



MOSAIC

Creating possibilities,
transforming lives.



Annual Report
2024/25

Let's look beyond disability.
One person, one family, one life goal at a time.
Exploring possibilities. Together.



We acknowledge the traditional custodians of the land – the Whadjuk people of the Noongar Nation – on which we live, work, and deliver our services. Mosaic also acknowledges and pays respect to the Noongar people's ongoing culture, beliefs, relationship with the land, and their rich contribution to life in this region.



Artwork by Katie Bugden



Contents

About Us	4
Leadership Report	6
Strategic Plan	8
Our Board	10
Our Senior Leadership Team	12
Our People	14
Celebrating Diversity and Inclusion	16
Our Services	18
Quality and Safeguarding	24
Corporate Services	25



About Us

Possibilities for life.

At Mosaic, our personalised services give people living with disability and their families more choice, control and independence. As a registered not-for-profit NDIS provider, our team supports people across the Perth metropolitan region through a growing range of services, all individually tailored to help clients set goals and make their dreams a reality.

The sector landscape, services, and opportunities for people with disability has changed quite a lot in the 30+ years we have been operating. Throughout that time, our focus on family and community and our personalised support has remained at the centre of all we do.

Whatever matters to our clients, whatever hopes and dreams they have, and whatever disability they live with, we listen and work with them to make it happen. We open up a world of possibilities and experiences.

Our Life Members

Life Membership is an honour reserved for those individuals whose contribution to Mosaic goes beyond the ordinary, or even the excellent, for an extended period, and who consistently demonstrate alignment with the values of Mosaic Community Care. We are proud to acknowledge Lorraine deLacy, Tony Clark and Robert Martin as Life Members of Mosaic.

Our Purpose

To create possibilities for people with disability that transform their lives.

Our Values



We listen carefully with empathy



We seek to empower



We are courageous in our actions



We are authentic and transparent



We connect and collaborate



We are accountable and strive for excellence

Where we operate



At Mosaic, we believe in **celebrating the diversity of all people**, from all walks of life and backgrounds. Here, you'll be welcomed, supported and included, no matter your culture and heritage, race, religion, age, disability, sexuality or gender.

Leadership Report

FY 2024-25 was a year of resilience, innovation, and strategic focus for Mosaic. Despite significant challenges across the disability services sector, Mosaic continued to deliver high-quality, person-centred care while strengthening its workforce, financial position, and sector leadership.

The focus for Mosaic this year has been:

- **Service excellence:** Ensuring all our services continue to be delivered to the highest standards of quality, safety, and person-centred care, despite increasing regulatory and financial pressures.
- **Compliance and governance:** Strengthening governance and operational compliance with the NDIS Quality and Safeguards Commission Practice Standards, including readiness for anticipated reforms and increased scrutiny of provider practices.
- **Strategic growth and risk management:** Recognising and mitigating risks and opportunities associated with Mosaic's continued growth, including regular review of the financial and operational viability of specific service types in light of changing NDIS pricing and policy settings.
- **Balancing cost and quality:** Managing the pressure between tightening NDIS pricing structures, increased administrative burden from NDIA requirements, and Mosaic's commitment to delivering high-quality, responsive services.
- **Capital planning:** Assessing medium- to long-term capital requirements of the organisation, including financial implications of any significant investment in infrastructure or service expansion.
- **Investment strategy:** Enhancing long-term return on Mosaic's cash reserves through prudent and diversified investment strategies that support organisational sustainability.
- **Workforce development:** Continuing to invest in a skilled, resilient, and values-driven workforce that supports safe, high-quality service delivery and meets the evolving needs of participants and regulatory bodies.

- **Strategic plan implementation:** Driving the implementation of Mosaic's Strategic Plan with a focus on business sustainability and growth, customer experience, workforce capability, and systems and process improvement, while remaining agile to respond to sector-wide reforms and emerging challenges.

Strategic highlights

- Mosaic maintained its reputation for delivering collaborative and caring services, even as over 50% of sector providers reported financial losses and service disruptions.
- Investing in an ICT Transformation Plan, alongside running a series of innovation workshops for staff, allowed our teams to bring new ideas and solutions into the workplace, providing efficient, effective and care-driven services. This strengthened our commitment to operational efficiency and innovation and enabled us to navigate sector instability while preserving service quality.
- Mosaic also entered a number of strategic partnerships throughout the year with other service providers and organisations within the sector to broaden our service offering for NDIS participants and our team members.

Workforce and Culture

Employee Engagement

Mosaic continued to put our clients and employees at the centre of everything we do. The 2024-25 Employee Engagement Survey showed:

- 87 per cent engagement by staff, reflecting strong job satisfaction and organisational commitment
- 82 per cent staff wellbeing, which indicates that a significant majority of employees feel supported and positive about their work environment, reflecting a culture that prioritises wellbeing, connection, and care.

- 72 per cent progress score reflects a positive level of satisfaction among employees regarding the organisation’s performance and innovation, suggesting that staff feel the company is moving forward and embracing change effectively.

These scores exceeded sector benchmarks in all areas, especially staff engagement and wellbeing. The results were a testament to the strong culture, solidarity and professionalism being developed within the broader team at Mosaic.

