

MOSAIC
MULTICULTURAL
CONNECTIONS

ANNUAL REPORT

2024-2025



ACKNOWLEDGEMENT OF COUNTRY

Mosaic Multicultural Connections (Mosaic) acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters, and community. We pay our respects to Aboriginal and Torres Strait Islander people, their cultures, and Elders through all time. We acknowledge that sovereignty of the Land was never ceded.

This was, is and always will be land of First Nations peoples

ACKNOWLEDGEMENT OF CULTURES

Mosaic Multicultural Connections (Mosaic) acknowledges that the people of New South Wales are of different linguistic, religious and ancestral backgrounds who are free to profess, practice and maintain their own linguistic, religious and ancestral heritage.

We acknowledge our responsibility to ensure that services are culturally competent, culturally safe and sensitive.

ACKNOWLEDGEMENT OF FUNDERS AND MAJOR DONORS

Mosaic gratefully acknowledges the continued and committed support of funders who make this vital work possible and strengthen multicultural communities every day.

Department of Home Affairs (Cth)

NSW Department of Communities and Justice

Benevolent Society, Communities for Children

NSW Office of Responsible Gambling

Waratah Education Foundation

Armidale Sanctuary Humanitarian Settlement Inc

Wright Family

Department of Employment and Workplace Relations (Cth)

Department of Health, Disability and Ageing (Cth)

TABLE OF CONTENTS



Overview	1
Our Clients: The Heart of Our Mission	2
Our People: Driving Our Impact	4
Volunteer Spotlights	5
Board Contributions	6
Staff Spotlights	10
Program Delivery	11
Settlement, Families and Communities	12
Aged Care	32
A New Chapter	39
Financial Report	43
CEO Report	44
A Word From The Chair	46

OVERVIEW

For nearly 45 years, Mosaic Multicultural Connections (Mosaic) has walked alongside multicultural communities across Newcastle, the Hunter, Lake Macquarie, Central Coast, New England and North West regions, honouring every unique journey. Through settlement, family, youth, aged care and community development programs, we witness daily the strength and resilience of the people we serve. When families find their footing in a new home, when elders receive care that respects their traditions, when young people thrive. Every story, every contribution, every act of courage makes our communities richer and stronger together. These moments reinforce the purpose and reflect the true impact of our work.

OUR VISION

A connected community where diversity defines and nourishes us.

OUR MISSION

To support and inspire culturally diverse people and communities to overcome barriers and thrive.



OUR CLIENTS: THE HEART OF OUR MISSION

The best measure of impact comes from those who experience it firsthand. Here, clients share in their own words what connection, support and culturally responsive care has meant in their lives. These testimonials speak to real experiences, real challenges overcome, and real transformations that happen when people feel truly seen, heard and valued.

Raj is a lovely young man who truly goes above and beyond. If he sees something that needs doing, he just does it without being asked. When I come home with groceries, he immediately helps bring them in and even puts some away—something no one else has ever offered to do. He even got out one of my guitars (with permission) and played music for Peter, who used to have a band and thoroughly enjoyed it. We were joking that we should adopt him! His presence has brought such joy to our home.

– Household member of Peter, Aged Care client

I want to express how happy I've been with Cyril as Ron's care support worker. He has developed a wonderful rapport with Ron. They've bonded over soccer, often kicking the ball around at the oval opposite my place when the weather is nice. Recently, Ron went for a shave, then Cyril took him to Valentine Bowling Club where they viewed boats, watched lawn bowls, and enjoyed coffee together. I've noticed since these support visits have been part of Ron's life, his mind is much more stimulated, and his conversations have become more informative. The difference is remarkable.

– Feedback about our Aged Care services





Responding to DVF- Community and Leaders Forum

Mosaic helped my family during a domestic violence situation. They assisted us with organising essential documents and applications that helped us survive. They also arranged humanitarian support for me and my children. I participated in several of Mosaic's group sessions, which were incredibly helpful during this difficult time.

My caseworker has been supporting my family for the past year and a half—I don't know how we would have survived without her. She has truly been a blessing on our journey. Thank you so much for providing such a vital service and for having such wonderful specialists.

— Family Services client (name withheld for privacy)

Mosaic Multicultural Connections has been an incredible support in my settlement journey, especially through my case worker. She went above and beyond my expectations. When we first arrived, we were completely alone and didn't know anyone here. She became like a guiding light for us — she supported us not only with practical matters but also emotionally.

She helped us in many ways — arranging our housing situation, improving my resume, and encouraging me to find employment. She made me feel that someone truly cared and believed in us. She was much more than just a case worker; she was a real supporter and a kind, compassionate person. She even went further by speaking with her manager and helping me connect with a great company where I was able to start working.

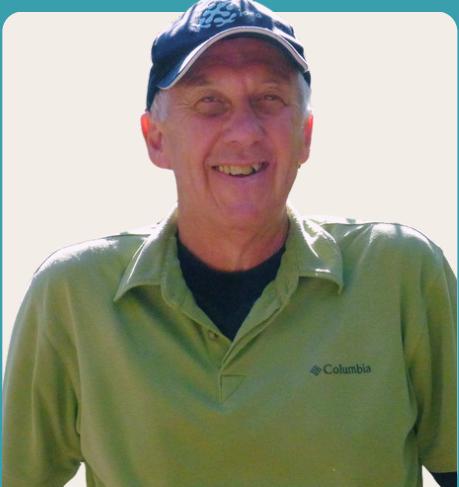
— SETS Services client (name withheld for privacy)



OUR PEOPLE: DRIVING OUR IMPACT



VOLUNTEER SPOTLIGHTS



Dennis Archibald

Dennis Archibald brings warmth and wisdom as a Citizenship Test Tutor at Mosaic, helping new comers establish roots in Australia.

Drawing from his own family's migration story, Dennis creates a welcoming environment where aspiring citizens can learn and grow.

His dedication to supporting refugees on their journey to citizenship reflects the true spirit of community connection that Mosaic represents

Joop de Wit brings nearly 42 years of volunteer experience to his role as an ACVVS visitor with Mosaic, where he provides companionship to residents in aged care.

His ability to connect with people in their native language creates special bonds that transcend cultural barriers.

Joop's diverse background—including roles as Secretary/Editor of the Dutch Society Concordia, President of the Newcastle Multicultural Choral Society—has given him unique insights into the rich tapestry of cultures that form our Australian community.



Joop de Wit

BOARD CONTRIBUTIONS



Sandra Feltham

Board Member since 2020

Masters Public Health with Distinction, Grad Dip Urban & Regional Planning, BSc (Hons) Human Geography | Cert IV TAE | RN, RM

Sandra has over 40 years' experience in health and local government, specialising in inclusive, community focused strategic planning. She has advised government, service providers, and community groups, and served on numerous advisory and executive boards.

