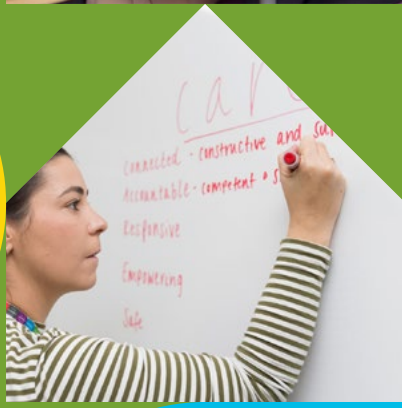
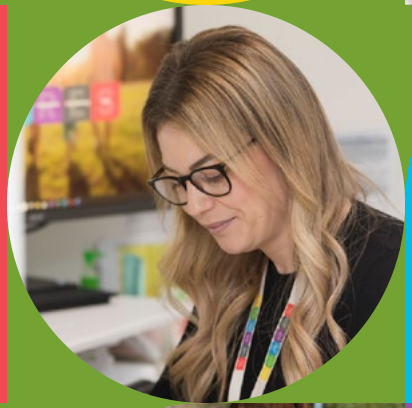
Annual Report 2026









masp



Acknowledgement

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.




Targus



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Mary Rydberg
Board Chair

Chair's Foreword

It gives me great pleasure to once again present to you MASP's Annual Report.

The last 12 months have been a period of sustained growth for the organisation, with new social housing for vulnerable people, an expansion of programs for families and young people and organisation-wide milestones such as the release of MASP's first ever Impact Measurement Report and Framework and the beginning of a new Strategic Plan.

Some major highlights included the opening of Doug's Place – a six-unit development funded by the Victorian Government's Regional Supportive Housing Program that houses rough sleepers in our community and provides them access to intensive case management.

This project was named after MASP's founding CEO Doug Tonge, and it was fantastic to have Doug present for the official opening ceremony.

MASP also took on the Australian Government's Financial Wellbeing and Capability Activity – Emergency Relief Program, which has greatly bolstered our ability to provide aid to all members of our community who are in need, not just existing clients.

The Board is proud of the many achievements of MASP and its teams throughout the last financial year to see the above and more come to fruition. I cannot thank our staff enough for the work they have been doing, and the work they continue to do.

I would also like to extend a thank you to my Board colleagues – both current and past - for their support and leadership of the organisation, along with our fellow community services organisations in the Victorian Mallee and Far West New South Wales.

Also, thanks to our Government and Non-Government funding bodies whose collaboration over the years has helped MASP to grow and continue to operate despite our ever-changing environment.



Mary Rydberg



Charmaine Calis
CEO

A Message from the CEO

Hasn't this past year just flown by?

At the end of 2025, our previous Strategic Plan concluded and our new plan took effect, guiding the continued growth of our impact across the Victorian Mallee and Far West New South Wales.

Building on the foundations of the previous plan, the new Strategic Plan sets out MASP's priorities and the actions we will take to achieve them over the next four years.

Over the course of the 2025/2026 financial year, we had some incredible milestones across our program areas.

This has included:

- The completion of Doug's Place, a six-unit social housing project which houses rough sleepers identified through MASP's Assertive Outreach Program, supported by an on-site Senior Intensive Housing Case Manager.
- Successfully taking on the Australian Government's Financial Wellbeing and Capability Activity – Emergency Relief Program as a way to provide emergency aid to the community.
- The commencement of construction of another three units in Mildura intended to provide housing for young people leaving care under the Victorian Government's Rapid Housing Grant Program – a further boost to MASP's social housing portfolio.
- Hosting our first Lunch for Change in September 2025 with special guest speakers Rosie Batty and Conor Pall, attended by more than 150 people and raising more than $16,000 for our Family Safety Donation Fund.
- Our Director of Client Services Greg Robinson, Director of Practice Amy Cupper and Manager Homelessness Support Trevor Gibbs presenting at the 2026 Homelessness NSW Conference and showcasing MASP's Assertive Outreach Program.

MASP continues to investigate further innovative ways to grow our footprint in our communities, whether that is by extending programs, building more housing or simply expanding our advocacy efforts.

Our service catchment covers perhaps the most isolated regions in two states. We know full well the tyranny of distance applies when policy decisions made in Melbourne or Sydney are enacted across our six LGAs and going forward local, regional solutions to regional issues will be one of the key pillars of our advocacy.

In closing, I'd like to take the opportunity to thank each and every one of the incredible team we have here at MASP – supporting people experiencing homelessness or those experiencing housing insecurity, working with people and families affected by family violence, delivering our vast range of youth programs, supporting young people living in care or simply working behind the scenes to keep MASP running smoothly. I also wish to extend my thanks to MASP's volunteers, sponsors, supporters and partners as well as our Board for their vision and strategic direction.

