MOSAIC

Creating possibilities,
transforming lives.

Possibilities are everywhere



Annual Report
2025/26



Artwork by Katie Bugden

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.

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About Us

Mosaic was established in 1992 by three Perth families who came together to seek more options for loved ones with disability. Originally founded as the Gosnells and Armadale Community Living Association (GACLA), the organisation adopted the name Mosaic Community Care in 2005.

Over the past three decades since Mosaic opened its doors, the disability sector has undergone significant change, including the introduction of the National Disability Insurance Scheme (NDIS) in 2018 in Western Australia. What has remained constant is our commitment to providing greater choice, control and independence, while keeping people with disability and their families at the centre of everything we do.

Today, as a registered not-for-profit NDIS provider, Mosaic supports people across the Perth metropolitan region through a growing range of individually tailored services. We work alongside each person to identify their goals, build their strengths, and create opportunities to live the life they choose.

Whatever matters most to our clients, whatever goals they pursue, and whatever challenges they face, we listen, partner with them, and support them to achieve what is important to them.

Our Life Members

Life Membership is an honour for individuals whose contribution to Mosaic goes beyond the ordinary for an extended period and who consistently demonstrate alignment with our values.

We are proud to acknowledge Lorraine deLacy and Tony Clark 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

A year of resilience, discipline and strategic progress

Financial year 2025-2026 was a defining one for Mosaic. In a sector marked by significant reform, tighter funding conditions, increasing regulation and mounting pressure on provider sustainability, Mosaic remained focused on what matters most: delivering the highest standards of quality, person-centred care whilst continuing to strengthen our organisation and positioning ourselves for the future.

The year tested our adaptability and resolve. It demonstrated the strength of our people, the value of disciplined leadership, and the importance of making thoughtful strategic choices in a changing environment. Despite the challenges facing the broader NDIS market, Mosaic delivered a strong financial result through improved operational discipline and strengthened governance while continuing to build the foundations for long term sustainability.

Mosaic ended FY 2025-26 with a solid financial result that underpins our ability to continue to provide quality services to our clients. This result was achieved not through easy growth, but through sharper operational and workforce controls, improved roster management, and prudent expense management. It reflects a maturing organisation that is increasingly focused on performance without losing oversight of sustainability, responsibility and accountability.

At the same time, we remained honest about the areas requiring further work. Supported Independent Living occupancy, client growth, complex client needs, workforce safety, regulatory requirements and the pace of NDIS reform all placed pressure on the organisation and will continue to be challenges moving forward. FY 2025-26 reinforced the need for Mosaic to continue evolving, diversifying and building services that are financially sustainable while remaining deeply aligned to participant outcomes.

Strengthening our foundations

One of the most important achievements of the year was the continued strengthening of Mosaic's internal foundations. Financially and operationally, we improved controls and created greater visibility over cost, utilisation and service performance. These disciplines are essential in an environment where providers are being asked to do more, absorb greater compliance obligations and manage increasingly complex funding settings.

We also made significant progress in governance and clinical oversight. The development of our Clinical Governance and Risk Framework, strengthening incident management practices, increasing audit readiness, investing in clinical leadership and reviewing corporate services all contributed to a more mature and accountable organisation. These improvements are not simply administrative; they directly support safer, more consistent and higher-quality services for the people we support.

Strategic growth in a changing sector

FY 2025-26 also saw Mosaic continue to pursue strategic growth in a deliberate and values-led way. Westcare's integration with Mosaic progressed through transition planning, legal workstreams, workforce planning and integration preparation. This positions Mosaic to continue Westcare's legacy, expand its service footprint, strengthen accommodation pathways, broaden commercial and supported employment opportunities, and create greater long-term resilience.

Our Specialist Disability Accommodation (SDA) strategy also continued to mature. New housing opportunities, stronger partnerships and the development of contemporary accommodation models are increasingly important as the sector moves away from traditional shared models toward more individualised, flexible and participant-led housing solutions.

Our People and Culture

None of Mosaic's achievements would be possible without the continued commitment of our staff, leaders, volunteers, partners and Board. FY 2025-26 required significant commitment from teams across the organisation. Staff continued to support people with complex needs, respond to changing participant circumstances, manage workforce pressures and adapt to new compliance and operational expectations.

Workforce stability improved during the year as key leadership appointments strengthened organisational capability and training systems, clinical governance capability and operational leadership also continued to develop. As we move forward, supporting our workforce, clarifying expectations, strengthening safety systems and investing in leadership capability will remain essential priorities.

Looking ahead

The year ahead will be critical. The NDIS environment is moving from growth to sustainability and from volume to performance and outcomes. For Mosaic, this means continuing to improve SIL occupancy, continue integrating Westcare, diversifying revenue streams, strengthening corporate and clinical governance and ensuring that every service we provide continues to be both high quality and financially sustainable.

Mosaic enters FY 2026-27 stronger, more resilient and well positioned to meet the challenges ahead. We have confidence in our people, our purpose and our capacity to adapt but our focus remains on delivering meaningful outcomes for people with disability, supporting families and communities and ensuring that Mosaic continues to be a trusted, sustainable and values-driven organisation.