Diversity and Inclusion

The 2024–25 Employee Engagement Survey also highlighted the cultural diversity of our team. Staff members at Mosaic come from 26 cultural backgrounds, speak 24 languages, and practice 7 different religions. Our strong cultural representation reinforces Mosaic’s commitment to a diverse and inclusive workplace.

Furthermore, the development and implementation of the Mosaic Foundation Pillars of Diversity and Inclusion framework, which includes several events that celebrate and showcase the contribution our diverse workforce makes to Mosaic’s success, further supports this commitment.

Sector advocacy and reform

Mosaic continued to play an active role in shaping the future of the NDIS through:

- Support for the Navigator Model: Advocating for independent, person-centred guidance for NDIS participants.
- Advocating for NDIS Policy review in the areas of:
 - Tiered pricing to support quality service delivery
 - Universal provider registration for better oversight
 - Independent pricing authority for transparency and sustainability
 - Workforce funding for training and career development

- Advocating for a cabinet-level minister for the NDIS
- A clear roadmap for reform and foundational supports strategy

Challenges and opportunities

The year was not without its challenges as Mosaic looked to restructure and realise staffing efficiencies amid a difficult recruitment market.

- **Recruitment and retention:** Continued difficulty in sourcing qualified allied health professionals and to keep valued staff in a competitive market with rising salaries and reducing NDIS pricing.
- **Regulatory requirements:** Increasing compliance requirements as the NDIS Quality and Safeguarding Commission increase requirements for registered providers to increase audits and incident investigations.
- **Pricing pressures:** Sector-wide concern over reduced therapy prices and stagnant support coordination rates.

Looking ahead

Mosaic remains steadfast in its commitment to delivering high-quality, person-centred care, while continuously investing in the development and wellbeing of its workforce. We continue to advocate for a sustainable and equitable disability support ecosystem and are focused on strengthening our financial resilience and operational excellence to ensure long-term impact and success.



Virginia Miltrup,
Chair



Rob Wilton,
CEO

Strategic Plan

Our Strategic Pillars and Objectives

The Strategic Pillars provide Mosaic with a framework of the critical areas of focus for the business during the financial year. The Objectives are calls to action that point Mosaic in the direction of its Purpose.



Clients

We engage with clients and stakeholders to design and deliver services that best meet their needs and aspirations.



People and Culture

We have a talented and engaged workforce, supported by a positive, inclusive, and safe culture.



Technology, Systems and Processes

Our technology, systems and processes are fit for purpose and support achievement across the entire organisation.



Business Sustainability

We are financially sustainable while maintaining high standards in our governance, environmental and social impact.

Our Strategic Goals during the Financial Year

Strategic Objective	Strategic Goals
<p>We engage with clients and stakeholders to design and deliver services that best meet their needs and aspirations.</p>	<p>We will transform our ability to co-design, creating contemporary services which are responsive to our clients' needs and aspirations.</p> <p>We will collaboratively embed quality standards, safeguarding, governance and risk management frameworks across the entire organisation.</p> <p>We will provide our clients with contemporary and high-quality homes and facilities that enable strong connections with community.</p>
<p>We have a talented and engaged workforce, supported by a positive, inclusive and safe culture.</p>	<p>We will attract and retain a talented workforce by fostering a growth and learning mindset.</p> <p>We will create a culture of safety, inclusivity and wellbeing at Mosaic, collectively and as individuals.</p> <p>We will live our Mosaic values in everything we do.</p>
<p>Our technology, systems and processes are fit for purpose and support achievement across the entire organisation.</p>	<p>We will embed an agile mindset, supported by robust change management processes, methodology and leadership.</p> <p>We have fit-for-purpose systems and technology to support our organisation and our team's performance, as well as our client and customer experience.</p> <p>We will invest in enabling our people to access data and evidence to support a culture of effectiveness, efficiency and best practice.</p>
<p>We are financially sustainable while maintaining high standards in our governance, environmental and social impact.</p>	<p>We will ensure our services remain viable, whilst striving to deliver new contemporary and innovative client-focused services.</p> <p>We will actively seek and leverage opportunities to diversify and grow finances through philanthropy, government funding and corporate sponsorships.</p> <p>We will actively seek and leverage strategic partnerships that grow our reputation and/or client and employee experience.</p> <p>We will embed robust environmental, social and governance frameworks, including social impact measurement.</p>

Our Board



Virginia Miltrup
Chair

Virginia is an Executive and Company Director with expertise in supporting businesses to adapt and align to emerging realities. She has a passion for bringing customer-centric thinking to the improvement of business performance. Currently the CEO of a Local Government Area, Virginia has led strategy, corporate services and operational teams, across the public and private sectors.



Dale Rakich
Deputy Chair

Dale joined the Mosaic Board in 2022 and brings over 25 years of senior commercial experience in the property, funds management, not for-profit and healthcare sectors. He is currently the CFO and Head of Operations for a diverse, privately owned property firm and through his previous involvement with disability housing projects and supports has gained an understanding of the challenges facing the disability support sector.



Leanne Kite
Treasurer

Leanne is an accounting, finance and governance professional who has held senior positions across the resources and biotech sectors. She brings to the Board experience in financial analysis, strategic planning, budgeting and forecasting, risk management practices and governance. Leanne is passionate about inclusion and assisting people with disability services, having personal experience with family members with disability.