Sandra's motivation for serving on Mosaic's Board comes from her belief in the strength and value of cultural diversity in Australia. Her vision is to help build inclusive, resilient communities where every individual feels seen, heard, and empowered.

Dr Shirley Schulz-Robinson

Board Member since 2021

PhD Health Administration | BA (Hons) Sociology | Assoc Dip Nursing Education | Dip Life Coaching | Cert IV Small Business Management | Cert IV TAE | RN



Shirley brings lived experience as a migrant, carer, and mature-aged student, with a career in health, education, and multicultural mental health. She has contributed to policy, research, and advocacy, and served on boards and committees focused on ethics and quality.

Shirley's motivation for joining Mosaic's Board is grounded in her passion for equity, inclusion, and the transformative power of community. Her vision is one of compassion, cultural intelligence, and meaningful engagement where every voice is valued and every person can thrive.



Zachary Ekandi

Board Member since 2022

MInfoTech, BInfoSci, AdvDipMgmt, Cert IV TAE, NAATI
Interpreter, QTEAC Counsellor, GradDip Migration Law (ongoing)

Zachary is a Senior Educational Officer at TAFE NSW with extensive experience in multicultural education, community engagement, and strategic partnerships. He has led initiatives supporting migrant and refugee learners, advised government and academic bodies, and championed inclusive education across NSW. His work with Multicultural NSW, the University of Newcastle, and local councils reflects a deep commitment to equity and empowerment.

Zachary's motivation for serving on the Board comes from his commitment to empowering culturally diverse communities and ensuring services are responsive, inclusive and impactful.

Kasey Preston

Board Member since 2023

Bachelor of Business (Event Management) | Diploma of Business | Cert IV Human Resources



Kasey brings experience in vocational education, event management, and helps support international and CALD students at TAFE NSW. Raised in a culturally diverse family, she values storytelling and connection through multicultural engagement.

Kasey's motivation for joining Mosaic comes from her desire to create inclusive spaces where people from all backgrounds feel empowered and supported. Her vision is to help Mosaic continue building bridges across cultures through education, celebration, and community connection.



Naomi McLean

Board Member since 2023

BA (Asian Studies) | Grad Cert Global Health | MA (Strategy and Policy)

Naomi has worked across education, health, and international development. Her career began in defence and evolved through roles in the public service and the tertiary sector, where she led governance reform and strategic initiatives.

Naomi's motivation for joining Mosaic comes from her belief in equity and access for all. She sees her contribution as one piece of a larger puzzle, working collaboratively to build inclusive communities where everyone can thrive. Her vision is one of empowerment, connection, and meaningful impact through education, advocacy, and community engagement.



Lauren Croiset

Board Member since 2025

Diploma of Counselling (currently studying)

Lauren is a strategic leader in aged care, with expertise in compliance, policy, and operational excellence. She leads growth and community initiatives and is a committed volunteer in multicultural and gender-focused organisations.

Lauren's motivation for joining Mosaic comes from her desire to empower others and contribute to a thriving, inclusive community. Her vision is to help Mosaic grow ethically and sustainably, while continuing to be a beacon of support for those navigating settlement and belonging.



Peter Gittins

Board Member since 2024

BA | Dip Education | Cert ESL | Cert Business



Peter is a retired international educator and currently sits as an independent Councillor on Newcastle City Council. He has taught in international schools in PNG and Nepal and has led highly regarded international schools in Germany, Sri Lanka and Vietnam. He brings expertise in governance, financial management, and strategic planning and has consulted widely across each of these three areas.

Peter's motivation for joining Mosaic comes from a lifelong commitment to education, inclusion, and community development. His vision is to help Mosaic connect across cultures through thoughtful governance, strategic leadership, and meaningful engagement.



Catherine Candiloro

Board Member since 2025

Master of International & Community Development | Grad Cert NFP Management | Specialist Cert Implementation Science



Catherine brings lived experience as the child of a refugee and migrant, and a career spanning government and NGOs. She has led refugee and child focused support programs and now works in regulation, with expertise in compliance, safeguarding, and change management.

Motivated by a desire to give back to her community, Catherine sees her role on the Board as a meaningful contribution to a broader mission and ensuring equity and access for all. Her vision for Mosaic is one of integrity, inclusion, and strategic growth, where community voices are amplified.

Board members who retired during the year

The board thanks Trish Owen and Seamus Fagan for their dedicated service to the board of Mosaic.



Seamus Fagan

Board Member from 2021 to 2024

BA | MA Applied Linguistics | MAICD | AM (Order of Australia)

Seamus is a passionate advocate for multiculturalism and community-led development, with decades of experience in education, public engagement and social inclusion. He helped establish Community Aid Abroad in Rockhampton and served as President of the Irish Association of Central Queensland. His leadership includes roles with the Rockhampton Overseas Students Association and the Central Queensland Multicultural Association. Seamus coordinated the Language and Literature segment of Tournament of the Minds and contributed to Refugee Week through Austcare.

He continues to support migrant communities through tutoring, volunteering with the Global Table Collective, and promoting lifelong learning and equity through various national networks.



Patricia Owen

Board Member from 2022 to 2024

Bachelor of Communication – Public Relations | Diploma of Teaching



Trish is a bilingual professional with a strong background in education, community engagement and refugee support. She arrived in Australia as an international student and has built a life in Newcastle, bringing lived experience to her work. Her career includes roles as a caseworker and case manager overseeing refugee settlement, and as Multicultural Community Liaison with NSW Police.

She currently manages the Health Care Interpreter Service for Hunter New England Health. Trish joined the Mosaic board driven by a deep commitment to inclusion, cultural understanding and empowering migrant communities through accessible services and meaningful representation.

STAFF SPOTLIGHTS



Basim Khudedda

I am a Settlement Case Worker at Mosaic Multicultural Connections in Armidale. I support newly arrived individuals and families as they settle into their new community, helping them access services, understand local systems, and work towards their personal goals.

My role helps bring Mosaic's vision to life by supporting people from diverse backgrounds to feel included, connected, and valued. Each person I assist contributes to building a stronger, more welcoming community where diversity truly nourishes us all.

I love seeing clients grow in confidence and independence as they build a new life in Australia. It is rewarding to know that my support can make a difference. I also feel proud to be part of an organisation that genuinely embraces diversity and cares deeply about the people and communities it serves.



Dianne Rainbow

As a Care Partner, I play a vital role in supporting older people with their daily living activities and emotional well-being. I coordinate and organise services in the participant's home to keep them living as independently as possible.

I support diverse participants from different cultural backgrounds to make their own choices about their care.

I have always had a passion for Aged Care and supporting older people.