Thank you to our participants, families, staff, Board, partners and supporters for your contribution throughout 2025-26. Your commitment has enabled Mosaic to navigate a challenging year with care, discipline and purpose and to continue building a stronger future for the people and communities we serve.



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

Our Board



Dale Rakich

Chair

Dale joined the Mosaic Board in 2022 and brings more than 25 years of senior commercial and executive leadership experience across the property, funds management, not-for-profit and healthcare sectors. He has extensive experience in corporate strategy, financial management, governance, risk, capital management and operational leadership, together with a strong understanding of the responsibilities and accountabilities of directors in complex organisations.

Dale is currently CFO and Head of Operations of a diverse, privately owned investment group, where he has responsibility for financial strategy, operational performance, risk management and business oversight. Through his previous involvement in not-for-profit organisations and disability housing developments, Dale has developed a strong understanding of the operating environment, opportunities and challenges facing the disability services sector. He is committed to ensuring that Mosaic remains well governed and strategically positioned to continue to deliver high-quality, person-centred services and positive outcomes for the people and communities it supports.

As Chair, Dale brings a combination of commercial acumen, governance discipline, strategic leadership and a strong commitment to Mosaic's purpose and long-term sustainability.



Kim Clark

Deputy Chair

Kim has four decades of experience in health and human services working in policy, planning, evaluation and management roles. He has spent much of the last two decades studying programs and services that seek to improve the life chances of vulnerable families and children.

Much of the emphasis in this work has been on elaborating the benefits of early, flexible intervention to a person's life course. Kim has also worked in the tertiary sector as a lecturer in public health.

For almost 20 years, Kim has had first-hand experience of the disability sector, first as a citizen advocate and more recently as a guardian. He has prior board experience in a community organisation established to address early life vulnerability in the Eastern Metropolitan region of Perth.

Kim's doctoral studies focussed on health sector governance and the practices that optimise organisational outcomes. Kim also has a post-graduate qualification in business.



Jackie Leggett

Board Secretary

Jackie is a senior banking and finance lawyer with over 19 years' experience working in private practice in London, New York, South Africa and Australia. She currently works in the Perth office of an international law firm.

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.



Leanne Kite

Treasurer (till March 2026)

Leanne is an experienced accounting, finance and governance professional having held senior positions across the resources and biotech sector. She brings a wealth of experience to the Board in financial analysis, strategic planning, budgeting and forecasting, risk management practices and governance.

Leanne holds a Bachelor of Commerce in Accounting and Law, is a fellow of both the Institute of Chartered Accountants and Institute of Governance and is a member of the Australian Institute of Company Directors.

Having personal experience with family members with intellectual disability, Leanne is passionate about inclusion and assisting people with disability services through her own connection with the sector.



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.

David is the General Manager Strategy & Corporate Development for an ASX-listed mining services contracting company. He holds a Master of Commerce, Bachelor of Business and a Post Graduate Diploma in Business. He has undertaken the AICD's Company Directors Course.

David is passionate about creating enduring positive social change.



Virginia Miltrup

Board Member

Virginia Miltrup is an accomplished Chief Executive Officer and Company Director with a strong record of leading organisations through complex change. She brings a strategic, customer-centred approach to improving performance, strengthening culture, and delivering measurable outcomes for communities and stakeholders.

As Chief Executive Officer of the City of Karratha, Virginia draws on extensive executive experience, including her tenure as Executive Director, Community & Business Services at the City of Vincent. She has led Strategy, Corporate Services, and Operational functions across government and industry, and has worked in a number of complex multi-national companies.

Her career includes senior roles delivering major transformation programs at CBH Group, Synergy, Unisys, and Thomson Reuters, giving her a depth of experience across governance, operational excellence, and organisational reform.

A third-generation local government executive, Virginia is deeply committed to the role of local government in shaping strong, resilient communities. She is passionate about driving improvement for both the City and the broader sector.

Virginia holds a Master of Leadership and Management, a Bachelor of Commerce, and is a Graduate of the Australian Institute of Company Directors. She is a Fellow of the Australian Institute of Management and a Certified Member of the Australian Human Resources Institute.

Virginia has recently stepped down as the Local Government Grants Commissioner, governing the allocation of $400m in Federal Grants to Western Australian Local Governments. She is also a Board Trustee for the 100 Women charity, delivering over $200K annually to projects supporting the wellbeing of women and girls in Australia and overseas.

Our Senior Leadership Team

Rob Wilton

Chief Executive Officer

Rob holds cross-sector 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-profit, 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 commercial, government and military settings, Rob has been a CFO and General Manager for ASX-listed resources companies, a Director within NATO's Southern Command, 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.

Rob also serves on the 2026 National Disability Services (NDS) WA Divisional Committee and serves as a judge for Channel 7's Young Achiever Awards.

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





Kim Adamson

Chief Operations Officer

Kim Adamson is an experienced community services and disability sector executive with more than 16 years' experience leading operations, quality, risk and accreditation across the disability, aged care, and out-of-home care sectors.

Holding an MBA from the Australian Institute of Management WA (AIM WA), Kim has successfully led organisational improvement and complex change initiatives, ensuring services remain safe, compliant, and person-centred.