Jackie Leggett
Board Secretary

Jackie is a senior banking and finance lawyer with over 19 years' experience working in private practice in London, South Africa and Australia. She has also worked as in-house counsel at a major financial institution. Jackie has extensive experience advising corporate clients on a range of matters including regulatory compliance, risk advisory and board governance issues. Jackie is an enthusiastic participant in her law firm's pro bono practice and frequently advises First Nations peoples in relation to WA-specific tribunal applications.



David Kent
Board Member

David is a senior executive with deep experience in the mining, manufacturing, retail, consulting and not-for-profit sectors. He brings to the Board commercial and strategic growth expertise and is focused on making a tangible difference in shaping the organisation's growth. He is the Chief Strategy and Corporate Development Officer for an ASX listed mining services company. David is passionate about creating positive social change.



Kim Clark
Board Member

Kim has extensive experience in public and community health policy and management roles as an evaluator of a wide variety of population health programs and services, and as an educator researcher in the tertiary sector. His research over the past 20 years has emphasised service access and equity for vulnerable and marginalised families. Kim has first-hand experience in the disability sector, as a citizen advocate and guardian.



Our Senior Leadership Team



Rob Wilton
Chief Executive Officer

Rob is very widely qualified and has expertise in leadership, finance, governance, human resources, workplace safety and health and project management. His experience includes executive positions in the commercial sector, Government and not for profits and a range of leadership and operational roles in the military.

Within the not-for-profit sector, he has held positions as CEO of the Westcare Group, Director at Parkerville Children and Youth Care and Chief Operations Officer at St Bart's. Within the Commercial, Government and Military, Rob has been a CFO and General Manager for ASX listed resources companies, a Director within NATO's Southern Command and Military Advisor in the Middle East as well as held several other UN, NATO and international posts

Rob is a passionate advocate for people living with disability, youth at risk, veterans and those experiencing homelessness, and is currently a Non-Executive Director at Swan Care Inc and Community Vision Inc. He is known for his extensive pro-bono work and for successfully bringing his unique combination of empathetic leadership, commercial acumen and corporate expertise into the profit for purpose sector.

He has a BSc, a MSc, several post graduate qualifications, is a qualified Chartered Management Accountant (CIMA), a qualified Certified Practising Accountant (CPA) and has graduated from the Australian Institute of Company Directors (GAICD).



Wendy Baxter
Chief Operations Officer
(Jan-Jun 2025)

Wendy has extensive experience across the health, disability, and community services sectors mostly in the non-government arena. Initially an allied health clinician, Wendy has held senior and executive role with responsibility for operational delivery, business development and quality.

With qualifications in speech pathology, health services management and quality auditing, Wendy previously provided executive consultancy services to providers in aged care, disability, community health and welfare services.

**Kim Adamson holds the COO position at Mosaic Community Care with effect from August 2025.*



Ashley Joel
Executive Manager,
Corporate Services

Ashley is an award-winning executive leader and CPA with a proven track record in the not-for-profit sector. As Executive Corporate Services, she brings over six years of experience in disability services and the NDIS in financial management, compliance, and strategic planning. Recognised nationally with the 2025 Enablement Award for Excellence in Disability Care, Ashley is known for her collaborative leadership, data-driven decision-making, and commitment to person-centred service delivery.

She has led transformative initiatives at Mosaic, strengthening internal capabilities and driving innovation to enhance outcomes for people with disability. Ashley is committed to strong governance, continuous improvement, and building high-performing teams. Her leadership ensures Mosaic remains responsive and sustainable in a changing sector.



Surekha Gomez
General Manager,
People and Culture

Surekha has 18 years of experience in Human Resources leadership roles within a diverse range of industries and countries, including Australia, Singapore, USA, China, India and Sri Lanka.

Specialising in HR Operations, HR strategy and Project Management, Surekha has a strong commitment to driving organisational excellence through strategic HR initiatives that prioritise people, culture, and performance. She is deeply passionate about creating workplaces where everyone can thrive, contribute meaningfully and reach their full potential.



Dale Wright
General Manager,
Information Communications
and Technology

Dale brings 26 years of experience across non-profit, government, and for-profit sectors within the UK and Australia.

Dale holds a Bachelor of Science in ICT along with a Diploma in Management and Leadership in ICT, demonstrating his commitment to continued learning and strategic innovation. Throughout his career, he has played key roles in transformative projects and delivered solutions that drive organisational change and transformation.

Passionate about supporting people, Dale continues to inspire and lead teams toward best practices and effective ICT solutions. Outside of work, he is a proud Dad of three children and is deeply involved in junior soccer through coaching.



Zak Brearley
General Manager,
Operations

Zak brings longstanding experience in the disability services sector, with nearly two decades of leadership grounded in a strong clinical foundation as an Advanced Behaviour Support Practitioner.

His career has been shaped by hands-on practice, continuous learning, and a commitment to building capability through clinical lead supervision, professional development, and active involvement in sector networks and state-led initiatives. Zak has built his expertise through a combination of formal and self-directed education and training and contributes to sector development beyond Mosaic, participating in programs and frameworks that support growth and service quality across the sector.

Zak leads Mosaic's operational portfolio, encompassing home, community, and accommodation services, alongside a broad range of capacity-building supports delivered under the NDIS. He also oversees the development of strategic projects and initiatives designed to enhance service delivery across Mosaic's diverse programs.

