deliver on this pillar, MASP has identified three outcomes focused on family stability, early support and safety.

## Outcome 4: Improved family functioning and relationships

**What this means:** This outcome reflects MASP's work to strengthen family relationships, support stable home environments and prevent escalation into statutory systems through sustained engagement with families.

**Why this matters:** Single-parent households and families with children can face heightened vulnerability during periods of financial stress, housing instability or relationship breakdown. Supporting families to remain safely together and engaged with services is critical to improving outcomes for children and reducing reliance on statutory interventions.

**What are we measuring:** Avoidance of statutory systems, reduced re-referrals to the same program, and families remaining engaged through to positive case closure.

- 114** families avoided involvement with statutory services during MASP's involvement.
- 189** families did not return or require re-referral to the same CYF program within 12 months.
- 58** families remained engaged and closed their case for reasons other than disengagement or withdrawal.

## Outcome 5: Increased engagement with early support services

**What this means:** This outcome captures MASP's focus on encouraging families and individuals to seek assistance early, before challenges escalate into crisis or statutory involvement.

**Why this matters:** Early engagement enables timely intervention, reduces reliance on emergency responses and supports families to stabilise emerging issues before they intensify, particularly in regional communities where service access can be limited.

**What are we measuring:** Self-referrals and referrals from community and non-traditional sources.

- 8** clients sought support on their own behalf, without third-party involvement.
- 10** referrals received from sources outside statutory or traditional systems (e.g. schools, community members).



## Outcome 6: Reduction in recurrence and escalation of family violence

**What this means:** This outcome reflects MASP's role in supporting families to improve safety, reduce repeat crisis and engage with services that address the underlying drivers of violence.

**Why this matters:** Family violence continues to place significant pressure on families across the Mallee region. Crime Statistics Agency data for July 2023 to June 2024 shows that more than 30% of family violence incidents attended by police in Mildura and Swan Hill involved a child being present, with rates exceeding 3,000 incidents per 100,000 people in Swan Hill and approximately 3,500 per 100,000 in Mildura. These figures underscore the importance of early, sustained and coordinated intervention to prevent further harm.

**What are we measuring:** Re-presentations following service closure and engagement of people using violence in support services.

**Source:**

Mallee, 2021 Census All Persons QuickStats, accessed February 2026, <https://abs.gov.au/census/find-census-data/quickstats/2021/CED230>  
Women's Health Loddon Mallee, Violence against women stats + facts, accessed February 2026, <https://whlm.org.au/local-stats-facts/>  
Crime statistics agency, family violence data tables, accessed February 2026, <https://www.crimestatistics.vic.gov.au/family-violence-data/family-violence-data-tables>

8

clients returned to the Family Safety and CYF programs within 12 months after service closure due to family violence concerns.

145

clients using family violence consented to and engaged with support services across MASP







# Our Success Stories

## Rachel

Mother who turned her and her son's life around after experiencing a relationship breakdown with her son and suffering poor mental health.

## Services Accessed

Integrated Family Services, Youth Mentoring, Youth Support Services

## Context

Rachel is a mother of a boy. A few years ago, when her son was just 13, their relationship reached a breaking point, and he ran away from home. During this difficult time, a friend referred Rachel to MASP, which became a turning point for both her and her son.

## MASP interventions

- Supported Rachel through severe mental health struggles, motivating her to get out of bed even on her hardest days.
- Helped repair the relationship between Rachel and her son after a period of deep estrangement.
- Provided mental health support for both Rachel and her son, ensuring they had the tools and care they needed.
- Connected them with programs and peer support networks, helping them build relationships with others in similar situations.

## What difference it made

- Rachel's son returned home.
- Both Rachel and her son have experienced significant improvements in their mental health.
- Strengthened the relationship between her and her son
- Feels happier now

### Impact indicator\*

#### Impact Score



#### Ease of Access



\*Scored by Clients

## Key suggestions for MASP

- When dealing with clients and especially children, keep one case manager to speak with and don't swap around. Being with the same person helps build trust and comfort which is difficult to achieve.

**“Thank you so much from the bottom of my heart. MASP brought me closer to my child. He is closer to home, and we are a lot closer now.”**

## PILLAR 3



# Empowered Young People

### **MASP supports children and youth to heal, grow, and reach their potential.**

ABS data shows that 27,481 young people aged 10–24 years live in the Mallee region, comprising approximately 16.4% of the total population. This demographic profile highlights the importance of early intervention, education engagement and stable transition pathways in shaping long-term community wellbeing.