Her work includes guiding teams through audits and accreditation for standards, including the Out of Home Care Standards, National Principles of Child Safe Organisations, National Disability Standards, National Standards for Mental Health Services, and NDIS Practice Standards and Aged Care Standards.

Kim is passionate about building sustainable organisations that deliver high-quality outcomes for the people and communities they support. She is committed to driving financial endurance through innovation, continuous improvement, and strong governance.



Our People

Over the past year, Mosaic has worked towards shaping 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 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.

275
Total number of employees

Female employees
62%



Male employees
37%

Number of cultures represented
30

Number of languages spoken
22

Recognition of Service

Mosaic has a Recognition of Service framework to celebrate the dedication and contributions of our employees. It 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 Stratton
- Quinn Le
- Sarthak Baweja
- Shu-Yen Chu
- Bob Rukmarata
- Beatrice Mpofu
- Michael Cavanagh
- Nadine Angel
- Omokhafe Aigbologa
- Cheryl Holt
- Chipo Muzite
- Jasveer Mundi
- Tuyet - Nga Thi Nguyen
- Kym Pearce
- Jean Jack Tshinkobo
- Ebenezer Tackie
- Ganiyat Asanbe
- Samrat Pandey
- Theonille Uwimana
- Mahesh Weeratunga
- Praise Mapengo
- Simbisai Magombedze
- Monicah Koech
- Sithy Johnson
- Pei Tseng
- Jung Kim

10 years of service:

- Jack Hannington
- Damien Hanson
- Elizabeth Hart (nee Anderson)

15 years of service:

- Rachael Miles



Record Food Drive collection to support families in need

Mosaic's commitment to community was on display during its seventh annual Food Drive, which saw an impressive 487 kilograms of food collected for donation to Foodbank WA!

Staff, families, friends and local businesses came together to donate a wide range of non-perishable food items, helping support Western Australian families experiencing food insecurity.

The 2025 result was one of the strongest in Mosaic's Food Drive history and reflects the generosity and compassion of the team and wider community.





Stepping up for Steptember

Our staff got into gear for the 2025 Steptember Challenge, a national fundraising event supporting people with cerebral palsy.

Seventeen teams from across the organisation committed to walking 10,000 steps a day throughout September while raising awareness and funds for an important cause.

Together, Mosaic staff raised $1,361, exceeding our fundraising goal, and walked hundreds of thousands of steps. The challenge encouraged teamwork, wellbeing, and connection across the organisation.

More importantly, it helped support programs that provide early diagnosis, therapy, and assistive technology for people living with cerebral palsy.

A partnership for a stronger future

In January 2026, Mosaic Community Care and Westcare Incorporated came together in a partnership built on a shared belief that every person with disability deserves the opportunity to live a life of choice, dignity, and independence.

The partnership brings together two trusted Western Australian organisations with decades of experience supporting people with disability and their families.

At a time when the disability sector is facing significant challenges, the partnership provides stability, continuity, and new opportunities for the people who rely on these services. It ensures that participants can continue receiving the support they need while creating a stronger foundation for future growth.

Through the partnership, Mosaic has expanded its disability accommodation services, while Westcare continues to provide meaningful employment opportunities through its social enterprises in Nedlands and Bassendean. Importantly, Westcare's workforce, including more than 100 supported employees with disability, continues to play a valued role in the organisation's future.

This partnership is about preserving jobs, protecting essential services, and creating new opportunities for people with disability to thrive. By combining their strengths and shared values, Mosaic and Westcare are helping build a stronger, more inclusive future for Western Australians with disability.

"We are committed to providing safe, quality services to the communities we support and from a governance perspective, this partnership is about long-term stability, strong stewardship and staying true to Mosaic's values.

The Board is confident that bringing these two organisations together strengthens our ability to deliver high-quality, person-centered services, whilst ensuring continuity and resilience in a challenging sector."

– Dale Rakich, Chair of the Board, Mosaic Community Care



Mosaic's Capacity Building services expand to support northern suburbs

Mosaic expanded its Capacity Building services to Perth's northern suburbs, making it easier for people with disability and their families to access support locally.

The expansion includes Positive Behaviour Support (PBS), NDIS Support Coordination and Learn2Adult coaching services, helping address growing demand and increasing choice for participants.

Our broader geographic coverage aims to give more people access to personalised, community-based supports closer to home. With nearly 35 years of experience delivering disability services and a team of over 200 staff, Mosaic is well placed to support people with disability and their families north of the river.

The expansion also responds to a shortage of Support Coordination providers in some areas. By extending these services, Mosaic aims to strengthen local support networks, help people with disability achieve their goals, and ensure people have access to high-quality, person-centred support wherever they live across Perth.

Supporting the 2025 Special Olympics WA State Games

Mosaic proudly supported the 2025 Special Olympics WA State Games, reflecting our commitment to disability inclusion in sports.

Held in Perth last October, the Games brought together athletes with intellectual disability and autism from across Western Australia to compete, build friendships, and celebrate their achievements through sport.

The Games showcased a range of sports, including athletics, basketball, swimming and bocce, and encouraged broader community participation through a free Come & Try event.

Mosaic's partnership with Special Olympics WA was driven by a shared belief that everyone should have the opportunity to live an active, healthy, and fulfilling life.