Here's to more successes in 2026/2027.



Charmaine Calis

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.

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.

The Story of MASP

Mallee Accommodation and Support Program (MASP) is a diverse community service organisation operating in the Victorian Mallee and Far West New South Wales region, providing support to individuals, children, young people, and families experiencing homelessness, family violence, hardship, and disadvantage.



Guided by its purpose: to empower our community to live with equity, opportunity and dignity, MASP delivers a broad range of services that help people build safer, healthier, and more stable lives.

MASP's story began in 1994 when the organisation was formed through the merger of the Sunraysia Youth Accommodation Project and the Sunraysia Emergency Accommodation Centre (Emmaus House). Initially comprising a team of eight dedicated staff members, the organisation focused on supporting people experiencing homelessness or those at risk of homelessness. From the outset, MASP worked to improve access to safe accommodation, increase housing options, and provide social support programs that addressed the underlying causes of disadvantage within the Mallee community.

As community needs evolved, so too did MASP. During the late 1990s, the organisation expanded its services to include out-of-home care programs, foster care services, and support for vulnerable children and young people. These programs were designed to provide safe and nurturing environments for children unable to live with their families while also supporting carers through training and ongoing assistance.

Throughout the 2000s, MASP continued to broaden its reach. In 2006, it launched its innovative Youth Mentoring Program, helping young people develop confidence, resilience, and positive community connections through structured mentoring relationships. The organisation later expanded its family support services, introducing Integrated Family Services and becoming a regional provider of Child FIRST. These initiatives reinforced MASP's commitment to early intervention and family wellbeing.

A major milestone occurred in 2011 when MASP became a registered housing provider, enabling the organisation to directly contribute to the delivery of affordable and social housing across the region. In 2019, the opening of the purpose-built MASP Service and Community Hub in Mildura brought many services together under one roof, improving accessibility and creating a central location where community members could access support.

Today, MASP delivers a comprehensive range of services across homelessness support, family safety, foster care, youth mentoring, residential care, social housing, and family services. The organisation works closely with government agencies, community partners, volunteers, and carers to ensure people receive the support they need when facing challenging circumstances. Through initiatives such as housing assistance, outreach programs, family violence support, and youth development programs, MASP continues to have a significant and positive impact throughout the Mallee and Far West New South Wales regions.



More than three decades after its formation, MASP remains dedicated to alleviating the impacts of homelessness, abuse, poverty, and disadvantage. Its growth from a small homelessness support service into a diverse and highly respected community organisation reflects its ongoing commitment to meeting local needs and strengthening communities. Through compassion, innovation, and collaboration, MASP continues to empower individuals and families to create brighter futures and achieve lasting positive change.

"From safe housing to stronger families, MASP empowers people to build brighter futures with equity, opportunity and dignity."

Strategic Plan

As MASP's Strategic Plan 2022-2025 reached its conclusion, the organisation commenced an extensive planning process to shape its direction for the next four years.

The development of the Strategic Plan 2026-2030 provided an opportunity to reflect on the achievements, challenges and lessons of the previous strategic period while considering the changing needs of communities across the Victorian Mallee and Far West New South Wales.

Input was sought from the Board of Directors, leadership team and staff to ensure a wide range of perspectives informed the plan. These conversations focused on MASP's future aspirations, organisational sustainability, service innovation and opportunities to strengthen outcomes for the people and communities it serves.

The process was grounded in MASP's former purpose of working towards communities free from homelessness, abuse, poverty and disadvantage. Through strategic planning discussions, the organisation examined how emerging social, economic and housing pressures were impacting local communities and identified where MASP could have the greatest long-term impact. This included a reshaping of the organisation's purpose: "to empower our community to live with equity, opportunity and dignity" to define the organisation by the outcomes we wish to achieve rather than by the problems we are seeking to address.

A key consideration was the significant growth and transformation achieved under the previous Strategic Plan. This included the expansion of social housing initiatives, growth in youth and family services, the strengthening of homelessness responses, and the establishment of a broader regional presence through service delivery in locations such as Dareton and Swan Hill.

The development of the new plan was further strengthened through the completion of MASP's first Impact Measurement Framework and Theory of Change. Developed in partnership with Spark Strategy, this work established a clear connection between MASP's daily activities, intended outcomes and long-term community impact, helping to inform strategic priorities and future decision-making.