Young people experiencing housing instability, disengagement from education or contact with statutory systems face heightened risks of long-term disadvantage. In regional settings, limited training options, workforce shortages and service

access constraints can further compound these challenges. Supporting young people to remain connected to education, avoid escalation into statutory systems and develop the skills required for independent living is therefore a central focus of MASP's work.

To deliver on this pillar, MASP has identified three outcomes that reflect key stages in young people's development: participation in education and employment, reduced justice and child protection involvement, and strengthened independent living and life skills.



## Outcome 7: Increased education and training participation

**What this means:** This outcome reflects MASP's role in supporting young people to engage in education, training and employment and to pursue pathways aligned to their aspirations.

**Why this matters:** Connection to education and employment is a critical protective factor for young people. Sustained engagement reduces the risk of homelessness, justice involvement and long-term disengagement, particularly in regional communities where options may be limited.

**What are we measuring:** The number of young people supported into education, training or employment opportunities, those assisted to pursue preferred career pathways, and reductions in re-presentations for the same issue within a 12-month period.

**273** young people enrolled in education, training or employment programs.

**127** young people were supported to pursue a career pathway of their choice.

**5** young people re-presented to MASP within 12 months of closure due to issues relating to education and training.

## Outcome 8: Reduced youth justice and child protection involvement

**What this means:** This outcome reflects MASP's focus on preventing escalation into statutory systems and supporting young people to safely progress through and exit youth justice or child protection pathways.

**Why this matters:** Early intervention and coordinated support are essential to reducing long-term justice involvement and placement instability. Stable housing, family engagement and wraparound supports play a key role in diverting young people from repeated system contact.

**What are we measuring:** The number of young people who do not require re-referral to the same program and those who successfully progress through and exit statutory systems.

**0** of the young people re-presented to MASP within 12 months of closure because of repeated Child Protection or Youth Justice involvement.

**10** clients who safely exit child protection or youth justice systems with stable supports in place.



## Outcome 9: Strengthened independent living and life skills

**What this means:** This outcome captures MASP's work in supporting young people to build the practical skills, confidence and stability required for independent living.

**Why this matters:** Young people transitioning from care or crisis environments face elevated risks of housing instability without targeted life skills development and ongoing support. Preparing young people for independence is essential to sustaining long-term outcomes.

**What are we measuring:** Participation in education or employment opportunities linked to independence, successful transitions into independent living, and reductions in re-presentations related to limited life skills.

**Source:**  
Mallee, 2021 Census All Persons QuickStats, accessed 4 February 2026, <https://abs.gov.au/census/find-census-data/quickstats/2021/CED230>

- 4 young people who exited care or statutory systems moved into stable, independent housing and life arrangements.
- 4 young people successfully transitioning into independent living.
- 0 young people presenting to MASP within 12 months of closure due to limited independent living and life skills





# Our Success Stories

## Taylor

Young person in long-term foster care navigating mental health, autism, and identity.

### Services Accessed

Foster care case management, Carer Support, Youth Mentoring and Leaving Care Services.

### Context

Taylor entered foster care following family breakdown. She's neurodivergent, gender-diverse, and has had to navigate a system not always built for her needs. MASP supported her while she was living with her long-term carer.

## MASP interventions

- Helped connect her with a therapist and psychiatrist, improving access to essential medication.
- Provided peer outings for young people in care to foster connection and social learning.
- Advocated on her behalf in system navigation and ensured staff were trained in identity, trauma, and disability inclusion.
- Helped create a sense of trust and continuity where possible.

## What difference it made

- Mental health improved significantly with proper medication and therapeutic support.
- Built connections with other young people in care, reducing isolation.
- Felt seen and affirmed in her identity and neurodivergence.
- Gained more agency in how she was supported, but experienced challenges with worker changes.

## Key suggestions for MASP

- Improve internal handover processes during staff transitions to reduce the need for clients to retell their story.
- Recognise that neurodivergent clients need consistency to feel safe and supported.

### Impact indicator\*

#### Impact Score



#### Ease of Access



\*Scored by Clients

**“They understand autism, trauma, identity. That makes a big difference.”**



## PILLAR 4



# Culturally Safe and Inclusive Communities

### **MASP provides services that are inclusive, respectful, and accessible for all.**

ABS census data for the Mallee region highlights the scale and importance of cultural diversity across the communities MASP serves. More than 65% of residents reported an ancestry other than Australian, 19.4% were born overseas, over 21% had at least one parent born overseas, and more than 16% spoke a language other than English at home. These characteristics underscore the need for services that are culturally safe, inclusive and

responsive to different experiences, languages and identities. They also reinforce why building workforce capability, strengthening community trust and embedding lived experience are central to MASP's Impact Measurement Framework.