I find great satisfaction in assisting them to remain living independently in their own home. I also enjoy learning about different cultures and tailoring care plans to suit individual needs.

STAFF SPOTLIGHTS



Zoila Coleman

As the first friendly face visitors and clients see, I provide reception and administrative support across our key programs, including aged care and settlement, families and communities. I help to make sure everyone who walks through our doors feels welcomed, respected, and supported.

My role is all about supporting Mosaic's vision of building an inclusive and connected community by helping clients access the services they need, specially those who might face cultural or language barriers.

Whether it's an older person needing care or someone new to the country settling in, I'm glad to play a part in making sure they receive the support that helps them feel safe, like they belong.

What I cherish most is being part of a diverse and passionate team that truly cares about making a difference. I'm proud to contribute to a workplace that celebrates inclusion and empowers people from all backgrounds to live with dignity, independence and purpose.

STAFF MILESTONES

We are proud to celebrate these milestone anniversaries. The commitment and expertise these individuals have brought to our organisation have made a lasting impact on our team and our work.

5 years

- Sharon Daishe
- Shirin Shamie

10 years

- John Pattey (Retired)
- Violeta Klements



PROGRAM DELIVERY

This year, Mosaic Multicultural Connections focused on improving the quality of our programs. The Settlement Families and Communities team strengthened case management practices, including clearer case notes and better data collection. The Aged Care team worked to meet the Aged Care Quality Standards while keeping services culturally appropriate, person centred and strengths based. These improvements helped us deliver more consistent support with better outcomes and improved wellbeing. At the same time, all service areas saw an increase in the number of clients supported across the year.



SETTLEMENT FAMILIES AND COMMUNITIES



OUR PEOPLE AND OUR NETWORKS

Service quality starts within the organisation, including the way we care for the wellbeing of our staff. At the start of the reporting period, we reviewed the organisational structure of the settlement families and communities team with a focus on psychosocial wellbeing. All staff commenced regular support and supervision with their line manager to help manage workload and clarify roles. As a team we set expectations about recording our work and collecting data. Staff received training in effective case management, supervision and reflective practice. Leadership development was supported, including one staff member completing a Diploma of Leadership and Management.



To achieve maximum impact for the people who access our programs and services, we rely on a network of partners – community members, volunteers, funders and other agencies. Mosaic convenes and leads multicultural interagencies in each of our regions. Their value is evident by the high levels of attendance and activity in each location.



The Multicultural Action Group (MAG) in Newcastle/ Lake Macquarie, Central Coast Multicultural Interagency (CCMI) and the New England Multicultural Interagency (NEMI) achieve impact through collaboration. Working groups from these interagencies address issues and deliver community-based activities and events. Additionally, multicultural youth network interagency meetings are established and facilitated by Mosaic in Armidale and Newcastle.

COLLABORATION IN ACTION: MOSAIC'S MULTICULTURAL INTERAGENCIES DRIVING REAL-WORLD IMPACT

Culturally safe services

Centrelink outreach at Mosaic's Armidale office improved cultural safety and increased understanding of interpreter use, culture, and faith, making services more accessible, inclusive and respectful for multicultural communities.



Pathways to employment

The MAG employment working group initiated a refugee employment roundtable, directly contributing to people from refugee backgrounds securing jobs and building sustainable livelihoods.

CASEWORK – PERSONALISED SUPPORT FOR INDIVIDUALS AND THEIR DEPENDANTS

The core of the Settlement Engagement and Transition Support (SETS) program, funded by the Department of Home Affairs (C'th), is personalised support for individuals and their dependants to meet national settlement outcomes. These include housing, education and training, health and wellbeing, employment, finance, language services, transport, justice, civic participation and family and social support.

Our settlement team works across Armidale, Tamworth, the Central Coast, and Newcastle/Lake Macquarie. Our settlement caseworkers delivered 2972 sessions for 611 clients across each of the settlement standards.

This year, our Newcastle SETS team began outreach at Jesmond Neighbourhood Centre, a familiar and trusted location for many clients. This strengthened the sense of safety and community.



“Parents explained how Mosaic’s parenting programs helped them to raise their children confidently in Australia with an understanding of Australian laws and parenting practice. Now they are passing that knowledge on to others in their communities.”

Mosaic's families team deliver a program to support parenting and family relationships for multicultural families who have children up to the age of 18 years. The program, designed to provide support before issues arise, is funded by NSW Department of Communities and Justice (DCJ). Our team support parents to navigate parenting in Australia while staying true to each families' culture and customs.

Our families and communities' teams work across Newcastle/ Lake Macquarie and the Central Coast - delivering 1403 sessions for 182 clients in this reporting period.



GROUPS

In addition to individual supports, our teams also provided a wide variety of groups and community-based programs aimed at improving settlement outcomes.

WOMEN'S GROUPS

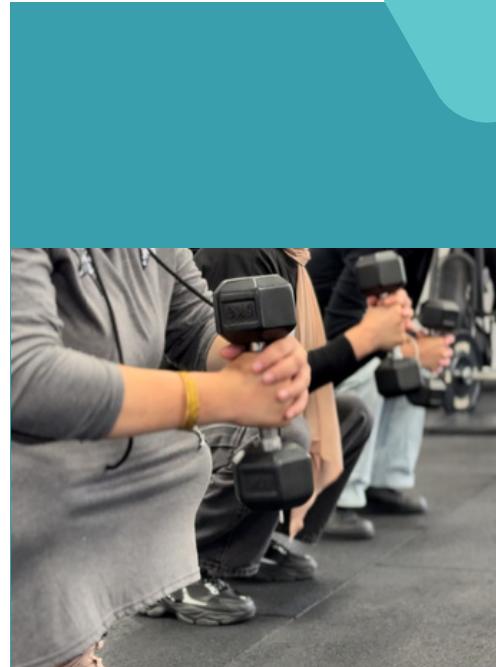
Groups for women included fitness, digital literacy, art craft and wellbeing, and exciting excursions within the community. Each of these groups provided a safe environment for women to discuss important social topics such as domestic and family violence, healthy relationships, and personal wellbeing. Eight group sessions were held, with between 10-15 women in each session.

In Armidale, our team delivered an important program called Beam, funded by Multicultural NSW, to educate women about domestic and family violence. Women themselves helped to design the program, which centred around sewing and textiles activities, allowing women to talk freely while sewing, and a safe space to talk about difficult topics. Women participating in the program reported increased understanding of healthy relationships, and greater connectivity to community as a result.

“

In Armidale's Beam program, women have crafted a sewing-focused initiative that has led to positive change. Together, they have donated handmade garments to a women's refuge, planned a market stall, and one participant bravely sought transformative support.