The result is a forward-looking Strategic Plan 2026-2030 that builds on MASP's strong foundations while positioning the organisation for continued growth and impact. The plan provides a clear roadmap for advocacy, service excellence, housing development and community leadership, ensuring MASP remains responsive to local needs and focused on improving outcomes for the people and communities it supports.

The first year of the Strategic Plan has been characterised by three significant achievements: establishing the foundations for further impact, strengthening our regional presence and building evidence of impact. On the next page we will break down some key highlights of our progress against the Strategic Plan's five key pillars.



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

Strategic Pillars



PILLAR 1

Community-Focused Impact

Key achievements:

- Impact Framework developed and launched
- First organisational-wide Impact Report completed
- Client feedback mechanisms introduced across all sites
- Therapeutic Model of Care continues to be embedded
- Progress on cultural safety initiatives and organisational self-assessment processes

What we've learned:

- Measuring impact requires consistent systems and clear data collection processes
- Organisational learning and continuous improvement are strengthened when impact is measured consistently
- Client voice must be embedded more systematically if we are to truly design services around community needs

PILLAR 2

Responsive Place-Based Delivery

Key achievements:

- Mapping of services across municipalities is nearing completion
- Investigation of service gaps and unmet community needs
- Greater regional engagement outside Mildura
- Continued building of partnerships and regional presence

What we've learned:

- Community needs are not distributed evenly across the region
- Some communities continue to experience limited access to programs available elsewhere
- Place-based responses require deep understanding of local contexts rather than uniform solutions

PILLAR 3

Leadership and Advocacy

Key achievements:

- Advocacy and Engagement Plan developed
- Increased visibility of MASP's impact and community voice
- Continued participation in sector discussions and regional leadership forums

What we've learned:

- Community service organisations are increasingly expected to play leadership and advocacy roles alongside service delivery
- Impact data provides an important platform for future advocacy efforts
- Regional organisations have a unique role in influencing funding and policy settings

PILLAR 4

Our People & Culture

Key achievements:

- Leadership succession planning continues
- Staff wellbeing initiatives introduced
- Staff induction improvements are well underway
- Exploration of new technologies including AI
- Continued focus on CARES values and organisational culture

What we've learned:

- Workforce capability remains one of MASP's most important strategic assets
- Staff wellbeing and organisational culture must remain priorities in an increasingly complex operating environment
- Strong leadership development pathways will be critical for future sustainability

PILLAR 5

Organisational Sustainability

Key achievements:

- Asset lifecycle framework under development
- Governance and risk framework improvements underway
- Internal audit program approved
- Client management system review commenced

What we've learned:

- Sustainability requires continual investment in systems, governance and capability
- Future growth opportunities will need to be balanced against financial and workforce capability
- Demonstrating impact will become increasingly important in attracting future funding and investment

Impact Measurement Framework



Over the course of 2025-2026 MASP worked closely with Spark Strategy to finalise the first iteration of its Impact Measurement Framework, including a Theory of Change, and delivered its first Impact Measurement Report (pictured).

The Framework consists of five pillars: Safe and Stable Lives, Strong and Connected Families, Empowered Young People, Culturally Safe and Inclusive Communities, and System Change and Sector Leadership. Beneath these pillars sit 14 outcomes and 38 indicators. Together, these components form a comprehensive measurement system.

They also help connect day-to-day activities to meaningful outcomes and long-term impact. Moving forward, MASP will produce an annual impact report that will demonstrate the agency's positive contribution to the communities of the Victorian Mallee and Far West New South Wales.

Reconciliation Action Plan

MASP is proud to have completed its Reflect Reconciliation Action Plan (RAP). This plan asked MASP to think deeply about how it can best promote reconciliation through the agency's sphere of influence. While many people were involved, the agency would like to acknowledge and thank all the members of the RAP Working Group; the Working Group consisted of staff from across the whole agency, and their input into this process has been invaluable.

MASP will now embark on preparing our next RAP – the Innovate Reconciliation Action Plan - with the intention of submitting it for approval through Reconciliation Australia by the end of the 2026-2027 financial year.







Children, Youth & Families

54 Families supported through around 4,413 hours of the Integrated Family Services program

18 Families supported through the Finding Solutions program

20 Young people supported through the Youth Support Service program

20 Young people and 20 mentors engaged in the MASP Youth Mentoring Program in Mildura and Swan Hill

104 Young people supported through around 4,580 hours of young people leaving care services

12 Foster carer enquiries received

3,753 Nights spent by young people in MASP Foster Care

139 Young people supported by the Navigator Program

18 Episodes of support delivered through the Intensive Youth Tenancy Program, with no housing breakdowns

Client Story

A young person was referred to the Finding Solutions program while experiencing significant family conflict, disengagement from education and challenges affecting their wellbeing and stability. At the time of referral he was disengaged from education, involved in minor offending and had no contact with his family. His mother expressed significant frustration with services and felt she had received little support.