"Inclusive sport goes beyond competition, as it fosters belonging, confidence and joy. We believe everyone should have the chance to live a full life, and sport is a powerful way to make that happen."

– Rob Wilton
CEO, Mosaic Community Care





The Possibilities Forum: Advancing sector collaboration

The inaugural Possibilities Forum, co-presented by Mosaic Community Care and Westcare, brought together sector leaders, service providers, and experts to discuss critical topics impacting service delivery outcomes for people with disability.

Held at Westcare's accommodation village in Shenton Park, the event explored two key topics: **supporting safe transitions from hospital to home for people with complex needs,** and **improving disability employment through workplace adjustments.**

SN Services Director **Caroline Yates** and JobAccess National Manager **Georgia Miller** highlighted the importance of offering quality care and person-centred support in home, community, and employment settings.

The Forum reinforced Mosaic's commitment to working alongside industry partners to address sector challenges and support sustainable outcomes for people with disability.



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.

Total clients 254

Community Access and Support	62
Learn2Adult Coaching	2
Occupational Therapy	7
Positive Behaviour Support	106
Psychosocial Recovery Coaching	4
Short-term accommodation	1
Specialist Support Coordination	7
Support Coordination	115
Supported Independent Living	63
Therapy	7

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 Supported Independent Living (SIL) home options in Perth, our professional and highly skilled teams apply a proven person-centred approach tailored to everyone'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

- **Partnership with Ability Housing to offer Specialist Disability Accommodation (SDA):** Mosaic entered a partnership with Ability Housing to offer SDA housing options to West Australians with disability. This marked an expansion of Mosaic's service offering, providing greater choice and accessibility for current and prospective clients seeking supported, purpose-built living environments. SDA is a category of housing funded by the National Disability Insurance Scheme (NDIS) for participants with extreme functional impact or very high support needs. Mosaic opened its first SDA homes and moved clients in Port Kennedy and Beckenham.
- **New SIL home in Redcliffe:** Last year, Mosaic opened doors to Derbal House in Redcliffe. Located close to a range of services and amenities, this home gives residents easy access to public transport and connectivity to nearby shopping precincts (Belmont and Victoria Park), Perth CBD and Perth Airport.
- **Welcomed Andrew Lyons:** Andrew joined Mosaic as our new Regional Manager (SIL), working in collaboration with Karole Phillips to lead frontline operations. Andrew brings extensive leadership experience across the disability and aged care sectors.

Beyond accommodation and support, Mosaic's SIL program is about creating homes where people belong, flourish, and shape the life they want.

Success story:
Supported Independent Living

Kenneth ticks Busselton off his bucket list

Kenneth, who lives in one of Mosaic's Supported Independent Living (SIL) homes, achieved a personal milestone when he travelled to Busselton for the first time since moving into supported accommodation.

With help from Mosaic's team, Kenneth planned and enjoyed a holiday filled with new experiences, including visiting the ocean, exploring local sights, and taking in the scenery.

Mosaic staff supported him to save for the trip, organise accommodation, and build the confidence to travel.

The experience gave Kenneth greater independence and sparked his interest in future adventures, with a fishing trip to Coral Bay now on his bucket list.



"The team at Mosaic's SIL home take good care of my loved one and support her at home and in the community."

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

Community Access and Support

Community Access and Support is about helping people with disability build meaningful connections, develop independence, and actively participate in their communities. Throughout 2025-26, Mosaic worked alongside people to pursue personal goals, strengthen relationships, and engage in social, recreational, cultural, and everyday activities that enhance quality of life.

This year, the introduction of the Community Coordinator model strengthened how supports are coordinated, improved communication with families and stakeholders, and enhanced continuity of support, ensuring services remained responsive to individual needs and aspirations. The team continued to work collaboratively with families, guardians, allied health professionals, and support networks to deliver flexible, person-centred supports that promote choice, control, and inclusion.

By focusing on meaningful participation and genuine community connection, Mosaic remains committed to empowering people to live connected, fulfilling, and self-directed lives.