With a focus on innovation and oversight, Zak is dedicated to ensuring Mosaic's operations remain responsive, sustainable, and aligned with sector standards, while fostering a culture of collaboration, growth, and quality outcomes.



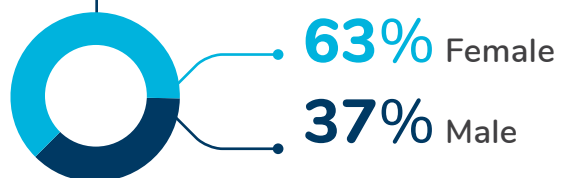
Our People

Over the past year, Mosaic has made meaningful progress in cultivating a high-performing, inclusive, and values-driven workplace.

Recruitment practices were refined to focus on competency-based selection and workforce planning, ensuring new hires are equipped to support our clients with excellence.

To enhance organisational resilience, we implemented a more robust compliance framework with clearer accountability, automated tracking, and regular audits.

Our Work Health and Safety (WHS) incident management system was strengthened to enable real-time reporting and thorough post-incident reviews, fostering a safer and more responsive environment.





3,156

hours of training

26% Online training

74% Face-to-face



Recognition of Service

Mosaic introduced a formalised **Recognition of Service framework** to celebrate the dedication and contributions of our employees. The new process provides consistent and meaningful recognition for permanent employees at key milestones.

This initiative reflects Mosaic’s commitment to valuing our people and fostering a culture of appreciation, where service and impact are recognised in ways that are both heartfelt and enduring.

5 years of service:

Hayley McMillan

Mustafa Al Rashid

Amandeep Amandeep

Niranjan Dhakal

Robert Gibson

Samuel Ansong

Matilda Chivambe

Darlington Onuoha

Patvinder Singh

Gill Amerjeet Singh

Anupama Thapa

Magnass Maggie Kaonza

Precious Roberts

Antoinette Day

Myra Allen

Victoria Trappel

Rodrigo San Martin

Krishnaveni Ramsamy



10 years of service:

Herve Martel

Katherine Cole



15 years of service:

Helen Benson





Different C
Shared Pur
Stronger T

At Mo
every
shape
vibrant

Celebrating Diversity and Inclusion

We are committed to cultivating a diverse and inclusive environment where every individual, regardless of background, experience, or perspective, is valued and empowered.

In 2024-25, we continued to advance our purpose by fostering a culture where diversity is not just an ideal, but a driving force behind our success, innovation, and growth.

Our approach is anchored in **four key pillars**: celebrating **cultural diversity**, supporting **gender inclusion**, **building pride** for LGBTQIA+ employees, and fostering a sense of **belonging** for people with disability.

We strive to identify and dismantle barriers, promote equitable opportunities, and ensure that all employees, partners, and community members feel respected, supported, and able to contribute to their fullest potential.

Through these ongoing efforts, Mosaic aims to lead by example, building a workplace – and a future - where diversity, equity, and inclusion are foundational to everything we do.



Mosaic and Living Proud

Partnerships empowering our EVP

Mosaic deepened its commitment to inclusive and values-aligned collaboration through several key partnerships.

To strengthen our Employee Value Proposition (EVP), we proudly joined forces with the **Paraplegic Benefit Fund (PBF) Australia** to provide our employees with spinal injury prevention education and financial protection, reinforcing our dedication to safety and wellbeing.

Mosaic also continued its support of **Living Proud**, Western Australia's longest-running LGBTIQ+ community service organisation. This partnership reflects our shared commitment to fostering pride, respect, and equity for people of diverse sexualities and gender identities.

Through Living Proud's training and resources, Mosaic has strengthened its capacity to create safe, affirming spaces for both employees and clients. These partnerships exemplify our values of care, empowerment, and collaboration, and demonstrate our ongoing mission to support people living with disability in a way that is inclusive, respectful, and community driven.



Mosaic and Paraplegic Benefit Fund Australia



Our Services

We remain committed to delivering a diverse and evolving range of services that open a world of possibilities for the people we support. Our integrated approach means many clients benefit from multiple service streams, with our expert teams working collaboratively to achieve the best outcomes.

Our services are designed to be flexible, person-centred, and responsive to individual goals. We believe that true impact comes from working together: across disciplines, across teams, and always in partnership with the people we support.

Eligibility for our services:

- 18+** People aged 18+ are eligible for our Supported Independent Living, and Community Access and Support services.
- 14+** People aged 14+ are eligible for our Occupational Therapy services.
- All ages** All ages are eligible for our Support Coordination, Specialist Support Coordination, Psychosocial Recovery Coaching, Learn2Adult and Positive Behaviour Support services.



387 clients



65 Community Access and Support clients

111 Support Coordination clients

7 Specialist Support Coordination clients

3 Psychosocial Recovery Coaching clients

98 Positive Behaviour Support clients

17 Occupational Therapy clients

19 Learn2Adult clients

1 Short-term accommodation client



66 clients in **21** Supported Independent Living homes

“My son lives in a well-maintained and harmonious supported accommodation. He likes the staff and his housemates. For him, this is his forever home.”

– Parent of a Mosaic client living in one of our Supported Independent Living homes

Supported Independent Living

Mosaic helps people with disability secure the home, housemates, and 24/7 support they need to live actively, independently, and safely in the community. Across our range of home options in Perth, our professional and highly skilled teams apply a proven person-centred approach tailored to each individual’s needs and preferences.