Finding Solutions provided consistent assertive outreach, with the worker being a reliable point of contact and a safe space for the young person to discuss concerns, make decisions and develop confidence. The program also supported the parents with guidance, regular wellbeing updates and opportunities to connect with others facing similar parenting challenges. This family-focused approach helped strengthen communication and reduce feelings of frustration and isolation.

Over time, family relationships improved and the young person became more settled and engaged in positive activities. They developed greater confidence, responsibility and openness in communicating with family. The consistency of the support was central to rebuilding trust and helping the family establish a more stable and hopeful future.

The young person said the support has “changed my life around. I have a job and am working. I am more open with mum about everything and I’m not so angry anymore.”

The young person’s mother said the worker “was not just my son’s worker; he became my worker and support person as well.”





"The consistency of the support was central to rebuilding trust and helping the family establish a more stable and hopeful future."



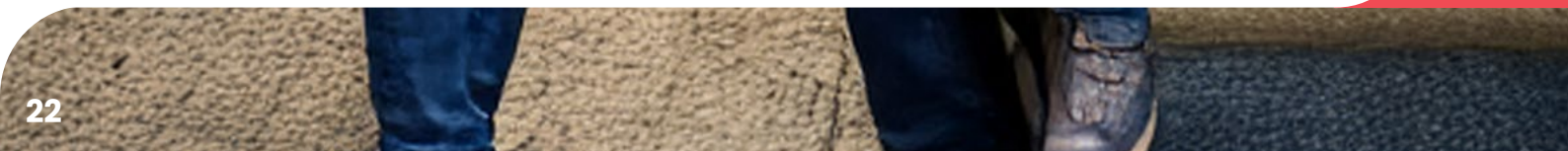
Homelessness Support

Client Story

After relocating to the region for work, Tony* unexpectedly lost his employment and found himself living in accommodation that did not provide the security or comfort he needed. This period of uncertainty seriously affected his wellbeing and made it challenging to plan for the future. Despite these difficulties, Tony remained hopeful about rebuilding his life and welcomed the opportunity to receive support.

After connecting with MASP, Tony worked alongside the Homelessness Support team to explore housing options and identify the practical supports that would best suit his circumstances. The team provided encouragement, helped him reconnect with employment services and supported access to mental health assistance. Having consistent guidance and someone to work through each step with helped Tony feel more confident, supported and able to focus on his goals.

With coordinated support and his own determination, Tony secured a safe and suitable home, re-engaged with employment opportunities and continued to strengthen his wellbeing. Greater stability renewed his confidence and sense of purpose and Tony now encourages others facing housing difficulties to reach out to MASP for support.



"With coordinated support and his own determination, Tony secured a safe and suitable home, re-engaged with employment opportunities and continued to strengthen his wellbeing."

647 Clients supported for the year (571 Victoria, 76 New South Wales)

171 Rough Sleepers supported by MASP's Assertive Outreach Program, of which 8 were housed

246 Clients and families housed

41% of these were housed in private rental accommodation

*names have been changed to protect client privacy



Family Safety

15,540 Service hours completed by MASP's Orange Door team, providing support to individuals and families

3,552 Client cases worked by MASP's Orange Door team

3,220 Child wellbeing assessments completed by The Orange Door

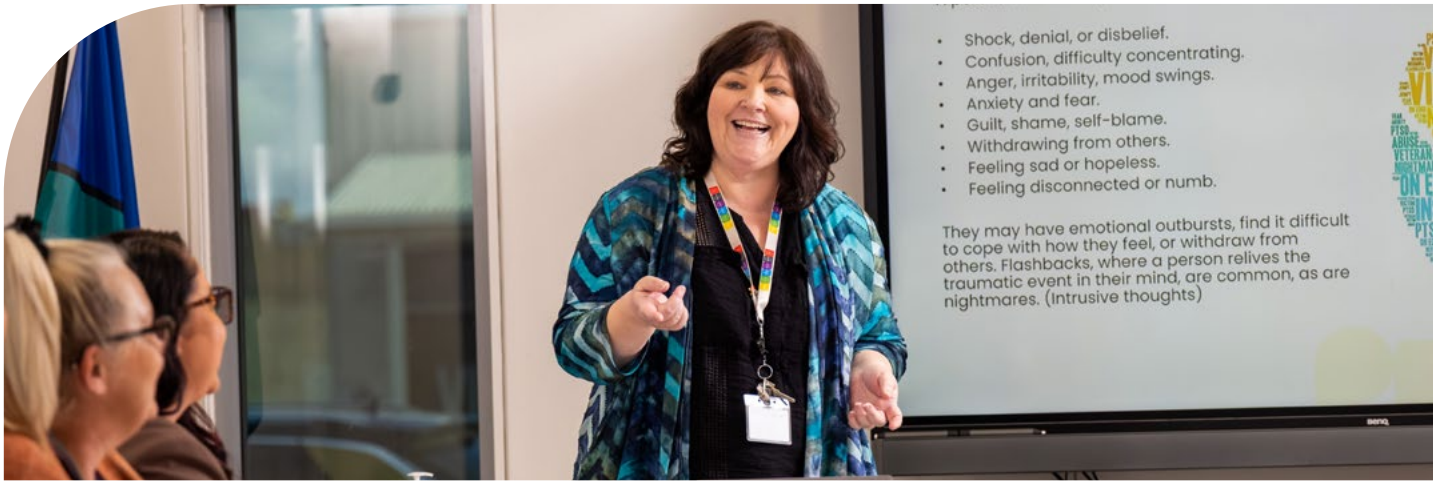
1,423 Family violence risk assessments (TRAMs) completed by The Orange Door