”



MEN'S GROUPS

Groups for men included information on healthy relationships, domestic violence awareness, and mental health. Three groups with 35 participants attending in total demonstrates the demand and the importance of creating a safe space to explore sensitive topics for newly arrived men.



CHILDREN AND FAMILIES GROUPS

Mosaic has a long history of facilitating engaging groups for all ages, and this is especially true for our children and families play groups.

With funding from the Benevolent Society and DCJ, we delivered 10 unique play groups held weekly during school terms, with up to 30 attendees at each group session. Some groups are multicultural, whereas others are for specific community groups – for example Japanese families, Afghan mothers and children, and Spanish speaking groups.

Groups are held at various locations across Central Coast and Newcastle in community venues that are most accessible for the target cohort.

In addition to play groups, Mosaic has facilitated regular conversational English groups on the Central Coast and Armidale. This has provided a safe space for individuals to practice English while sharing morning tea.



YOUTH GROUPS

Youth activities continue to form a significant component of our settlement services, working with youth to build a sense of belonging. This is achieved through regular weekly youth group programs held during school terms and creating special events that forged cross-cultural connections.



Sporting events are a key to engaging youth, especially young men. This year we held a Soccer Tournament where we supported multicultural soccer teams to come together, play, and connect with local soccer clubs, creating pathways into local leagues and higher-level competitions. We also encouraged participation of youth and young adults from diverse backgrounds, sponsoring cricket kits to strengthen engagement and cross-cultural connections.



A key event for youth this year was Newcastle Multicultural Youth Conference 2025: Powering Young Voices. Mosaic partnered with multiple agencies to plan and deliver this major youth conference, amplifying young voices across the region.



COMMUNITY AWARENESS: BUILDING SAFETY AND AWARENESS THROUGH EDUCATION



COERCIVE CONTROL

A key achievement this year was our partnership with NSW Police to deliver a series of community education sessions on coercive control, tailored to the new legislation. These sessions reached over 30 sector staff, followed by sessions for clients in Congolese, Afghan and Arabic-speaking communities. The series concluded with a well-attended session for religious and community leaders, with more than 40 participants. These conversations are helping build safer, more informed communities.

OPENING CONVERSATIONS ABOUT GAMBLING HARM

Mosaic's GambleAware program, funded by the NSW Office of Responsible Gambling, created safe and culturally respectful spaces to talk about the impacts of gambling on families and communities.

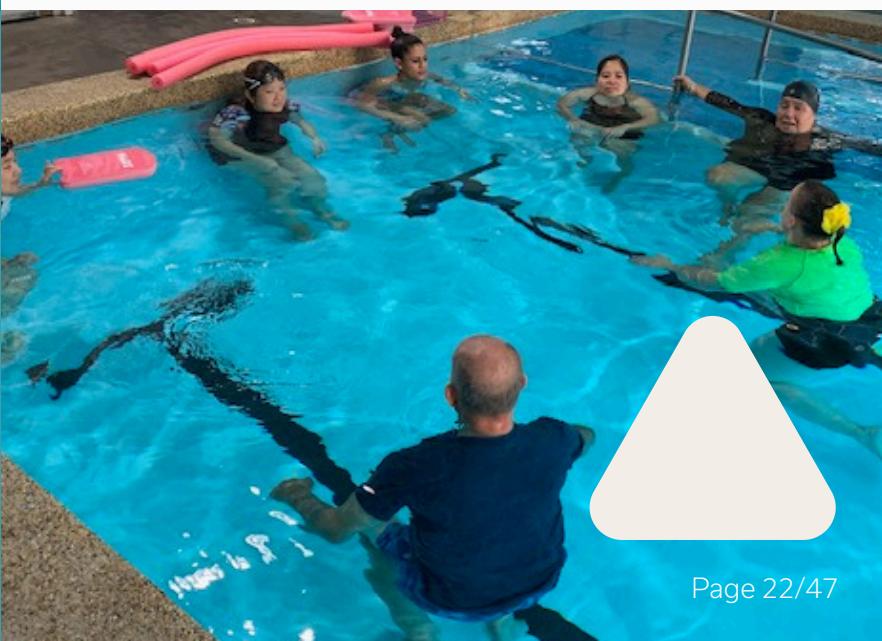
Recognising that gambling is a sensitive topic in many cultures, we used informal engagement activities such as barbecues, picnics and excursions to connect with men and women in ways that felt comfortable and inclusive.



These sessions helped raise awareness, spark conversations and build understanding around gambling harm and available support.

KEEPING COMMUNITIES SAFE AROUND WATER

Beach safety and swimming lessons remain popular and vital parts of our education calendar. This year, we supported 32 youth and adults to complete an 11-week adult swimming program.



Just before summer, 87 people joined a beach safety day at Woodbury Community Centre – Mardi, combining fun activities with practical water safety information for families.

We also partnered with the Benevolent Society and Central Coast Council to host two additional beach safety days, reaching around 120 participants.

These groups and events are essential in building confidence around water, and keeping our community safe and informed of the dangers of water-based activities.



MOSAIC HOMEWORK CENTRES – HELPING STUDENTS ACHIEVE EQUITY IN EDUCATION

For 20 years, Mosaic's Homework and Learning Centres have supported multicultural students in Newcastle and Armidale to build confidence and strengthen their English, so they can access the Australian school system on more equal footing.

“Students of migrant and refugee background are improving English, building friendships across cultures, learning through play and stepping into leadership, to strengthen wellbeing, social cohesion and equality in the Australian education system.”



While students receive formal English language support in the classroom, Mosaic's after-school centres offer something different. Alongside help with homework, children in the program are learning conversational English, forming cross-cultural friendships with volunteers and enjoying learning through play.

In 2025, 50 students took part in 81 sessions, receiving 121 hours of support from 36 volunteers. Our centres operated at Jesmond Primary School, Callaghan College (Wallsend Campus) and Heaton Public School in Newcastle, and Drummond Memorial Public School in Armidale. Students, staff and volunteers were very excited when Heaton, which was closed for major site works, was able to open again.

Mosaic's dedicated coordinators and volunteers have helped hundreds of students with support they would otherwise not have received. Students who have participated in Mosaic's homework centres are routinely represented in school leadership.

Mosaic warmly thanks Waratah Foundation, Armidale Sanctuary and the Wright Family for their generous support, which continues to make this vital program available to the children and families.

“Homework Centre helps me strengthen my conversation, reading and comprehension. It’s very helpful for when I go to Years 11 and 12.”

Yr. 10 Syrian girl

“I like Homework Club because I learn how to read, write and spell. The time usually goes fast. I learn lots of things each week.”

Yr. 7 Afghan girl

“Homework Club helps me with maths... I can get better for high school.”