Support includes assistance with daily living tasks and meaningful opportunities to engage with the local community, from using public transport and attending appointments to pursuing hobbies, interests, and social connections. Our goal is to create environments where people feel empowered, supported, and truly at home.

This year’s highlights

- **New leadership:** We welcomed a new operations leadership team with Zak Brearley, Karole Phillips, and Jack Hannington bringing a wealth of sector experience and renewed direction to our service delivery.
- **Regal House renovations:** Major upgrades were completed at Regal House, with clients successfully relocated during the works. The project ensured continuity of care and returned residents to a more comfortable home environment.
- **New home in Bentley:** The opening of a new Supported Independent Living residence expanded choice and capacity for people seeking supported living options, reinforcing our commitment to responsive housing solutions.
- **Client-led travel and holidays:** Our teams supported a series of client-led holidays, helping individuals achieve meaningful travel and leisure goals, from beach getaways to regional adventures.



- **Community triumph:** Residents of Grace House celebrated a team achievement by winning their Netball Grand Final, showcasing the power of teamwork, confidence, and community participation.

How we make it happen

- **Person-centred planning:** Every support plan is built around the individual, their goals, preferences, and vision for a meaningful life.
- **24/7 skilled support:** Our teams are available around the clock to ensure safety, wellbeing, and opportunities for independence.
- **Practical and community-focused support:** We pair daily living assistance with active encouragement to access community activities, transport, and local services.
- **Empowering independence:** We focus on choice, dignity, and building life skills that promote long-term autonomy and personal growth for residents.

Mosaic’s Supported Independent Living program is more than accommodation and support. It’s about creating homes where people belong, flourish, and shape the life they want. This year’s milestones reflect our commitment to quality, growth, and the everyday successes that matter most to the people we support.



Participants enjoying the Learn2Hike Program

Community Access and Support

True inclusion means more than just being present. It means being connected, empowered, and actively engaged in the community. Our Community Access and Support team plays a vital role in making this vision a reality.

Whether it's forming new friendships, discovering a passion for sport, volunteering, studying, or launching a career, we walk alongside our clients every step of the way. From everyday tasks like grocery shopping and attending appointments to life-changing goals, we help people shape their own evolving life plans and provide the support needed to bring those plans to life.

Social inclusion isn't just a concept, it's a lived experience. Our team works closely with individuals to foster meaningful relationships and build strong ties within their local communities. We believe everyone deserves the chance to belong, contribute, and thrive.



Stepping into nature: Learn2Hike Program

This year, Mosaic's **Learn2Hike Program** proved to be a resounding success, with 50 participants joining guided hikes along accessible walking trails across Perth. The State Government through the Department of Local Government, Sport and Cultural Industries supported the Learn2Hike Program.

Led by a dedicated hike leader and Aboriginal cultural guide, Learn2Hike offered far more than a walk in the bush. It became an opportunity for participants to build connection and confidence.

The response from participants was overwhelmingly positive. Post-hike evaluations captured heartfelt reflections such as:

- "I loved going on the hike."
- "I liked the trees and plants."
- "I liked walking and seeing my friends."

These simple yet powerful sentiments speak volumes. For some, it was their first time on a trail. For others, it was a chance to reconnect with nature and friends. For everyone, it was an opportunity to experience the joy of movement in a safe and supportive environment.

The hikes reminded us that inclusion can be as simple, and as powerful, as walking side by side. They nurtured friendships, sparked curiosity, and fostered a deep sense of belonging.

Due to popular demand, Mosaic is excited to explore expanding this initiative, with plans to establish regular hiking activities as part of our ongoing commitment to community engagement and personal growth.

“My answers to this survey generally reflect my dealings with the current support coordinator over the past 8 months, who has been a wonderful ambassador for Mosaic and is totally competent at his job. With the current incumbent, the service has been excellent.”

Mosaic client accessing NDIS Support Coordination (Level 2)

Support Coordination

Mosaic’s Support Coordination services continue to grow, supporting a broader and more diverse group of clients across all age groups. Our team delivers:

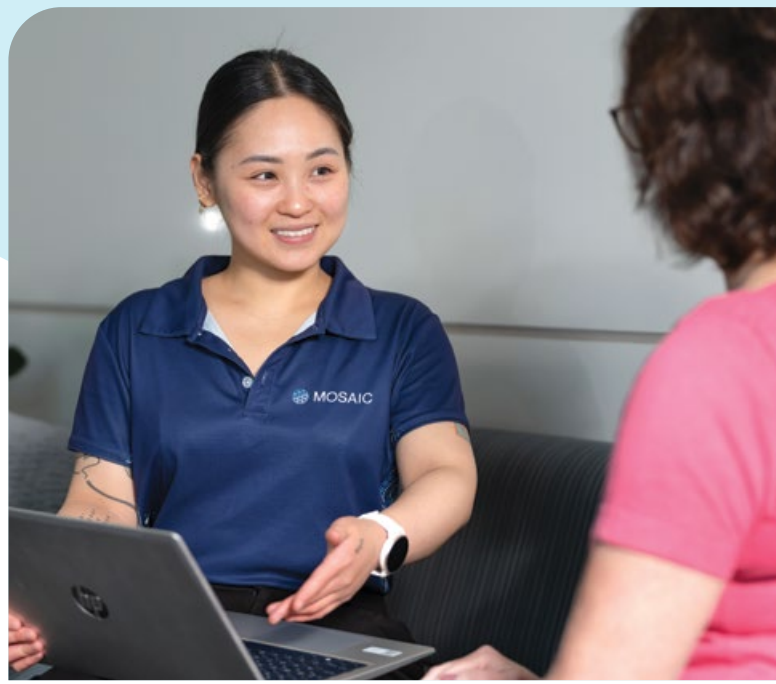
- **Support Coordination (Level 2)**
- **Specialist Support Coordination (Level 3)**
- **Psychosocial Recovery Coaching**