635 Safety plans completed by The Orange Door

24 Young people and their caregivers engaged with the Restoring Relationships program

55 Women and their children supported by the Family Safety Housing Support Team

Program Update



Over the past year, the Family Safety Team at MASP has worked tirelessly across the family violence and child wellbeing sectors to ensure at-risk and vulnerable community members receive safe, timely, and appropriate access to the support they need.

Our New South Wales Family Safety Housing Support team has had a busy year providing case management support to women and children who are at risk of, or experiencing, homelessness due to family violence. We are fortunate to have secured four years of funding for a trainee position that supports women and children who have experienced violence, further strengthening our capacity to deliver responsive, safe, and compassionate support to those in need.

MASP's Orange Door team continues to provide support to families experiencing family violence and parenting concerns. Over the past year, the team has focused on enhancing referral screening processes and increasing workflow efficiency to ensure victim survivors, adults who use violence, families, and children receive a timely response that best meets their individual needs.

The Restoring Relationships program has provided specialised support to young people and their families in addressing adolescent family violence. The program continues to demonstrate a positive impact by supporting young people to reduce their use of violence in the home, rebuild family relationships, and foster safer, healthier, and more connected family environments.

Our team remains committed to delivering high-quality, trauma-informed and violence-informed support that places the safety and wellbeing of children, families, and individuals at the centre of everything we do. Through strong partnerships, specialist expertise, and a shared dedication to positive outcomes, our team continues to make a meaningful difference in the lives of those experiencing vulnerability, helping to create safer, more connected, and empowered communities

Client Story

The Orange Door received several professional referrals for a family with young children who were experiencing a range of wellbeing, parenting and safety concerns.

Identified issues included:

- One parent was experiencing significant mental health challenges that had required specialist support.
- The other parent was managing complex health and wellbeing needs while finding some day-to-day parenting routines challenging.
- The children had differing support needs, and conflict within the home was affecting the family's sense of safety and stability.

The family's circumstances and previous experiences also created some barriers to engaging with services and discussing mental health and additional support needs.

Feeling overwhelmed by the family's circumstances, one parent expressed a willingness to receive guidance and support. Although initial contact was difficult, The Orange Door continued offering respectful opportunities to engage. The Orange Door worked with relevant services, using appropriate information-sharing processes to develop a clearer understanding of the children's safety, wellbeing and support needs.

Through patient and consistent outreach, The Orange Door successfully connected with the family. This created an opportunity to listen to their experiences, understand their strengths and explore the needs of the family as a whole.

Together, the family and The Orange Door identified goals that would support greater wellbeing, connection and stability. With the family's agreement, a referral was made to the Strengthening Families program so they could continue building on their strengths and work towards a safer, healthier and more connected future.

Residential Services

Residential Care

Residential Care is community-based care that provides a safe and stable environment for young people who are unable to live with families or in other models of care. We have three houses 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.

Lead Tenant program

The Lead Tenant Program is a two-year program that supports vulnerable young people aged 16-18 who are transitioning from out-of-home care. The aim of the program is to provide a safe, stable, caring, trauma-informed and supportive living environment in which young people can develop and practice independent living skills in a shared and supported environment, without the direct care of a residential or foster carer. Lead Tenants are live-in mentors who work to create a safe, stable, caring and supportive living environment for young people. The Lead Tenant acts as a positive role model for the young people, leading by example and showing young people how to take responsibility for all elements of independent living. This includes tasks such as cooking, budgeting and household maintenance and health routines, and more broadly in their personal conduct within the community.