To deliver on this pillar, MASP has identified two outcomes focused on culturally responsive service delivery and the inclusion of lived experience and client voice.

## **Outcome 10:** Increased access to inclusive and culturally appropriate services

**What this means:** This outcome reflects MASP's commitment to ensuring clients receive tailored, culturally safe and inclusive support delivered by a skilled and diverse workforce.

**Why this matters:** In communities where a significant proportion of residents were born overseas, speak languages other than English or have culturally diverse family backgrounds, service accessibility and cultural responsiveness are essential to engagement, safety and long-term outcomes.

**What are we measuring:** The proportion of clients offered culturally safe or inclusive support plans, the number of staff trained in cultural safety and referral pathways, and changes in the diversity of MASP's workforce.

**9** clients provided with tailored, culturally safe or inclusive support plans.

### **MASP workforce completed cultural safety training and understand culturally appropriate referral pathways, including:**

**197** in Aboriginal & Torres Strait Islander Cultural Awareness

**168** in Victorian Charter of Human Rights & Responsibilities

**163** in LGBTQ+ Domestic Violence Awareness (See, Hear, Believe)

**54** in Caring for Aboriginal & Torres Strait Islander Children in OOHC

**50** in Disability Awareness

**15** in Anti-Bullying, Discrimination & Sexual Harassment

**13** in Cultural Awareness for Mentors



**Outcome 11:** Greater inclusion of lived experience and client voice

**What this means:** This outcome captures MASP’s focus on embedding lived experience and client feedback into program design, evaluation and continuous improvement.

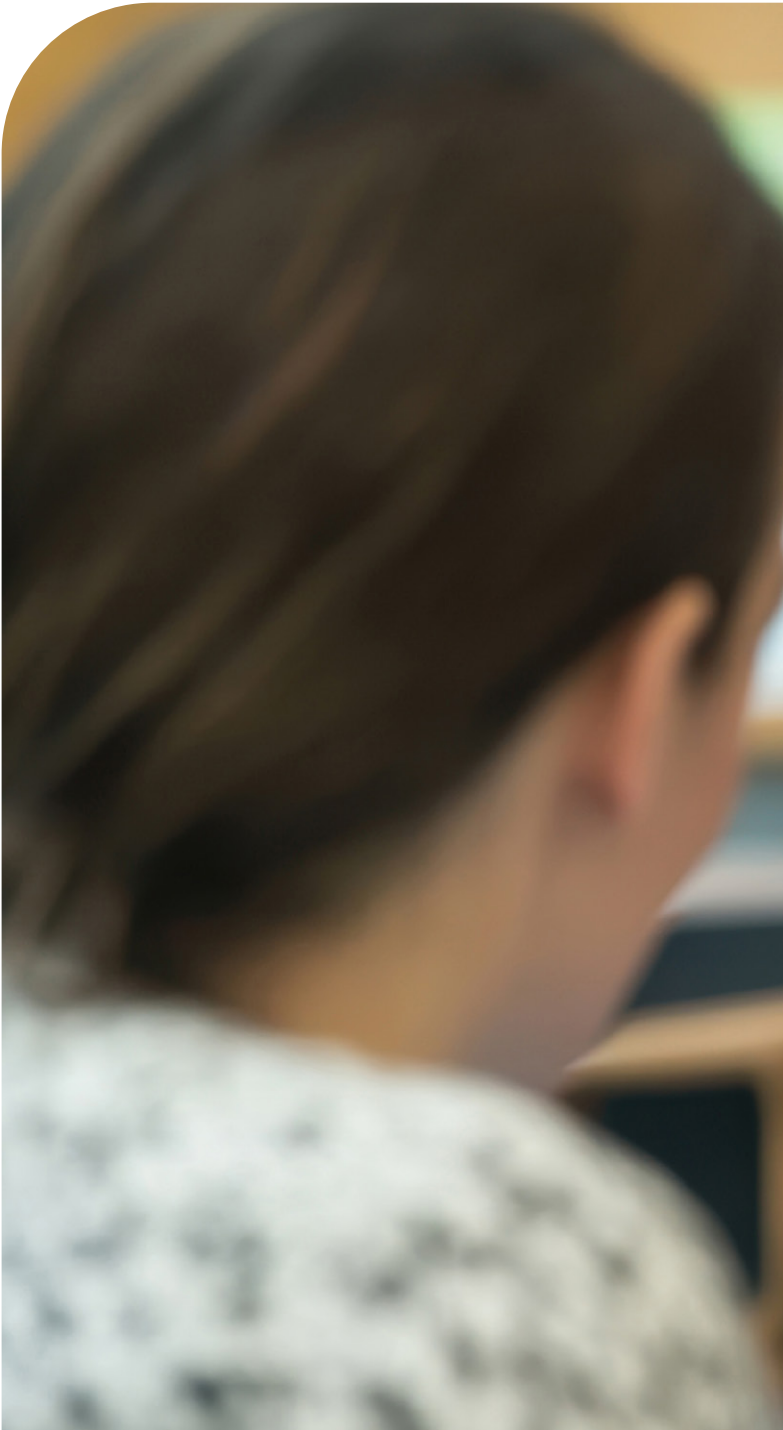
**Why this matters:** In diverse communities, services are most effective when shaped by the voices of the people who use them. Structured feedback and co-design processes help ensure programs remain culturally appropriate, responsive and grounded in local realities.