Success story:
Community Access & Support

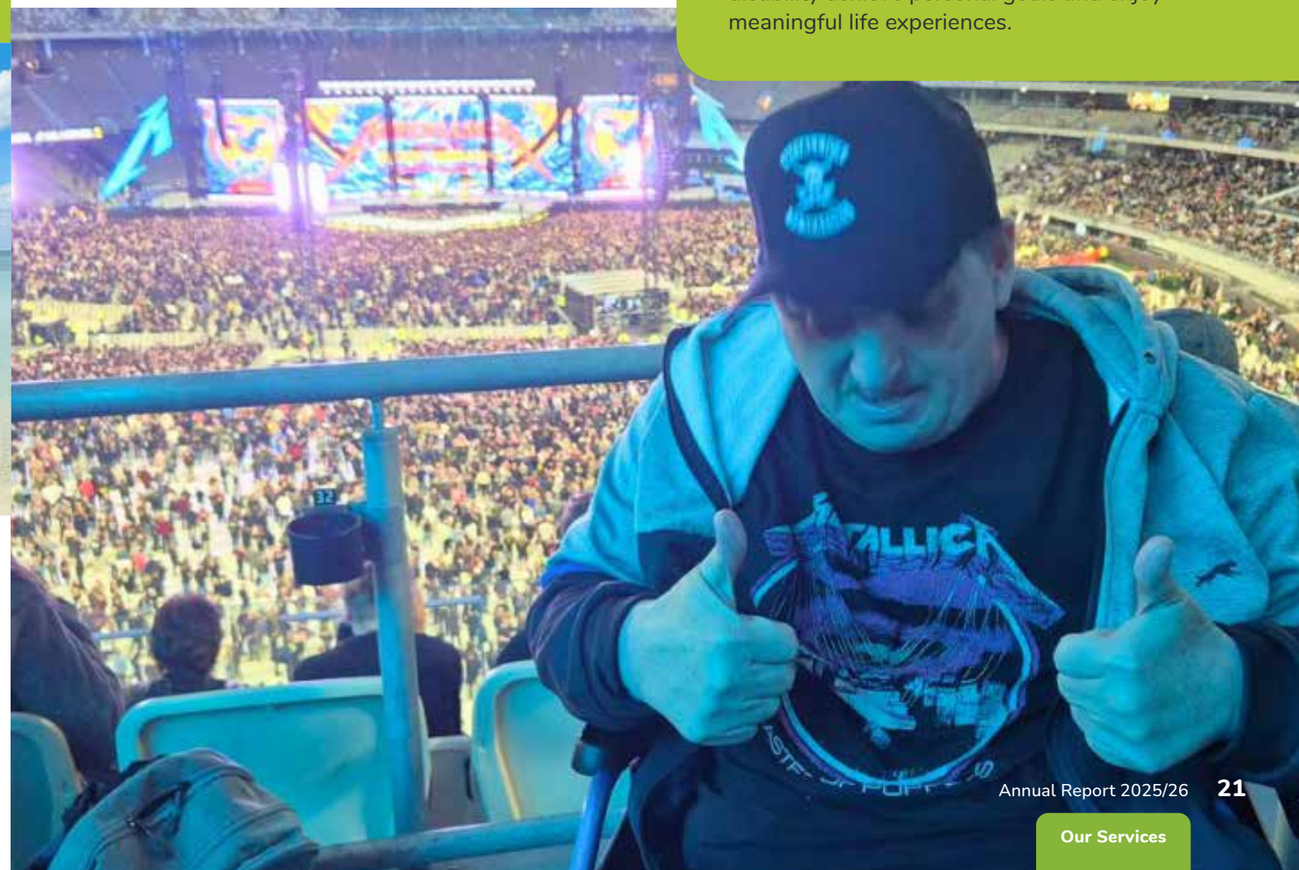
Keith rocks out to Metallica

For Keith, seeing his favourite band Metallica live was a dream come true. With support from Mosaic's Community Access and Support team, he was able to attend the concert and enjoy an unforgettable experience.

The team helped plan every detail, including tickets, transport, and support on the day, so Keith could focus on having fun.

From the giant screens and light show to hearing his favourite song, "Seek and Destroy", the night was filled with excitement.

Keith's story highlights how Community Access and Support helps people with disability achieve personal goals and enjoy meaningful life experiences.





Support Coordination

Mosaic's Support Coordination services help people understand their options, make informed decisions, and navigate the NDIS and broader community systems with confidence.

Through Support Coordination, Specialist Support Coordination, Psychosocial Recovery Coaching, and Learn2Adult, our team works alongside participants and families to build independence, strengthen decision-making, and connect people with the supports that help them achieve their goals.

In 2025-26, the team supported participants through significant life changes, including housing transitions, evolving support needs, NDIS reforms, and key transitions into adulthood. By combining experience, practical knowledge and a person-centred approach, our coordinators helped people understand their options, make informed decisions, and build sustainable support networks.

As systems continue to evolve, Mosaic remains committed to providing responsive, practical, and empowering supports that enable people to pursue greater independence, stability, and choice.

"Since Lace, our Mosaic Support Coordinator, has taken over my daughter's NDIS plan, she has done so much for us and explained to me any problems I've had. 100% for Lace!"

– Parent of a Mosaic client accessing NDIS Support Coordination

"Throughout our contact with different Mosaic Support Coordinators over a number of years, they have all provided excellent service and assistance."

– Guardian of a Mosaic client accessing NDIS Support Coordination

Positive Behaviour Support

Mosaic's Positive Behaviour Support (PBS) service provides person-centred, evidence-based support that helps people improve quality of life, strengthen independence, and participate more fully in their communities.

Our practitioners work closely with individuals, families, support teams, schools, and community partners to understand the reasons behind behaviours that may affect safety, wellbeing, inclusion, or quality of life, and develop practical strategies that promote positive outcomes.

During 2025-26, the service continued to strengthen practitioner capability through professional development, clinical supervision, and peer learning opportunities. This investment supported greater consistency of practice and enhanced our ability to respond to increasingly complex presentations across the lifespan.

By combining clinical expertise with a strong commitment to dignity, human rights, and person-centred practice, Mosaic continues to be a trusted partner in helping people achieve outcomes that matter most to them.