Mallee Accommodation & Support Program Ltd

"Community-based care that provides a safe and stable environment for young people who are unable to live with families or in other models of care."

3,032 **Nights spent by young people in Residential Care for the 2025/2026 financial year**



28 Social Housing properties as at 30 June 2026

7 New tenants supported during the financial year

3 young people leaving care supported into their own homes



Social Housing

The 2025/2026 financial year saw the completion of our Doug's Place project, named in honour of MASP's founding CEO Doug Tonge.

The project was built in partnership with the Victorian Government under the $26 million Regional Supportive Housing Program – the first permanent supportive housing program of its kind in Regional Victoria.

These six one-bedroom units house clients identified through MASP's Assertive Outreach Program, with one of the units serving as a staffed support hub where MASP's Senior Intensive Housing Case Manager works with clients to access the services they need to work towards greater independence, stability and safety.

Construction of another three units in Mildura commenced during 2025/2026. The project is intended to provide housing for young people leaving care under the Victorian Government's Rapid Housing Grant Program to further boost our social housing portfolio. The first of our tenants are scheduled to move into the properties in September 2026.

Emergency Relief Program

MASP commenced as a regional provider of the Australian Government Department of Social Services' Financial Wellbeing and Capability Activity – Emergency Relief Program in October 2025.



$154,277 In relief given over the 2025/2026 financial year

793 Clients in Victoria supported by MASP's Emergency Relief Program across the Mildura, Swan Hill, Gannawarra and Buloke Local Government Areas

79 Clients in New South Wales supported across the Wentworth and Balranald Local Government Areas

The appointment extended MASP's longstanding role supporting people affected by poverty, homelessness and disadvantage, adding a dedicated Commonwealth-funded response for people facing immediate financial crisis across the Mallee and Far West New South Wales.

MASP delivers the program across the Mildura, Swan Hill, Gannawarra, Buloke, Wentworth and Balranald local government areas. Assistance is tailored through an assessment of each person's circumstances and can include short-term help with essential needs such as food, utilities, medication, clothing and petrol. Where immediate assistance alone cannot resolve the crisis, MASP connects people with relevant external services, including financial counselling and other specialist supports.

The program is free, voluntary and confidential, with no citizenship or residency requirement. Its purpose is not only to relieve immediate hardship, but also to strengthen financial resilience and help people move toward greater stability and self-reliance. By combining practical emergency assistance with referrals and MASP's broader network of community services, the program provides an accessible, locally informed safety net for people experiencing sudden hardship, including job loss, illness, family breakdown, family violence or natural disaster.

MASP Lunch for Change

MASP's inaugural Lunch for Change brought more than 150 people together at Willow and Ivie in Nichols Point in September 2025 to raise awareness of family violence and encourage meaningful community action.



The event refreshed MASP's long-running Charity Women's Luncheon in a more inclusive format, open to the whole community, and placed a spotlight on the organisation's Family Safety work.

We were thrilled to welcome our special guest speaker Rosie Batty to Mildura for a two-day visit that culminated in the luncheon – attended by more than 150 people and raising more than $16,000 for MASP's Family Safety donation fund. Rosie met with key stakeholders in a round table discussion at MASP, gave an intimate and insightful question and answer session with MASP staff and even visited local women's refuges as part of her time with MASP. Mildura's own Conor Pall, a young family violence victims advocate, also spoke at the luncheon and shared powerful lived-experience perspectives on family violence, resilience and the need for systems that listen to and protect victim-survivors.

Our guest's contributions reinforced that preventing family violence is a shared responsibility. A key challenge emerging from the day was the need to create a safe service for children and young people who disclose family violence — an initiative MASP has committed to support in partnership with relevant stakeholders.



"Preventing family violence is a shared responsibility."

Board of Directors

Mary Rydberg (Chair)

Director since 2018, Chair since 29 August 2023

Qualifications: Graduate Diploma of Business, Graduate Member of the Australian Institute of Company Directors, Member of Women on Boards

Expertise: Governance and Business Management

Board Committee(s): Quality & Client Safety Sub Committee

Experience: 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 Director of Mildura Base Public Hospital Board, and a DFFH Human Research Ethics Committee Member, and until recently has been a Board Director of Mallee Track Health ahd Communtiy Services.

Rebecca Olsen (Deputy Chair)

Director since 2022

Expertise: Resource Management, Asset Management, Risk Assessment & Management

Board Committee(s): Quality & Client Safety Sub Committee

Experience: 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. Rebecca is the Chair of the Mallee Family Violence Executive.