**What are we measuring:** The proportion of programs incorporating lived-experience input and the volume and quality of feedback received from clients.

**NOTE**

The following indicators are embedded into MASP’s reporting systems and will be fully reported in future cycles:  
Formal tracking of programs incorporating client voice.  
Structured feedback volume and quality measures.

**Source:**  
Mallee, 2021 Census All Persons QuickStats, accessed 4 February 2026,  
<https://abs.gov.au/census/find-census-data/quickstats/2021/CED230>









# Our Success Stories

## Joan and Peter

Grandparents caring for two grandchildren in a complex home situation.

## Services Accessed

Integrated Family Services, Navigator and Youth Mentoring.

## Context

Joan and Peter have been raising their two granddaughters for over 10 years. Their situation was complicated, limited income, children with medical and behavioural needs, and limited success with other services.

## MASP interventions

- Connected them with a School Navigator to support one granddaughter's disengagement from school.
- Provided case coordination with other service providers (e.g. mental health, education, child protection).
- Offered respite-style support (taking the children on drives) to give them a short break.
- Enabled peer connection with other grandparents in similar situations through support groups.



## What difference it made

- Reduced their stress levels and gave them more confidence in navigating services.
- Granddaughter more engaged thanks to persistent, low-pressure support from the Navigator.
- They felt 'backed up' in multi-agency meetings instead of alone.
- The couple was no longer isolated in their experience, connecting with another grandparent gave them a space to vent and share.

## Key suggestions for MASP

- Continue providing group programs and peer support for carers like them.
- Would appreciate longer-term engagement, as transitions out of MASP can feel abrupt.
- Some sessions (like group classes) could benefit from having a second carer involved to improve emotional safety.

### Impact indicator\*

#### Impact Score



#### Ease of Access



\*Scored by Clients

**“Just knowing  
they’re there gives  
us peace of mind.”**

## PILLAR 5



# System Change and Sector Leadership

### **MASP drives better service systems, collaboration, and long-term community change.**

MASP works to strengthen the systems surrounding people experiencing vulnerability by driving collaboration across services, improving equity of access across the region and using data and learning to continuously improve practice.

Regional communities across the Mallee and Far West NSW rely on strong service coordination due to geographic dispersion, workforce shortages and limited specialist provision. Effective responses

therefore depend not only on direct service delivery, but on the strength of partnerships between housing, justice, health, education and community organisations, as well as MASP's ability to influence regional planning and resource allocation.

To deliver on this pillar, MASP has identified three outcomes focused on cross-system integration, regional equity and evidence-led improvement.

## Outcome 12: Increased integration and collaboration across systems

**What this means:** This outcome reflects MASP's role in convening partners, participating in interagency networks, formalising relationships and coordinating referrals so that clients experience joined-up, seamless service responses.

**Why this matters:** In regional systems, fragmented service pathways can delay access to housing, safety responses and specialist supports. Strong interagency collaboration reduces duplication, improves referral quality and strengthens collective responses to complex needs.

**What are we measuring:** Participation in forums and networks, formal partnerships and coordinated referrals.

**108** forums, networks, or interagency groups where MASP is actively involved.

**8** formal agreements, MOUs, or joint activities undertaken with external partners.

### NOTE

The following indicator is embedded into MASP's reporting systems and will be fully reported in future cycles:

Coordinated referral tracking across systems

## Outcome 13: Regional Equity

**What this means:** This outcome focuses on extending MASP's reach beyond core centres, increasing access for communities across Southern Mallee and Far West NSW, and strengthening referral pathways from smaller or remote local government areas.

**Why this matters:** People living outside major regional centres often face additional barriers to accessing support, including transport limitations, workforce shortages and fewer specialist services. Improving geographic equity ensures that assistance is available where need exists, not only where services are concentrated.

**What are we measuring:** Growth in clients and referrals from outer LGAs and client-reported improvements in access to services locally.