Yr. 6 Afghan girl



VOLUNTEERS IN ACTION

Without the support of volunteers, our services would not be as complete. Mosaic's settlement volunteers support our clients with a wide range of practical tasks that make a meaningful difference to their lives including:

- **Citizenship support** – over 80 clients achieved citizenship in Armidale
- **Employment support** – updating resumes, creating job seeker profiles on Seek and LinkedIn, preparing for job interviews, obtaining Working with Children Checks
- **Housing support** – completing online rental applications and improving tenancy profiles on platforms such as Tenant App, Domain, Real Estate.



Mosaic is deeply grateful for the donations received for clients. At the beginning of 2025, our families team distributed school packs filled with essential items to help children prepare for the new school year. For many families, this provided much needed relief from cost of living pressures.



EMPLOYMENT



In Newcastle, Mosaic supported training for women in barista, beauty, and food safety. This was the beginning of work in improving employment outcomes for clients as we grew networks with job providers.

At the end of financial year, we supported an employment connect event for hospitality that saw 9 individuals secure employment. We plan to continue with these events in other sectors in coming months.



REAP: A REMARKABLE JOURNEY

At the end of June 2025, Mosaic proudly celebrated the completion of the Regional Employment and Agriculture Program (REAP) in Armidale with participants, staff, and supporting organisations. What began as a Mosaic-funded pilot in partnership with the Rotary Club of Armidale grew into a powerful, community-led initiative that changed lives.

The concept for REAP emerged in 2018 when a large group of Ezidi people arrived in Armidale as humanitarian entrants, seeking safety after fleeing genocide and persecution. The Ezidi are one of the oldest ethnic minorities of Iraq and Syria. REAP was designed to support their settlement by building community connections and recognising their agricultural knowledge, including horticulture and animal husbandry.



Mosaic seed-funded the pilot in 2020, and in 2023 secured full funding from the Department of Employment and Workplace Relations (DEWR) under the Workforce Australia Local Jobs Program. We acknowledge DEWR with deep gratitude for supporting community-led design, which allowed Mosaic to adapt the program in response to changing participant needs.

REAP was open to new arrivals in Armidale, especially from refugee and refugee-like backgrounds. It offered opportunities to build on existing skills, overcome barriers, and explore employment and small enterprise in agriculture and related industries.

We set out to support 75 participants. Instead, we reached 220. Of these, 192 took part in training activities, 22 secured ongoing jobs, and many others gained confidence to continue their job search. In the formal independent evaluation, most participants said they would recommend REAP to their friends. Participants have urged Mosaic to continue to provide employment support like REAP to new arrivals in Armidale.

A key to REAP's success was listening to participants and shaping the program around their goals. This co-designed approach ensured the program remained relevant and effective.



We are deeply grateful to the Rotary Club of Armidale, especially local farmers Bruce McCarthy and Andrew Spinks, who generously provided land for participants to grow food and learn agricultural skills. The Ezidi community garden became a place of learning, connection, mental wellbeing and friendship.

Special thanks go to Anthony Wright, Project Lead, and Hasan Hasan, Agricultural Project Worker – Ezidi. Their dedication, cultural knowledge, and care created a safe and welcoming space for everyone involved and was crucial to REAP's success.

66

REAP helped participants overcome barriers such as limited English and lack of access to employment information. It opened doors to jobs in agriculture, food processing, horticulture, hospitality, health, and retail. It also highlighted the valuable skills and strengths that migrant communities bring to regional Australia.

By working with local service providers, training organisations, employment agencies, and community groups, REAP built a strong network of support. This collaborative model can be adapted for other regions to help new arrival communities find meaningful work and build a future.

Although REAP has come to an end, its impact continues. Mosaic remains committed to supporting new arrivals and hopes to secure future funding to continue this important work.



EVENTS

Community events are loads of fun, rely on dedicated staff to make them happen, and promote social cohesion within the wider community.



In Tamworth we again supported Fiesta La Peel, the region's annual Multicultural event celebration of culture, food and family fun.

In Armidale, we supported the Autumn festival and lead the global gathering in the park with cultural performances and food trucks.

In Lake Macquarie, we collaborated with council for a Harmony Week community celebration with singing dancing and ending with a colour run.

In Newcastle we started a Community Chef Challenge that included food safety training for participants before they then cooked for over 600 attendees who then voted for their favourite dish. Held at the city museum, the event was a wonderful celebration of food and community. Competition was fierce, with the Indian team narrowly beating the Afghan, Arabic and African teams.



COMMUNITY LEADERS FORUM

In May, Mosaic hosted its first combined Community Leaders Forum, bringing together over 35 passionate and diverse voices. These leaders, each deeply connected to their communities, shared lived experience, cultural insight and creative ideas to address the challenges facing their communities in Newcastle and the greater Hunter area.

The energy in the room was powerful. Participants spoke openly about the issues affecting their communities and committed to meeting regularly to share information, strengthen connections and amplify the multicultural voice in local decision-making.

The forum brings together the wisdom, experience and innovation of people from many cultures, working together to shape a future that is inclusive, responsive and community led. Mosaic is proud to support and grow this space, where leadership is shared and solutions are built together.



AGED CARE



Mosaic Aged Care services commenced the year with a clear goal of meeting the current Aged Care Quality Standards. Knowing that we would get a visit from the Aged Care and Quality Commission, we worked to ensure that services provided were meeting those standards and we would be ready able to answer any questions put to us.

In September the Commission visited our Newcastle office and spent the day interviewing staff and clients, reviewing policies and procedures and checking on how we deliver services.

The hard work of our team and the diligence of their care paid off when we were informed that we are fully compliant with the Aged Care Quality Standards. This outcome reflects our commitment to providing high-quality care that is culturally appropriate and responsive to the needs of our community. We remain dedicated to continuous improvement and always strive to do better.



CLINICAL GOVERNANCE

With a strong focus on quality, Mosaic has worked to strengthen clinical governance in collaboration with the board. Together, we have improved monthly reporting, auditing and oversight of our aged care services. With the introduction of the new Aged Care Act and Support at Home reforms due on 01 November 2025, this uplift in clinical governance is well timed.



Our presence on the My Aged Care portal also saw significant changes. We streamlined our service outlets from 13 to 5, making it easier for referring agencies and community members to find and access our services. We also achieved re-verification of our CALD (culturally and linguistically diverse) specialty, which now appears on the portal.

COMMONWEALTH HOME SUPPORT PACKAGES (CHSP)

CHSP provides entry-level aged care services to help older people live independently and safely at home and in their community. It is designed for older people who need a little extra assistance with day-to-day activities. Mosaic is funded to provide Social Supports for individuals and Flexible Respite through Department of Health, Disability and Ageing.

Our teams must be applauded in their efforts to increase our service outputs under CHSP. Our total client number increased steadily over the year from 173 in June 2024, to 277 in July 2025. Over this period the complexity of clients in this cohort significantly increased while clients were awaiting allocation of approved home care packages.