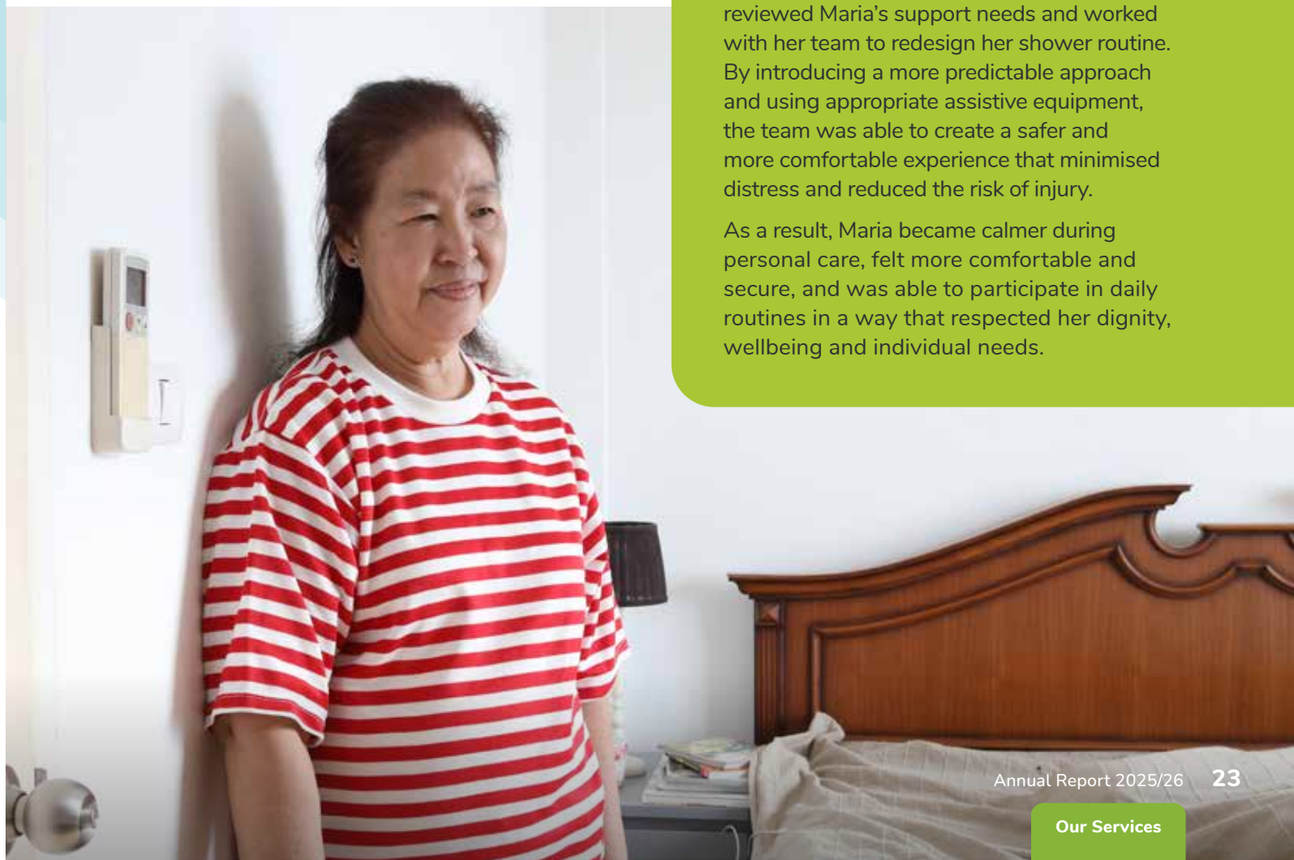
Success story: Positive Behaviour Support

Creating safer and more comfortable daily support for Maria

Maria, a 56-year-old woman living with early-stage dementia and PTSD, found showering particularly distressing. She often became restless during personal care, creating safety risks for both her and support workers.

A Mosaic Behaviour Support Practitioner reviewed Maria's support needs and worked with her team to redesign her shower routine. By introducing a more predictable approach and using appropriate assistive equipment, the team was able to create a safer and more comfortable experience that minimised distress and reduced the risk of injury.

As a result, Maria became calmer during personal care, felt more comfortable and secure, and was able to participate in daily routines in a way that respected her dignity, wellbeing and individual needs.



Occupational Therapy

Mosaic's Occupational Therapy service supports people with disability to build independence, improve safety, and participate more confidently in everyday life. Our Occupational Therapists work alongside individuals, families and support teams, to identify practical solutions that help people achieve their goals and maximise their quality of life.

In 2025-26, the service continued to support participants through Functional Capacity Assessments, Home and Living Assessments, Environmental Assessments, assistive technology recommendations, and tailored occupational therapy interventions. These services helped people access appropriate supports, improve everyday functioning, and maintain independence within their homes and communities.

By combining clinical expertise with person-centred planning, Mosaic's Occupational Therapy service continues to empower people to live safely, independently, and with greater confidence in achieving what matters most to them.

Learn2Adult coaching

Learn2Adult coaching helps young people with disability build the confidence, skills and decision-making abilities they need to navigate adult life with greater independence.