**3** new clients came to MASP from outside Mildura Rural City and Swan Hill Rural City.

**19** inbound referrals received from external services or community members located outside the core Mildura/Swan Hill areas.

### NOTE

The following indicator is embedded into MASP's reporting systems and will be fully reported in future cycles:

Client-reported improvements in local service access



## Outcome 14: Use of data and learning to inform practice

**What this means:** This outcome captures how MASP uses evidence, staff insight and performance data to adapt programs, reallocate resources and strengthen service design.

**Why this matters:** Learning organisations are better positioned to respond to emerging needs, test new approaches and ensure resources are targeted to the areas of greatest impact. Embedding continuous improvement supports stronger outcomes for clients and communities.

**What are we measuring:** Service improvements driven by data, shifts in resourcing based on evidence and staff contributions to program design.

### NOTE

More formal tracking of data-driven service improvements will be introduced in future reports.

Resource reallocation across programs, including expanded **Integrated Family Services** staffing hours and targeted investment in **Swan Hill Better Futures, Youth Justice Case Support Services and Youth Mentoring**.

Staff-led initiatives informing service delivery, including **school holiday programs, Youth Mentoring enhancements and Finding Solutions program development**.

Note: More formal tracking of data-driven service improvements will be introduced in future reports.







# Our Success Stories

## Liam

Adult male client experiencing homelessness and mental health challenges

## Services Accessed

Assertive Outreach program

## Context

Liam was sleeping rough and disconnected from services. He had limited access to treatment and didn't actively seek help. MASP workers approached him during outreach at a community camp.

## MASP interventions

- Provided safe, stable housing, which enabled him to access regular medication.
- Connected him with a consistent caseworker, which helped build trust and accountability.
- MASP's non-pushy outreach model helped him engage voluntarily.
- Coordinated support with health and social services once housing was secured.

## What difference it made

- Housing stability allowed him to focus on his health and rebuild routine.
- MASP's respectful approach built confidence and reduced stigma.
- Proactive engagement (not waiting for him to ask for help) was key to turning things around.

## Key suggestions for MASP

- Increase caseworker availability as long wait times and high caseloads limit impact.
- Advocate for more housing stock as many people still fall through the cracks.
- Maintain the outreach-first model that worked so well for his engagement.
- Still facing structural challenges; more housing and support workers needed.

### Impact indicator\*

#### Impact Score



#### Ease of Access



\*Scored by Clients

**“There aren’t enough of them, but the ones there go the extra mile.”**

# Assumptions and Limitations

This is MASP's first organisation-wide Impact Measurement Report and represents an important step in strengthening how outcomes are tracked, analysed and communicated.

This is MASP's first organisation-wide Impact Measurement Report and represents an important step in strengthening how outcomes are tracked, analysed and communicated.

As this is the inaugural year of reporting under the new Impact Measurement Framework, several assumptions have informed the analysis presented in this report:

**First Year of Reporting:** This is MASP's first year reporting under the new Impact Measurement Framework. The figures presented therefore represent a point-in-time snapshot rather than trend data. As additional years of data are collected, future reports will present year-on-year comparisons and deeper longitudinal analysis.

**Coverage Across Programs:** While the framework has been designed to apply across all program areas, some services are earlier in adopting the new measures. Results therefore reflect varying levels of maturity across programs.

**Overlap Between Individuals and Families:** Some people supported by MASP are counted within both individual-level and family-level datasets (for example, where services are delivered to a family unit as well as to individual members). As a result, aggregate figures across sections should not be interpreted as unique client counts unless explicitly stated.

**Client Feedback Response Rates:**

Client-reported outcomes and lived experience insights depend on voluntary participation. Response rates may vary by program, location and client cohort.

**External Influences:** Outcomes are shaped by broader system factors beyond MASP's direct control, including housing availability, workforce constraints, policy settings and economic conditions.

**Systems and Data Infrastructure:** As this is MASP's first year implementing an Impact Measurement Framework, some indicators could not yet be reported due to limitations in data capture systems and inconsistent historical tracking across programs. In several areas, data had to be drawn from newly developed tools or multiple internal systems. MASP has identified these gaps as part of this inaugural reporting cycle and is strengthening its systems, processes and governance to enable consistent, standardised and automated reporting in future years.

**Different Counting Rules Across**

**Programs:** Historically, teams and programs have used different counting approaches and definitions for activity and outcomes. Where possible, MASP has aligned measures for this report; however, some variation may remain and will be addressed through future standardisation.

**Future Reporting:** As MASP continues to build its impact measurement capability, future reports will include deeper trend analysis, stronger benchmarking and clearer longitudinal insights to support strategic decision-making and continuous improvement.