We commenced the year on a performance plan seeking to increase our outputs, the number of hours of service we provide to the community. We decided to take a sustainable approach to this growth to ensure that we retained providing a high quality of service. Even though we ended the year still on the performance plan, our consistent growth means we are on track to exit the plan in the next quarter..

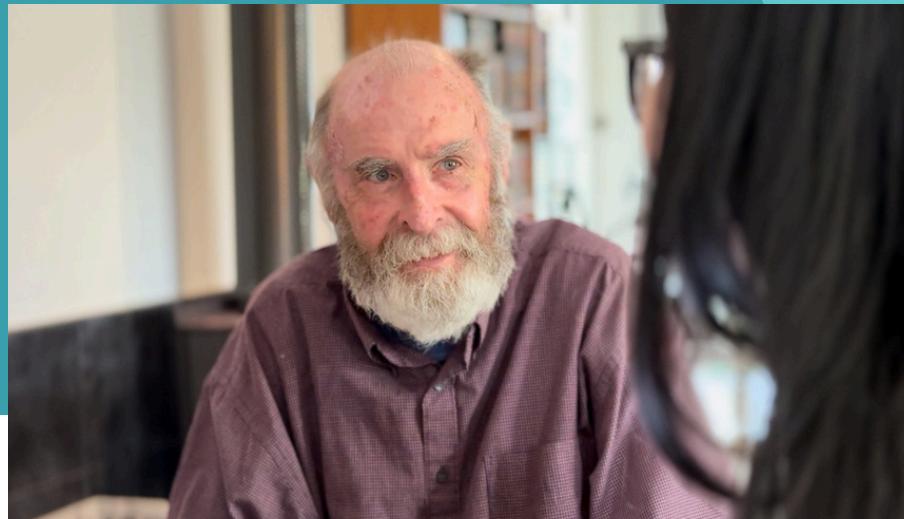
“Mosaic’s Care Support Worker was with me after my fall, and was doing everything she could to help, really lovely.”

Aged Care Client

SECTOR SUPPORT AND DEVELOPMENT (CALD)

In addition to our CHSP contract, Mosaic is contracted to provide Sector Support and Development ensuring that services are equipped in supporting CALD clients. The role of Sector Support and Development is to strengthen the aged care system by supporting the organisations that deliver CHSP services. Instead of working directly with older people, Sector Support and Development focuses on building the capacity, skills, and sustainability of service providers.

HOME CARE PACKAGES (HCP)



The Home Care Packages (HCP) program provides coordinated, ongoing support to help older people with more complex care needs live independently at home. HCPs are delivered at four levels, ranging from basic care needs to high-level support depending on how clients are assessed by government funded assessors.

Packages can include personal care, nursing, allied health, domestic assistance, transport, and social connection. HCP is funded through Department Health Disability and Ageing. At Mosaic we ensure that our aged care services are tailored to every individual client's needs, ensuring services are respectful, inclusive, and culturally safe.

This financial year we saw modest growth in the number of packages we support for clients, growing from 83 in July 2024 to 94 in June 2025. To ensure that clients get the highest quality care, we are working on encouraging clients to maximise the utilisation of their package. Many clients want to save funds in their package for future needs, whereas this is not necessary. As needs increase, package recipients are able to seek reassessment to move to a higher level of package.

With the introduction of the new Aged Care Act and the associated reforms, package recipients will not be able to save their package funds in the same way.

HOME CARE PACKAGES (HCP)

REFORM READINESS

During 2024-25 Mosaic Aged Care Services commenced preparation for the introduction of the Aged Care reforms due to commence on 1st July 2025, as did all other aged care providers.

We welcomed the government's announcement to delay the introduction of changes until 1st November 2025. This announcement did not mean that we could rest, it simply provided time for us to ensure readiness. Our preparation for reforms has included systematic review of our systems and process, a review of our workforce and staffing structure including training and development, and thorough review of our financial management including a review of our pricing structure. Throughout this project we have ensured that we have kept our clients and stakeholders informed of the changes, and what it means for them. While no agency will get this perfect, we aim to be as ready as possible for the reforms.

STAFFING

With sustained growth in client numbers and a focus on quality service provision, our approach to recruitment, onboarding and induction of Care Support Workers has been overhauled. New care support workers complete an induction program, a suite of online education, and buddy shifts before they are given an independent roster.

We have made a concerted effort to convert casual staff to permanent with the aim of providing improved consistency for both clients and care workers. We have increased from 5% permanent to now having 30% permanent. During this last 12 months we have had changes in key roles within the team, including the Manager Aged Care, rostering staff and clinical care. It is hoped that staffing changes will stabilise as we move towards the commencement of the reforms in November.

CONSUMER VOICE

In aged care governance, the Quality Aged Care Board (QACB) provides oversight to ensure services are delivered safely, ethically, and to a high standard, with a strong focus on compliance and continuous improvement. Alongside this, the Consumer Advisory Body (CAB) gives older people and their representatives a formal way to share their views and experiences, ensuring the consumer voice is central to decision-making and service quality. Together, QACB and CAB strengthen accountability, transparency, and consumer-centred care in aged care organisations.

As a community-based aged care provider it is very difficult to form these boards with clients and their carers. Mosaic has held two events this financial year – one in September 2024 and the other in May 2025. We attempted to offer an online attendance option in May with limited success; however, a total of three clients attended our events.

Through both meetings we gained insight into the individual experience of receiving Mosaic Aged Care. We continue to listen to feedback with a commitment to continuous improvement.

AGED CARE VOLUNTEER VISITORS SCHEME



The Aged Care Volunteer Visitors Scheme (ACVVS) is a national program that connects volunteer visitors with older people receiving government-funded aged care who may be socially isolated or lonely.

Volunteers provide regular friendship, conversation, and companionship, helping to improve social connections, emotional wellbeing, and overall quality of life for older people living at home or in residential care. Mosaic's role is to be the link that creates friendships in the Hunter and Central Coast.

Mosaic currently supports over 45 volunteers in visiting over 80 individuals during the financial year. ACVVS is funded by Department of Health Disability and Ageing.



A NEW CHAPTER



MOSAIC'S HISTORIC MOVE

In 2024, Mosaic Multicultural Connections began a significant journey, relocating our head office after nearly four decades at our much-loved Hamilton site. This move reflects our commitment to better serving the Hunter's culturally diverse communities.



The decision was driven by practical needs. Our growing team had outgrown the Chaucer Street space, and the building's structure and layout posed safety and amenity challenges for staff and clients, especially families with children.

As an organisation focused on removing barriers, we needed a space that supported inclusion and accessibility.