As Mosaic Community Care's proprietary program, Learn2Adult is a unique service offering that supports young people with how to make decisions in various aspects of life, from managing money and building friendships through to communicating their needs and advocating for themselves.

Rather than focusing on what a young person can't do, Learn2Adult focuses on building the skills they need to make choices, solve problems and take greater control of their life. Every coaching journey is tailored to the young person's goals, strengths, and aspirations.

The Learn2Adult Decision-Making Roadmap, an online self-use coaching journey, remains freely available to young people, families, and professionals, promoting autonomy and informed decision-making beyond the coaching program itself.

Success story: Learn2Adult

Zayden's first steps towards employment

At 15 years old, Zayden is starting to think about life after school and finding his first job.

Through Mosaic's Learn2Adult program, he worked with a coach to learn practical employment skills, including writing a resume, preparing for interviews, understanding workplace expectations, and exploring career options.

Along the way, Zayden grew in confidence and independence. His father noticed positive changes in his ability to make decisions and prepare for adult life.

While Zayden has not yet started paid work, he now has a clearer understanding of his goals and the steps needed to achieve them.



"This program seems quite unique, and there isn't really anything else like it that we have been able to find in the Peel Region."

– Parent of a Mosaic client accessing Learn2Adult coaching

Quality and Safeguarding

Strengthening client voice

In FY 2025-26, Mosaic established the foundations for a new Client Advisory Group (CAG), providing participants, families and guardians with a formal avenue to share their experiences, provide feedback and contribute to service improvements across Mosaic. Following an Expression of Interest process, two participants and two guardians joined the CAG, with meetings planned three times each year starting August 2026.

NDIS re-certification

Mosaic successfully completed its NDIS re-certification audit in 2025, achieving re-certification with no non-conformances identified. This outcome reflects the strength of Mosaic's governance, quality management systems and commitment to continuous improvement.

Internal audits and continuous improvement

Mosaic reviewed and strengthened its internal audit program in 2025-26, adopting a more structured and risk-based approach to quality assurance and safeguarding. Findings and opportunities for improvement were documented, monitored and allocated for follow-up, supporting stronger workforce capability, documentation, monitoring and operational controls across the organisation.

Improving our systems

Mosaic continued to strengthen key quality systems through improvements to feedback and complaints management, controlled-document governance and document review processes. These initiatives support greater accountability, consistency and continuous improvement across the organisation.

Looking ahead

Mosaic is moving to an internally managed annual survey process, with the Client Advisory Group helping review and refine survey questions to ensure they reflect the experiences and priorities of participants, families and guardians. Survey findings will be used to inform future improvement initiatives.



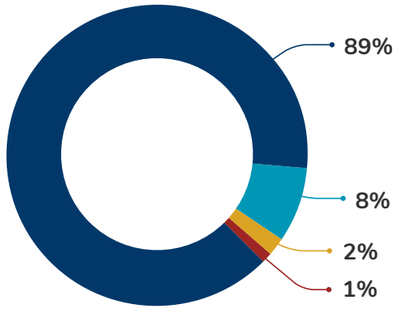
Corporate Services

Finance

This year, we provided services across the organisation which support service delivery and sustainable business. Working with other teams across both Mosaic and Westcare has broadened the remit of the team.

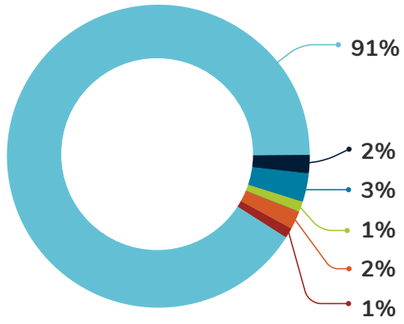
To safeguard Mosaic's sustainability, we focus on ensuring our systems are accurate and provide sound practice to safeguard our resources.

Our earnings came from



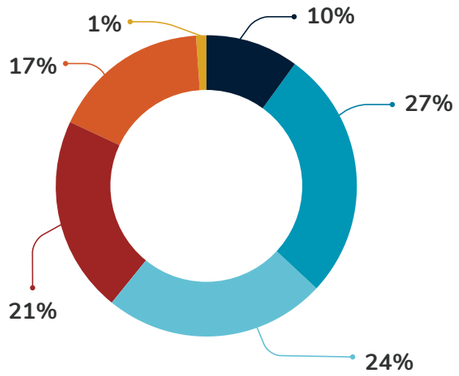
- Government funding (NDIS & DSOA)
- Accommodation fees
- Interest, investments and other
- Non-operating

We spent on



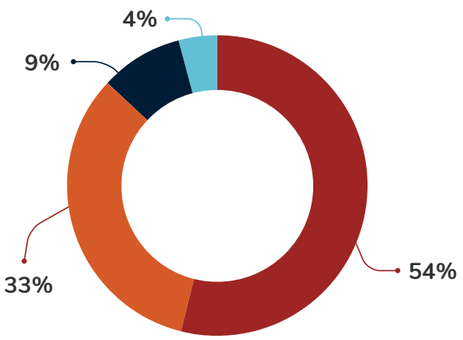
- Staffing
- Administration
- Accommodation
- Other operating expenses
- Repairs and maintenance
- Depreciation