Frank Piscioneri

Director since 2020

Qualifications: 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)

Expertise: Financial Management and Corporate Governance

Board Committee(s): Finance, Audit and Risk Sub Committee

Experience: Frank has extensive experience in financial management (CFO), operations and corporate governance across education, local government and health sectors. Frank is the Chair of Mildura Base Public Hospital Board, and a Director of the Mallee Track Health & Community Services Board.

Christopher Cresp

Director since 2021

Qualifications: Registered Nurse Division 1

Expertise: Clinical Governance

Board Committee(s): Quality & Client Safety Sub Committee (Chair)

Experience: 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.

Timothy Peters

Director since 2021

Qualifications: Masters of Business Administration, Graduate Certificate in International Business, Bachelor's Degree in Multimedia and Marketing

Expertise: ICT Management and Governance

Board Committee(s): Finance, Audit and Risk Sub Committee (Chair)

Experience: 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.

Nina Smart

Director since 2023

Qualifications: Bachelor of Laws from University of New England and Bachelor of Arts from Flinders University

Expertise: Legal

Board Committee(s): Finance, Audit and Risk Sub Committee

Experience: 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 is a Senior Associate at Maloney Anderson Legal. 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, and is also a Board Director for Mallee Track Health and Community Services. Nina is a member of the Law Institute of Victoria and the Australian Lawyers Association.

Paula Laing

Director since 2024

Qualifications: Diploma of Human Resource Management, Diploma of Business Administration, Diploma of Quality Auditing, Diploma of Counselling

Expertise: Governance, Human Resources

Board Committee(s): Quality & Client Safety Sub Committee

Experience: Paula has a strong Human Resources, WHS and auditing background, and has a passion for establishing culturally safe workplaces, and has led a White Ribbon Accreditation journey and become a White Ribbon Community Partner.

Brendan Carter

Director since June 2025

Qualifications: Advanced Diploma of Police Investigation (Victoria Police), Graduate Diploma of Exercise Rehabilitation, Bachelor of Applied Science Human Movement

Expertise: Human Resources, Critical Oversight Competency

Board Committee(s): Finance, Audit and Risk Sub Committee

Experience: Brendan is currently a Detective Sergeant with Victoria Police and supervises the Sexual Offences and Child Abuse Investigation Team (SOCIT) based in Mildura. He has worked in law enforcement for over 12 years and has been stationed across regional Victoria and Melbourne metropolitan regions. Brendan has experience in family violence investigation, HR personnel management, stakeholder and community engagement, and complaint investigation and resolution.

Carla Kirby

Director since June 2025

Qualifications: Bachelor of Nursing, Graduate Diploma of Advanced Nursing: Critical Care, Clinical Facilitation Postgraduate Education Module, Advanced Diploma of Management, Cert IC Training & Assessment

Expertise: Governance, Strategic Development, Quality Risk & Management

Board Committee(s): Quality & Client Safety Sub Committee

Experience: Carla has extensive experience in the health sector as both a practicing Registered Nurse and in Executive Roles in the Private Health Sector. She has experience in Incident Management, Quality and Risk Management as well as development and monitoring of Strategic Plans. Carla has previously been on the Board of Robinvale District Health Services.

Life Members

Les Airs
Bill Brown
Alan Chalkley
Janet Decker
Janet Hill
Terry Hill
Linda Hurley
Betty Krake, OAM
Mary LePoidevin
Glenn Milne
Dot Phelan
Doug Rowe
Elaine Rowe
Jack Rust
Ray Smith
Joan Stewart
Colin Thomson



Godden Award

The Godden Award honors members of our community whose exceptional support and dedication have made a meaningful contribution to MASP's work and impact.



Mallee Accommodation & Support Program Ltd

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.

2026	Antisocial Collective
2025	Justin Allan
2024	Terry Dyke
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

Berry Street
Court Fund (Victoria)
Department of Families, Fairness and Housing (Victoria)
Department of Justice and Community Safety (Victoria)
Department of Education and Training (Victoria)
Homes Victoria
Family Safety Victoria
New South Wales Department of Communities and Justice (New South Wales)
Victorian Home and Community Care Program
Department of Social Services (Australian Government)
Western NSW Primary Health Network
Murray Downs Golf and Country Club

Our Volunteers

MASP would like to show our appreciation to all our volunteers, such as our volunteer mentors in the Youth Mentoring Program and our Foster Carers. Your contribution to MASP helps make a real difference in our communities.