Each team member brings specialised expertise in areas such as Home & Living, Justice, Psychosocial supports, and Employment, allowing us to provide highly tailored and impactful support.

Navigating the NDIS can be complex, but our team works closely with individuals and their support networks to simplify the process, clarify options, and empower informed decision-making. We take the time to explain the benefits and trade-offs of different pathways, always in a way that makes sense to the person.

As circumstances change, we remain a steady partner, offering ongoing advice, advocacy, and support to help people maximise the potential of their NDIS plans and live the life they choose.

Our Support Coordination team continues to receive strong praise from clients and families for their responsiveness, expertise, and person-centred approach. These reflections highlight the trust and connection our team builds with clients; ensuring that support is not only effective, but deeply respectful and personalised.



“Complex plan coordination. She’s fantastic in keeping all the team – Occupational Therapist, Behaviour Practitioner, National Disability Insurance Agency, etc – and myself updated. Speedily sends out minutes to our regular team meetings, responds rapidly to emails and phone calls and effectively interprets the needs of my daughter. If I make a query on something, she follows through immediately. She’s also very knowledgeable in all aspects of the needs for her job and her network. I can’t praise her enough.”

– Parent of a Mosaic client accessing Specialist Support Coordination (Level 3)

“It’s great that they remember specific facts about clients, past conversations. Very person-centred, people remember names and know who you are.”

– Mosaic client accessing NDIS Support Coordination (Level 2)

Positive Behaviour Support

Mosaic's Positive Behaviour Support (PBS) service continues to provide tailored support to people whose behaviours may impact their quality of life, pose risks to others, or create barriers to inclusion, wellbeing, and access to essential services.

Following a functional behaviour assessment, our experts work closely with each person to understand the root causes of behaviour and co-design strategies that promote safety, confidence, and independence. Our approach is always respectful, rights-based, and aligned with the NDIS Quality and Safeguards Commission's requirements.

This year, our service expanded to support a broader age range, from children and young people to adults, reflecting the growing demand for behaviour support across all life stages. We're also building specialist expertise in emerging areas such as:

- School-based behaviour support
- Dementia and cognitive decline
- Justice-involved individuals
- Complex psychosocial presentations

As our team grows, so does our capacity to deliver nuanced, person-centred support that meets people where they are, and helps them move toward where they want to be.



Positive Behaviour Support client Andrew with support workers

Success Story: Positive Behaviour Support

Andrew's progress with Mosaic

Andrew was diagnosed with early-onset dementia in 2022. He experienced a range of challenges before he could be discharged from hospital care.

Mosaic's Behaviour Support Practitioner and Team Lead, Marie-Claire Doren Brevis, worked with Andrew on a range of strategies to navigate complex needs and build trust.

Recently, Andrew shared photos from a community outing. These images show him engaging with his support workers and enjoying time outside, something that wasn't always possible in the early stages of his diagnosis. As a progressive condition, dementia can impact various facets of a person's life. Common daily challenges can include washing, getting dressed, eating, and bathing. While dementia remains a part of Andrew's life, these moments reflect the value of consistent support, and the importance of relationships built over time.

Andrew's progress is the result of a collaborative and consistent effort. Marie-Claire says, "Over the past three years, finding the right accommodation has been a journey of trial and error. But the unwavering dedication of our community support workers and the PBS team has made all the difference. They've supported Andrew as if he were a member of their own family, with deep respect, care, and compassion."

Occupational Therapy

Mosaic continues to provide individualised assessments and ongoing Occupational Therapy services through subcontracting arrangements. These services remain a vital part of our integrated support model, ensuring clients receive tailored interventions that promote independence, well-being, and confidence.

Our Occupational Therapists work one-on-one with people with disability, often in collaboration with their existing support networks, to help them achieve greater control over daily tasks and long-term goals. From personal care routines like showering and dressing, to aspirations such as studying, working, or volunteering, our therapists design practical, person-centred solutions that support people to live their best lives.

Learn2Adult

Learn2Adult is Mosaic's innovative decision-making tool designed to support teenagers and young adults with disability in building independence and confidence. Developed to fill a gap in the market, the tool helps shift decision-making from parents to young people, supporting a smoother transition into adulthood.

This year, the Learn2Adult team launched an **interactive online version** of the Decision-Making Roadmap, complementing the existing downloadable workbook and enhancing accessibility and engagement for families and young people.

Our **Learn2Adult Coaching Service** is now offered as a NDIS-funded support, available to individuals aged 12 and above. Coaching journeys are tailored to personal goals, from learning to cook, managing finances, or even training for a marathon, and are delivered one-on-one by our dedicated Learn2Adult Coach.