What we own



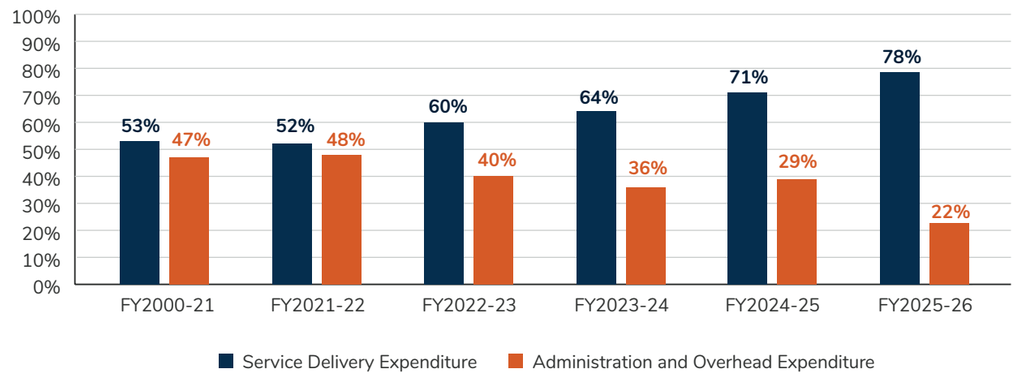
- Cash and cash equivalents
- Investments
- Property, plant and equipment
- Receivables and prepayments
- Term deposits
- Other assets

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

This year, the Information and Communication Technology (ICT) function focused on three things: integrating Westcare into the Mosaic environment, lifting our cyber security maturity, and setting the direction for how our core business systems will work together over the next few years.

Bringing Westcare together with Mosaic

Following Westcare's integration with Mosaic, work began to consolidate the two organisations onto a single technology platform. The legacy Westcare network domain is being retired in full, with infrastructure, licensing and administrative overheads removed.

Mosaic now operates as Cloud-first organisation, with no on-premises servers in its own environment, providing a simpler, more resilient, and secure footing.

Cyber security and data protection

Protecting participant and staff information remained our highest priority. During the year, the ICT team have implemented the Australian Signals Directorate's Essential Eight controls to Maturity Level Two across the organisation, and an independent external assessment. This gives the Board independent assurance rather than a self-assessment.

Supporting work included:

- A comprehensive Information Security Policy
- Strengthened protections across the Microsoft 365 environment, covering access controls, email and device security, data loss prevention and endpoint management.
- A managed endpoint protection and backup platform deployed across the fleet, with security alerts routed automatically into the service desk so nothing relies on someone noticing an email.
- A move away from SMS-based logins toward phishing-resistant sign-in methods.
- A clear incident response chain, with the Chief Executive holding incident declaration on the recommendation of the General Manager ICT.

Regular ICT and Digital Transformation reporting to the Executive and Board continued throughout the year.



Business systems and integration

After reviewing the option of replacing core platforms, the organisation confirmed a different and lower-risk direction: retain the systems that work, finance, human resources, client management, print and Microsoft 365, and invest instead in connecting them properly.

A detailed request for proposal is currently being issued to the market to select an integration partner, supported by a requirements register of nearly 400 individual requirements. This approach avoids the cost and disruption of wholesale system replacement while addressing the duplicate data entry and manual handoffs staff deal with today.

Artificial Intelligence

An Artificial Intelligence (AI) policy is in place, outlining how staff may and may not use AI tools when working with organisational and participant information. We are also working with our AI partner, Diversus, to develop a customised tool for deployment across the organisation. A broader AI strategy is being developed as part of the ICT Strategic Plan, in partnership with Operations, to ensure adoption is deliberate, safe and aligned with benefits that support our clients.

Looking ahead

Our priorities for 2026–27 are completing the Westcare integration, finalising independent verification of our Essential Eight controls, appointing an integration partner and commencing the connection of core systems, and delivering our AI strategy.

Property and Fleet

Property

Mosaic's Strategic Asset Management Plan continued to guide property decisions throughout 2025-26, aligning investment with our mission, service delivery requirements and the changing needs of the people we support. We continued to review our property portfolio and transition away from sites that no longer met operational or participant needs.

During the year, we strengthened maintenance planning and relationships with contractors who understand Mosaic's services and the importance of minimising disruption in people's homes. More structured planning for larger property improvements supported timely decision-making, service continuity and a safer, more responsive property portfolio. This work helps ensure our homes remain accessible, fit for purpose and responsive to the needs of the people we support.

Number of Supported Independent Living (SIL) homes: **24**

- Owned by Mosaic: **4**
- Specialist Disability Accommodation (SDA): **2**
- Community Disability Housing Program (CDHP): **18**

Fleet

In 2025-26, Mosaic progressed the development of a Fleet Strategy aligned with the Strategic Asset Management Plan. Working with operational teams, we considered how the fleet can best support safe, reliable service delivery while remaining financially sustainable.

Mosaic's vehicles play an important role in helping people access their communities, maintain relationships and participate in everyday life. The strategy will provide a clearer framework for managing vehicle suitability, accessibility, utilisation and future investment.



MOSAIC

Creating possibilities,
transforming lives.

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