These assumptions are included to ensure transparency and to provide appropriate context for interpreting the findings in this report. MASP remains committed to strengthening its measurement approach over time and using evidence to improve services and advocate for system reform.

# Methodology

The methodology for developing this Impact Measurement Report was undertaken in two distinct stages: first, the creation of MASP's Impact Measurement Framework, and second, the collection of data informed by that framework.

Separating the process in this way allowed MASP to rigorously test and refine the framework before full implementation. This approach ensured that proposed outcomes, indicators and measures were not only strategically meaningful, but also practical, sustainable and achievable for the organisation to apply over the long term.

The two methodologies are outlined in detail below.

## **Stage 1: Framework Creation**

This Impact Measurement Framework and Report have been developed through a collaborative and staged approach led by MASP and Spark Strategy. The methodology was designed to combine evidence, stakeholder perspectives, and organisational priorities to create a framework that is both rigorous and practical.



**Stakeholder Engagement:** Consultations were undertaken with a broad range of stakeholders across MASP's ecosystem to ensure the framework reflected external expectations and local realities.

- **Funders and Partners:** One-on-one discussions with government, community sector leaders, and service partners helped identify priority outcomes and system-level expectations.
- **Clients with Lived Experience:** Targeted engagement captured client perspectives on service effectiveness, impact, and opportunities for improvement.
- **Internal Stakeholders:** MASP's Board, Executive, and managers provided insights on organisational strengths, challenges, and the practical application of impact measurement.

**Co-Design Workshops:** Collaborative sessions with MASP leaders and managers were convened to synthesise stakeholder input, draft MASP's Theory of Change, and develop initial outcomes and indicators.

**Testing and Validation:** The emerging framework was refined through structured engagements with managers and staff, ensuring alignment to service delivery, reliability of data sources, and organisational feasibility.

**Framework Finalisation and Data Planning:** A final workshop mapped available data, identified gaps requiring new collection, and assigned responsibilities for data gathering and reporting. A feedback methodology was embedded to capture client perspectives at entry, during service, and on exit.

Through this process, MASP and Spark have co-created a robust, evidence-based, and evolving Impact Measurement Framework. It provides MASP with the tools to measure and communicate its impact with clarity, strengthen accountability to stakeholders, and embed continuous learning into service delivery.

## **Stage 2: Data Collection Methodology**

Once the framework was established, MASP converted its agreed indicators into a suite of targeted survey questions aligned to each impact pillar. Multiple surveys were then developed and deployed to specific programs, service teams and client cohorts, creating distinct data sets that could be analysed at both whole-of-agency and program levels.

This approach enabled MASP to generate detailed, comparable data across Family Safety, Homelessness Support, Children, Youth and Families, Residential Services and Social Housing programs, while also supporting disaggregation by region, cohort and service type.

Frontline staff were supported to administer surveys consistently at key points in the service journey including at entry, during service delivery and at exit ensuring that results reflected change over time rather than one-off interactions. The process was supported through full-agency participation, with leadership endorsement and operational backing to embed impact measurement into everyday practice.

In addition to survey data, MASP also drew on existing administrative and case-management systems to populate selected indicators, including service volumes, referral pathways, tenancy outcomes and program participation. These system-derived data sources complemented client-reported outcomes and strengthened the overall reliability of the findings.

Responses from surveys and internal systems were consolidated centrally, enabling analysis across programs, regions and cohorts and supporting organisation-wide learning and improvement.

This combined approach ensures MASP's impact reporting is grounded in consistent, multi-source data collection while remaining practical for frontline teams and respectful of client experience.