FAREWELL TO HAMILTON: HONOURING THE LEGACY

Our Hamilton office was home to many transformative moments, from our beginnings as the Migrant Resource Centre, through Northern Settlement Services, to Mosaic Multicultural Connections. Since 1985, new arrivals found guidance, families built connections, and a vibrant multicultural community flourished within those walls.



We honoured this legacy with a heartfelt Closing Ceremony in October 2024. Guests included Mr. **Tim Crakanthorp**, State Member for Newcastle, and Kimberly Hall representing Ms **Sharon Claydon** MP, Federal Member for Newcastle.

A moving performance by Salafai Central celebrated our multicultural heritage, and our first CEO, **Violetta Walsh**. OAM, led a ceremonial lock-up, symbolically closing one chapter and opening another.

Staff shared memories and stories, reflecting a shared sentiment: while the building would no longer be ours, the spirit of Chaucer Street—its warmth, inclusivity, and purpose—will continue to guide our work.



WELCOME TO CHARLESTOWN: A SPACE FOR GROWTH AND CONNECTION

Our new headquarters at Level 3 of 3 Hopetoun Street in Charlestown marks the next step in Mosaic's journey. The modern, energy-efficient space is designed with accessibility at its core, featuring full disability access, family-friendly areas, and updated safety features.

The location offers excellent public transport links and ample parking, making it easier for clients across the region to access our services. Spacious meeting rooms, breakout areas, and a welcoming kitchen and balcony create spaces where community and connection can thrive.

Settlement Services International (SSI), who previously shared a small and crowded space with Mosaic in Hamilton, also relocated with us to Charlestown. They now enjoy a more generous workspace and shared access to our improved common areas. Mosaic deeply values our ongoing partnership with SSI, who provide the first 18 months of support to people arriving as refugees before they transition into Mosaic's longer-term programs.

Since the move, SSI has reported that new arrivals are beginning to settle beyond the traditional western corridor areas around Jesmond/Wallsend, with growing interest in locations such as Glendale in the Lake Macquarie local government area. This expansion reflects the positive impact of our relocation and the increasing accessibility of services for newly arrived communities.



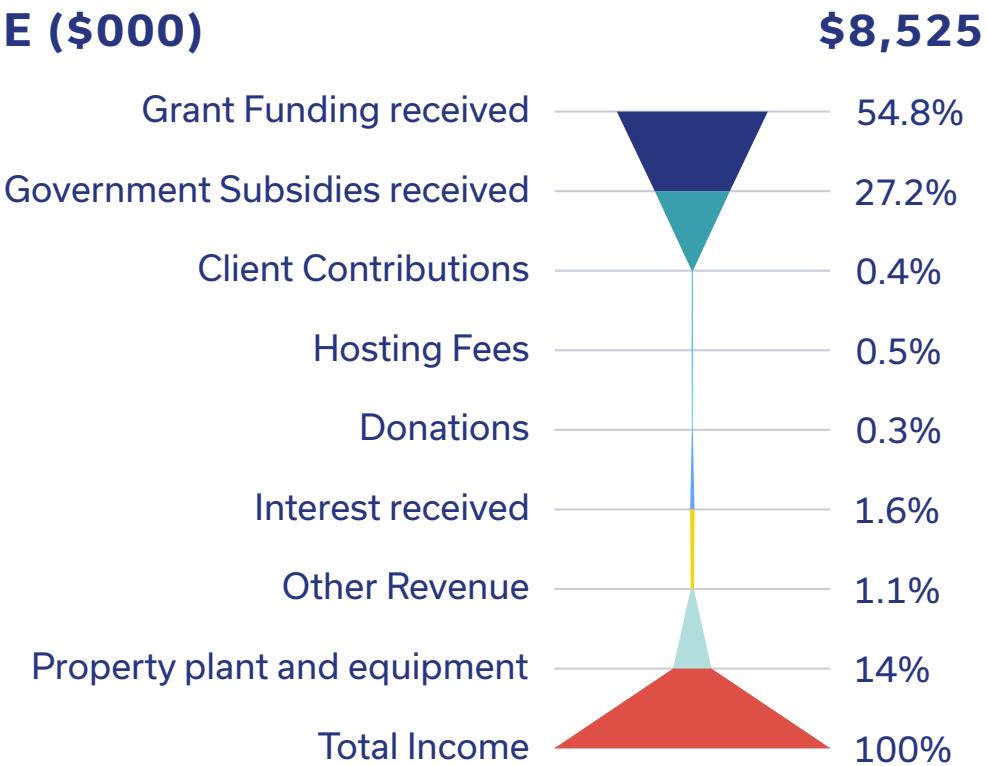
We celebrated this new beginning with an Opening Ceremony in December, themed “Home is where the heart is, and our heart just got bigger.” **Aunty Cheryl and Uncle Ray** from Awabakal Ltd delivered a moving Welcome to Country, connecting our new space to the traditional custodians of the land. Lake Macquarie Mayor **Adam Shultz** and The Hon. **Jodie Harrison** MP, State Member for Charlestown, shared reflections on inclusion, collaboration, and the resilience of migrants and refugees—values that continue to shape Mosaic’s work.

Most importantly, the new office gives us room to grow. It supports our expanding team and evolving services, ensuring we remain equipped to meet the changing needs of our community.

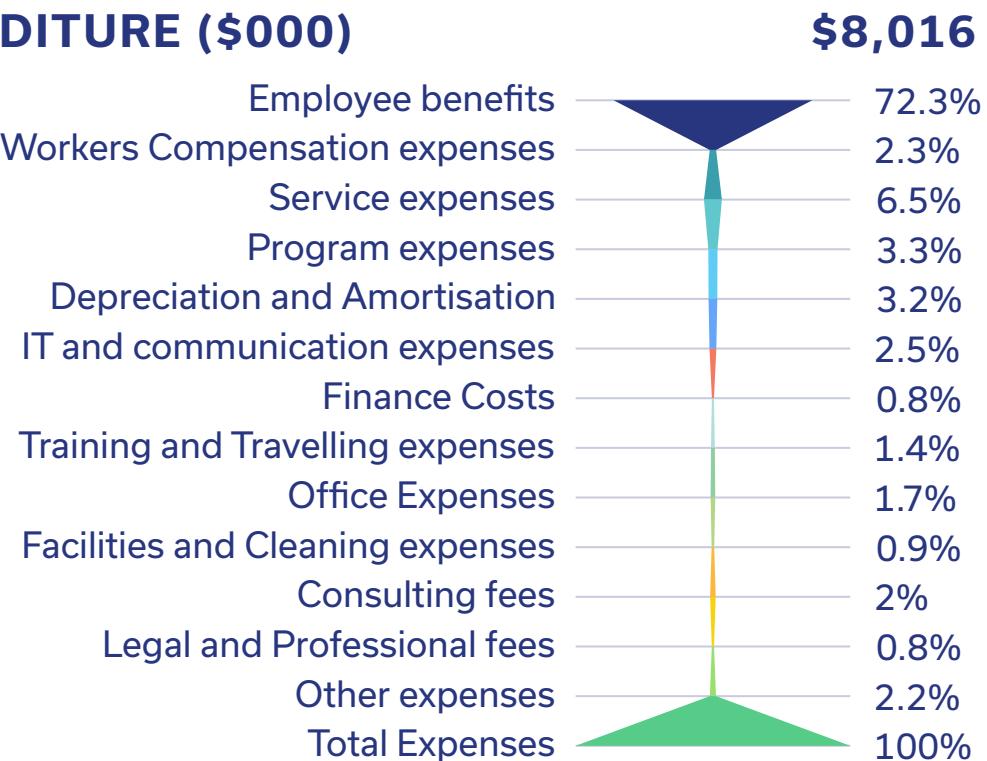
While we will miss our beloved Chaucer Street office, our commitment to inclusivity, collaboration, and impactful service remains stronger than ever in Charlestown.