Donors & Supporters

Antisocial Collective
Anaconda Mildura
APCO Mildura
Bunnings Mildura
Chaffey Secondary College
Dareton NSW Rural Fire Brigade
Grain Shed Church of Christ
Intersport Mildura
Lions Club of Buronga Gol Gol and Districts
MacPac
Mark Morris
Mildura Autoglass
Mildura Base Public Hospital Allied and Community Health
Mildura Central
Mildura Lions Club
Mildura Senior College
Montanah O'Sullivan
Ray White Mildura
River1467 Radio
Rosella Girl Guides
Rotary Club of Mildura-Merbein
Sacred Heart Primary School
Shantelle Mezoury
St Paul's Primary School
SuniTAFE Community Services Students
Sunnyland Press
Sunraysia Stockfeed
The Italian
Uriah Sefo
Woolworths Mildura
Woolworths Swan Hill

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

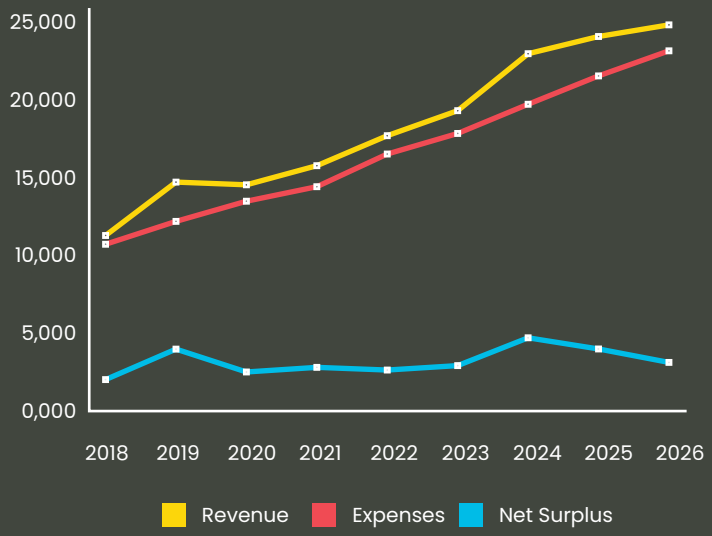
Financial Snapshot

A full version of MASP's financial statements is available at:

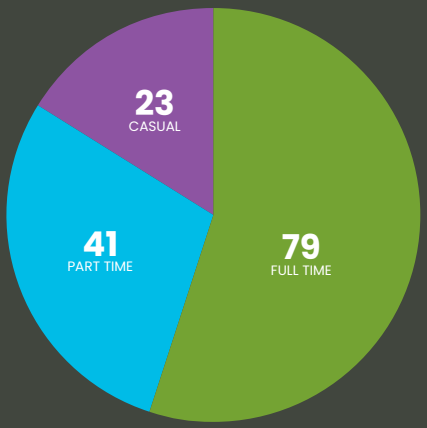
masp.org.au/about us/#publications



Revenue Expense Profit Data

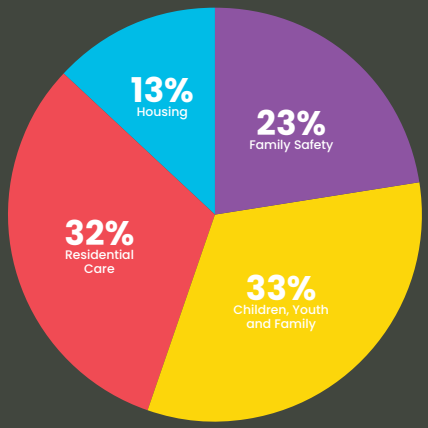


Employment Status

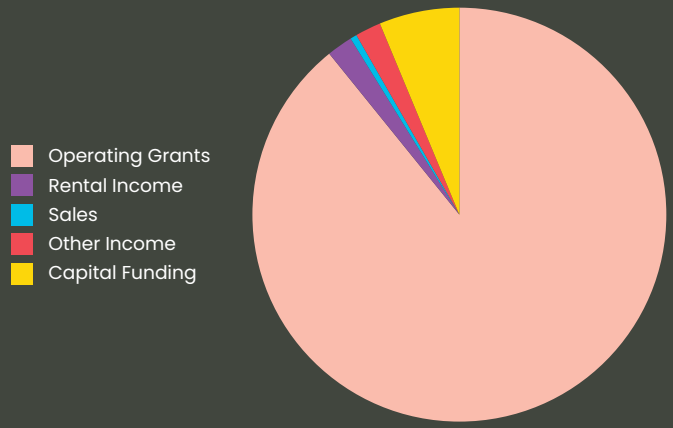


Total: **143**

Funding Areas



Revenue 2025/2026



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.



Make a Donation

To donate via direct deposit, please contact MASP on 5021 6500. Donations over $2 are tax deductible, with receipts available on request.

Scan the QR code to donate.