# Appendix

# Our Pillars, Outcomes and Indicators

| Pillar 1: Safe and Stable Lives: MASP exists to ensure safety, housing, and security for people at risk. |                                                                                |                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcomes                                                                                                 | Indicators                                                                     | Questions asked by MASP                                                                                                                                |
| <b>01</b> – Increased access to safe and secure housing                                                  | 1. Number of clients who secure long term housing                              | <b>P1.01.11.</b> Number of clients who obtain social or affordable housing, private rental, or public housing.                                         |
| <b>01</b> – Increased access to safe and secure housing                                                  | 2. Increase in properties available (social housing)                           | <b>P1.01.12.</b> Number of new MASP-owned or managed residential properties.                                                                           |
| <b>01</b> – Increased access to safe and secure housing                                                  | 3. Number of new clients accessing the housing service (homelessness support ) | <b>P1.01.13.</b> Number of clients presenting to MASP’s homelessness support services for the first time.                                              |
| <b>01</b> – Increased access to safe and secure housing                                                  | 4. Number of clients supported with crisis accommodation                       | <b>P1.01.14.</b> Number of clients supported to access emergency accommodation such as motels, caravan parks, backpackers, or family violence refuges. |
| <b>02</b> – Sustained housing and tenancy stability                                                      | 5. Number of clients who have sustained their tenancy for 12 months            | <b>P1.02.15.</b> Number of clients who have maintained stable housing for 12 months after leaving care.                                                |
| <b>02</b> – Sustained housing and tenancy stability                                                      | 6. Referral after post closure for the same service                            | <b>P1.02.16.</b> Number of clients who re-access MASP homelessness services for the same reason after their case has been closed.                      |
| <b>02</b> – Sustained housing and tenancy stability                                                      | 7. Percentage of families successfully engaging with services offered          | <b>P1.02.17.</b> Number of clients who remain engaged and close their case for reasons other than disengagement or withdrawal.                         |
| <b>03</b> – Immediate safety and crisis support for family violence survivors                            | 8. Percentage of risk assessments completed within 48 hours (MARAM framework)  | <b>P1.03.18.</b> Number of clients receiving a risk assessment and safety plan during service delivery                                                 |
| <b>03</b> – Immediate safety and crisis support for family violence survivors                            | 9. Percentage of clients who consent to referrals for longer term services     | <b>P1.03.19.</b> Number of clients who agree to be referred (internally or externally) to longer-term or specialist family violence support services.  |

**Pillar 2: Strong and Connected Families:** MASP exists to ensure safety, housing, and security for people at risk.

| Outcomes                                                              | Indicators                                                                                | Questions asked by MASP                                                                                                                                     |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O4</b> - Improved family functioning and relationships             | 10. Percentage of families who avoid the statutory systems (e.g. child protection, legal) | <b>P2.O4.I10.</b> Number of families who do not come to the attention of child protection or other statutory systems during or after MASP service delivery. |
| <b>O4</b> - Improved family functioning and relationships             | 11. Number/percentage of families who do not require re-referrals in the same program     | <b>P2.O4.I11.</b> Number of families who do not return or are not re-referred to the same MASP program within a defined period (e.g. 12 months).            |
| <b>O4</b> - Improved family functioning and relationships             | 12. Percentage of families successfully engaging with services offered                    | <b>P2.O4.I12.</b> Number of families who remain engaged and close their case for reasons other than disengagement or withdrawal.                            |
| <b>O5</b> - Increased engagement with early support services          | 13. Number of self referrals received                                                     | <b>P2.O5.I13.</b> Number of clients who seek support on their own behalf, without third-party involvement.                                                  |
| <b>O5</b> - Increased engagement with early support services          | 14. Referrals received from community and non- traditional referral pathways              | <b>P2.O5.I14.</b> Referrals from sources outside statutory or traditional systems (e.g. real estate agents, community members).                             |
| <b>O6</b> - Reduction in recurrence and escalation of family violence | 15. Client re-representation after service delivery (within 12 months)                    | <b>P2.O6.I15.</b> Number of clients who return to MASP within 12 months after service closure due to family violence concerns.                              |
| <b>O6</b> - Reduction in recurrence and escalation of family violence | 16. Number of people using violence who accept referral to support                        | <b>P2.O6.I16.</b> Number of clients using family violence who consent to and engage with support services.                                                  |



**Pillar 3: Empowered Young People:** MASP supports children and youth to heal, grow, and reach their potential.

| Outcomes                                                           | Indicators                                                                                       | Questions asked by MASP                                                                                                                                       |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>07</b> – Increased education and training participation         | 17. Percentage of young people provided with an opportunity in employment, education or training | <b>P3.07.i17.</b> Number of young people enrolled in education, training, or employment programs.                                                             |
| <b>07</b> – Increased education and training participation         | 18. Percentage of young people supported to preferred career pathways                            | <b>P3.07.i18.</b> Number of young people supported to pursue a career pathway of their choice.                                                                |
| <b>07</b> – Increased education and training participation         | 19. Reduction in presentation for same issue within 12-month period                              | <b>P3.07.i19.</b> Number of young people re-presenting to MASP within 12 months of closure due to issues relating to education and training.                  |
| <b>08</b> – Reduced youth justice and child protection involvement | 20. Number/percentage of young people who do not require re-referrals in the same program        | <b>P3.08.i20.</b> Number of young people re-presenting to MASP within 12 months of closure because of repeated Child Protection or Youth Justice involvement. |
| <b>08</b> – Reduced youth justice and child protection involvement | 21. Number of clients progressing through and exiting the statutory system successfully          | <b>P3.08.i21.</b> Number of clients who safely exit child protection or youth justice systems with stable supports in place.                                  |
| <b>09</b> – Strengthened independent living and life skills        | 22. Percentage of young people provided with an opportunity in employment, education or training | <b>P3.09.i22.</b> Number of young people who exit care or statutory systems and move into stable, independent housing and life arrangements.                  |
| <b>09</b> – Strengthened independent living and life skills        | 23. Number of young people successfully transitioning into independent living                    | <b>P3.09.i23.</b> Number of young people successfully transitioning into independent living                                                                   |
| <b>09</b> – Strengthened independent living and life skills        | 24. Reduction in presentation for same issue within 12-month period                              | <b>P3.09.i24.</b> Number of clients presenting to MASP within 12 months of closure due to limited independent living and life skills.                         |