FINANCIAL REPORT

INCOME (\$000)



EXPENDITURE (\$000)



NET PROFIT (\$000)

\$509

CEO REPORT

This year, Mosaic began to think more deeply about impact. What does it mean for multicultural people and communities to experience enduring, positive change in their lives? We see it when children from our homework centres become school leaders. When older people age in their home with dignity, culture and social connection. When new arrivals secure safe, stable housing and economic independence, giving them freedom to choose how they live.



Mosaic's vision is for a connected community where diversity defines and nourishes us. We support people to live independently and lead lives they value, help communities to have voice and influence, and strengthen participation. This year, through our programs, people across our regions made progress towards these goals.

Our aged care clients continued to receive tailored, culturally responsive care. As a CALD specialist provider, we met all aged care standards in our audit and prepared for the strengthened standards coming with the Support at Home reforms in late 2025. We kept clients and stakeholders informed, ensuring services remain culturally safe and aligned with their needs.

With racism and discrimination increasing at a concerning level, fostering social cohesion is vital across Mosaic's programs and partnerships. A multi-partner event, the Community Chef Challenge brought together women sharing cultural dishes from Afghan, Arabic, Indian and African cuisines. Attracting 800 attendees, the event built trust and celebrated Newcastle's Refugee Welcome Zone status.

2025 heralded the beginning of Mosaic's inaugural Community Leaders Forum, where 35 leaders shared lived experience, cultural insight and creative ideas to address challenges in Newcastle and the Hunter. This forum will be held quarterly and replicated over time across our regions. Following on from the forum, Newcastle Police revived their multicultural committee with a shift in focus from agencies to community voices.

In Armidale, women co-designed their engagement in the Beam program, which raises awareness of domestic violence. Along with safety and social connection, their chosen sewing circle model led to donations of clothing to a women's refuge and plans for a market stall.

REAP, our regional employment and agriculture program in Armidale, concluded with triple the expected number of participants. 220 people, mostly from the Ezidi community, received training and support for work readiness with 22 securing employment. REAP's outstanding result was built through listening to participants and shaping the program to meet their goals.

In Tamworth, our lone part-time worker supports multicultural workers and families who are often isolated and disconnected from services. On the Central Coast, where communities are dispersed, our volunteer-supported programs strengthen parenting, settlement outcomes, aging in home, and cross-cultural relationships.

None of this would be possible without our people. To our staff, volunteers, board of directors, funders and partners — thank you. Your care, commitment and collaboration are the heart of Mosaic. You make the impact real.

Looking ahead, Mosaic will shift from traditional strategic planning to an impact strategy. Co-designed with clients and staff, it will be based on a theory of change that identifies the outcomes people seek in their lives. Our programs and decisions will be shaped by what matters most: supporting people to achieve those outcomes.



SHARON DAISHE

CEO



A WORD FROM THE CHAIR

In preparation for Mosaic's Annual report, I am increasingly aware that over the past 12 months there have been significant shifts in global geo-political events and approaches that have impacted Mosaic at a number of levels. Critically, some of these impacts have been at an individual level for members of our staff and within local communities. Other impacts have been broader at community or national levels of community.



It was Maya Angelou who said "... we should all know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their colour."

Mosaic staff and volunteers have been dedicated to promoting intercultural understanding, supporting newcomers, refugees as well as migrants who have been in Australia for a long time, and celebrating the rich tapestry of cultures that define our communities.

The work undertaken by our staff and volunteers in supporting our communities to achieve our vision and mission is more important than ever, and on behalf of the Board, I extend my deepest gratitude and thanks for your work and compassion.

In an eventful year for the organisation, the move to Charlestown from Hamilton has been beneficial for our staff and communities. The premises are fit-for-purpose (particularly in accessibility) with multiple meeting spaces available to meet the needs of individual case work, families and larger groups such as interagencies, often all at the same time.



The Board recognises that commitment to strong corporate governance, to transparency and to accountability is essential to our long-term performance and sustainability. The oversight of a wide range of risks, holding high ethical standards and acting with integrity is important.

However, it is also important for the organisation and the Board to deeply understand the impact of what we do, to understand the depth and breadth of these impacts across our communities, and seek to improve our capacity to maintain, adapt and grow our positive impacts in collective, targeted and innovative ways.

The development of an impact strategy will be a key organisational focus over the next 12 months as impact measurement is increasingly seen as a core requirement for good governance.

Through ongoing collaboration, reflection, and commitment to excellence, Mosaic is well-positioned to continue making a meaningful difference in the lives of individuals from all backgrounds.

I would also like to thank all the Board for their continued guidance and dedication as we navigate future challenges and seek opportunities for growth.



SANDRA FELTHAM
BOARD CHAIR



EMPOWERING CHANGE, ONE STEP AT A TIME



105

full-time +
casual staff



75+

Volunteers



304+

clients
supported



3,000+

volunteering
hours

COMMUNITY EDUCATION



668

sessions

6,015+

participants

COMMONWEALTH HOME SUPPORT PACKAGES

210

clients
served

13,800

hours of services
provided

3,149

Flexible Respite - Central Coast

5,462

Flexible Respite - Hunter

3,084

Social Support - Central Coast

2,098

Social Support - Hunter

FAMILIES & COMMUNITIES: TEI & C4C PROGRAMS



775

individuals

10,347

connections
made

2,929

sessions

HOME CARE PACKAGES

159

packages
delivered

20,926

hours of services
provided

5,822+

Central Coast

14,819+

Hunter

AGED CARE VOLUNTEER VISITORS SCHEME

64

recipients

1,119

volunteer
visits





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