To celebrate and promote the service, two rounds of lucky draws were held, awarding free coaching journeys to four winners.



Success Story: Learn2Adult

Cooking Up Confidence

One of our clients was determined to learn how to cook and become more independent. They teamed up with our Learn2Adult Coach, Sophie Hope, for a hands-on cooking experience that went far beyond the kitchen.

At first, the client's parents were understandably hesitant. Safety was a concern, and the client had never even chopped a vegetable before. But with patient guidance and steady encouragement from Sophie, those initial barriers began to fade.

Our client's confidence grew, and their skills developed. And together, they cooked Spaghetti Bolognese from scratch. From chopping veggies to boiling pasta and preparing the mince, every step was a milestone.

The result? More than just a delicious dinner. It was a powerful moment of growth, trust, and independence; proving that with the right support, big goals are absolutely within reach.

“Our Behaviour Support Practitioner and Learn2Adult Coach are both very helpful, friendly and professional in their services towards my young teen. They are also quick to respond when I need assistance and support. Very thankful to be recommended to Mosaic.”

– Parent of a Mosaic client accessing PBS and Learn2Adult services

Quality and Safeguarding



Our Annual Client Satisfaction Survey was conducted in March and April 2025. It surveyed clients across all our service areas. Our results were pleasing with 87% positive responses.

We also made great progress on the 2024 Client Survey Results Action Plan, including supporting with participants with decisions about restrictive practices, service decisions, needs and goals.

Audit program

Our team worked with our external NDIS auditor to complete our mid-term audit in August 2024.

Our internal audit program also continued across 2024-2025 both monitoring our programs to ensure services provided are of high quality and in line with the requirement of the NDIS Practice Standards.

Quality improvement

Our team always strive for improvement, this year has seen a focus on our Supported Independent Living program, working to ensure our services and programs are responsive to the needs of our residents. Our Customer Survey results noted a 20% increase in participants seeing changes across the agency in the previous 12 months.

2025 will continue to see a focus on our SIL program, in particular, our social event program.

Highlights from our 2025 Client Survey Results



87% Client Satisfaction rate; up by 13% from 2023.



30% Overall response rate; 50% from clients and 22% from families/guardians.



30% increase in views that Mosaic is managed well.



87% 'World-class' Net Promoter Score; up from 67 in 2023.

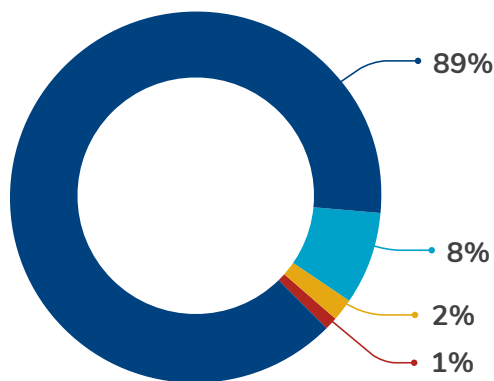
Corporate Services

Finance

This year, we strengthened cross-departmental collaboration and embraced a data-driven approach to support strategic planning and resource allocation. The financial viability of NDIS providers remains a sector-wide challenge, with tight margins and rising compliance pressures leading to the closure of several organisations.

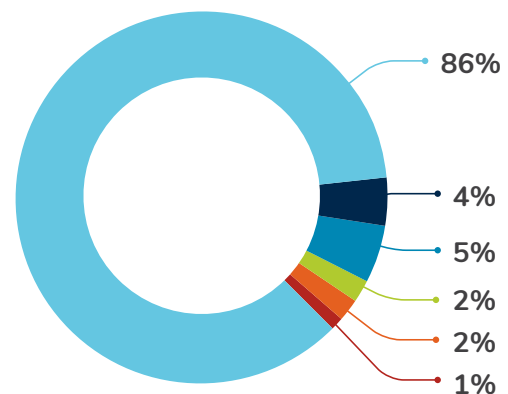
To safeguard Mosaic's sustainability, we implemented rigorous financial monitoring, cost control measures, and a renewed focus on service efficiency and workforce planning. These actions reflect our commitment to maintaining a resilient and financially sound organisation, ensuring we can continue delivering high-quality support to people living with disability.

Our earnings came from



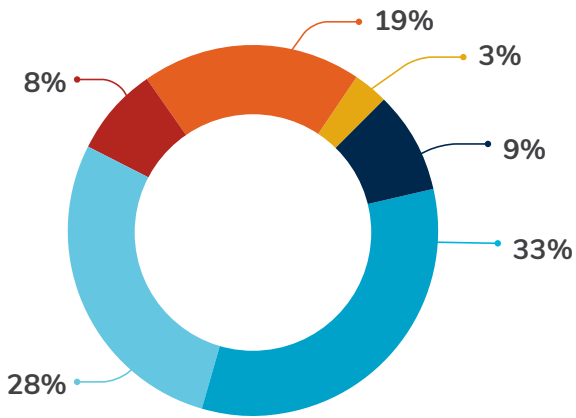
- Government funding (NDIS & DSOA)
- Accommodation fees
- Interest, investments and other
- Non-operating