**Pillar 4: Culturally Safe and Inclusive Communities:** MASP provides services that are inclusive, respectful, and accessible for all.

| Outcomes                                                                       | Indicators                                                                                    | Questions asked by MASP                                                                                                                      |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O10</b> – Increased access to inclusive and culturally appropriate services | 25. Percentage of clients offered cultural and/or inclusive support plans                     | <b>P4.O10.I25.</b> Proportion of clients provided with tailored, culturally safe or inclusive support plans.                                 |
| <b>O10</b> – Increased access to inclusive and culturally appropriate services | 26. Number of staff trained in cultural safety and referral pathways                          | <b>P4.O10.I26.</b> Number of MASP staff who have completed cultural safety training and understand culturally appropriate referral pathways. |
| <b>O10</b> – Increased access to inclusive and culturally appropriate services | 27. Increase diversity within MASP workforce                                                  | <b>P4.O10.I27.</b> Growth in the cultural, linguistic, or lived experience diversity within MASP's staff profile.                            |
| <b>O11</b> – Greater inclusion of lived experience and client voice            | 28. Percentage of programs reviewed with client voice input                                   | <b>P4.O11.I28.</b> Programs that incorporate input from clients with lived experience during review or evaluation.                           |
| <b>O11</b> – Greater inclusion of lived experience and client voice            | 29. Volume of feedback received (and quality of feedback collected) from program participants | <b>P4.O11.I29.</b> Number of feedback submissions received and improvements in the depth or usefulness of that feedback.                     |

**Pillar 5: System Change and Sector Leadership:** MASP drives better service systems, collaboration, and long-term community change.

| Outcomes                                                            | Indicators                                                                             | Questions asked by MASP                                                                                                                                |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O12</b> - Increased integration and collaboration across systems | 30. Number of forums that MASP participates in                                         | <b>P5.O12.I30.</b> Total forums, networks, or interagency groups where MASP is actively involved.                                                      |
| <b>O12</b> - Increased integration and collaboration across systems | 31. Number of formal partnerships acknowledged or activated                            | <b>P5.O12.I31.</b> Number of formal agreements, MOUs, or joint activities undertaken with external partners.                                           |
| <b>O12</b> - Increased integration and collaboration across systems | 32. Percentage of clients that we facilitate referrals for                             | <b>P5.O12.I32.</b> Proportion of clients for whom MASP coordinates internal or external referrals to additional services.                              |
| <b>O13</b> - Regional equity                                        | 33. Increase in clients from outside Mildura City and Swan Hill City                   | <b>P5.O13.I33</b> Growth in clients accessing MASP services from other LGAs across the Southern Mallee and NSW.                                        |
| <b>O13</b> - Regional equity                                        | 34. Increase in referrals to MASP from Southern Mallee and NSW                         | <b>P5.O13.I34.</b> Increase in inbound referrals to MASP from external services or community members located outside the core Mildura/Swan Hill areas. |
| <b>O13</b> - Regional equity                                        | 35. Percentage of clients reporting improved services in their area                    | <b>P5.O13.I35.</b> Proportion of clients who report increased access to or satisfaction with services in their local community.                        |
| <b>O14</b> - Use of data and learning to inform practice            | 36. Number of service improvements made based on internal data                         | <b>P5.O14.I36.</b> Documented service changes or enhancements made in response to internal data insights.                                              |
| <b>O14</b> - Use of data and learning to inform practice            | 37. Distribution of resources (e.g. staffing, funding, geographic focus) based on data | <b>P5.O14.I37.</b> Decisions or shifts in how MASP allocates staff, funds, or programs based on evidence and data trends.                              |
| <b>O14</b> - Use of data and learning to inform practice            | 38. Number of staff contributions shaping program or service decisions                 | <b>P5.O14.I38.</b> Instances where staff insights or feedback have influenced strategic or programmatic decision-making.                               |