We spent on



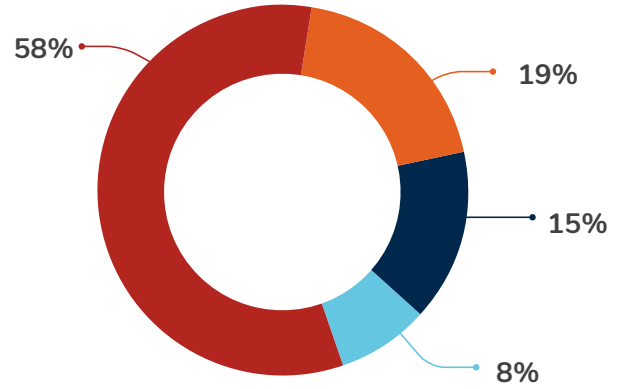
- Staffing
- Administration
- Accommodation
- Other operating expenses
- Repairs and maintenance
- Depreciation

What we own



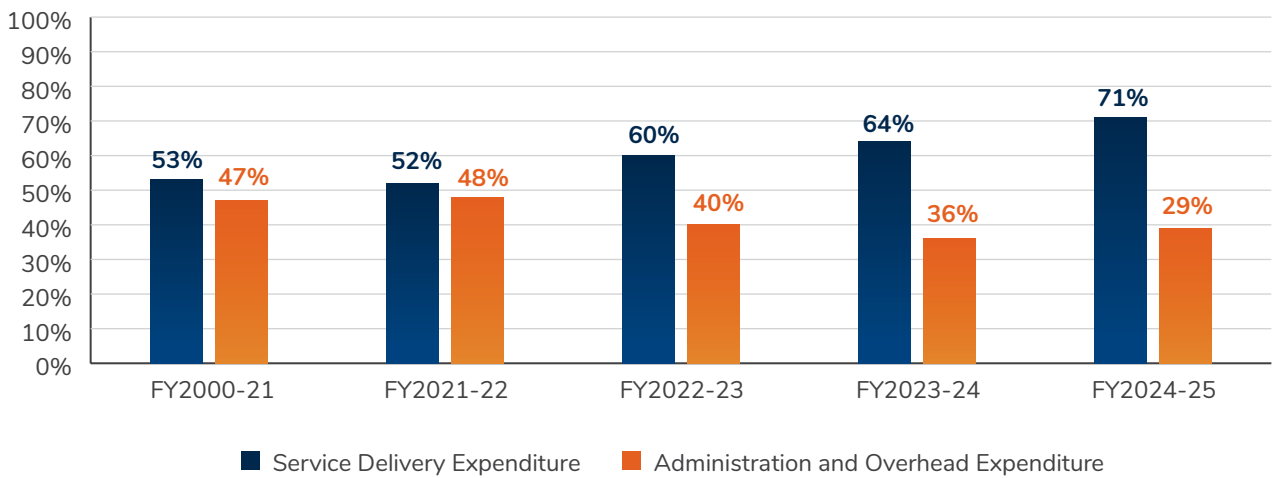
- Cash and cash equivalents
- Investments
- Property, plant and equipment
- Receivables and prepayments
- Term deposits
- Other assets

What we owe



- Employee benefits
- Trade payables
- Lease liabilities
- Other liabilities

Program Efficiency Ratio



% of total expenditure directly supporting service delivery vs. admin or overhead.



ICT and Digital Transformation

Mosaic continues to evolve as a modern, cloud-based organisation, with technology central to how we deliver services and achieve our mission. This year, we refreshed our **ICT and Digital Transformation Strategy**, supported by an updated ICT Roadmap outlining key projects through FY26-27 and backed by a dedicated infrastructure reserve.

We're focused on staying ahead of technological change, with ongoing improvements in cybersecurity, AI, and system integration. Our digital tools are regularly reviewed to ensure they support flexible, secure, and collaborative ways of working; ultimately enhancing outcomes for the people we support.

Property



21 SIL homes, with
100 beds, providing
24,556 nights of support

Total spent on property improvements:
\$119,245

Mosaic's **Strategic Asset Management Plan** continues to guide our property investments, ensuring alignment with our mission and service delivery needs. In 2024-25, we added two new Supported Independent Living (SIL) properties, allowing us to exit sites that no longer met our requirements.

We also began our Specialist Disability Accommodation (SDA) journey, partnering with providers who share our values and approach.

We improved our maintenance planning and strengthened relationships with contractors who understand our work, enabling upgrades with minimal disruption. Structured processes for larger-scale improvements have enhanced our responsiveness and continuity of care. This approach ensures Mosaic remains responsive and equipped to provide safe, accessible, and purpose-built environments.

Fleet



54% Accessible vehicles



46% Standard vehicles

391,171 Service delivery kilometres

41% Mosaic fleet, **59%** Grey fleet

Development of a **Fleet Strategy** commenced this year, aligned with Mosaic's Strategic Asset Management Plan. In collaboration with operational teams, we're exploring how fleet can best support our service delivery model while remaining financially viable. Fleet plays a vital role in helping clients access their communities and stay connected, and our strategy aims to ensure it continues to do so efficiently and sustainably.



MOSAIC

Creating possibilities,
transforming lives.

Mosaic Community Care Inc.

ABN: 16 687 322 465

2 Sabre Crescent, Jandakot 6164

T (08) 9314 8900

hello@mosaic.org.au

mosaic.org.au



Registered
NDIS Provider