



Blairlogie
LIVING & LEARNING INC.

ANNUAL REPORT

2024-2025





Blairlogie
LIVING & LEARNING INC.

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ABOUT US

Blairlogie Living & Learning, a registered NDIS provider with a legacy dating back to 1987, is dedicated to delivering vital support for individuals with disabilities. Our comprehensive services encompass individual and group support, respite care, social and recreational assistance, in-home support, and supported independent living, tailored to address the diverse needs of our clientele.

We pride ourselves on fostering an empowering environment that promotes individual exploration, personal growth, and active community engagement. In response to the escalating demand for disability services and the advent of the NDIS, our organisation has undergone significant expansion while upholding our foundational principles.

With a strong focus on pioneering innovative service delivery, we are committed to being a leader in supporting the learning and development of the disability workforce. The organisation's leadership team embodies remarkable passion and dedication that has become synonymous with Blairlogie's approach to serving individuals with disabilities. This commitment instils confidence in our workforce's ability to adapt and improve, ensuring the quality of care and services we provide.

OUR PURPOSE

We exist to

- Provide opportunities for people with a disability to pursue interests, achieve goals and participate in community life
- Empower people with a disability to make decisions and choices on matters that affect them
- Extend the skills, knowledge and experiences of people with a disability
- Respond to the needs of people with a disability and their families and carers
- Allow people with a disability to experience maximum independence
- Enable people with a disability to make social and economic contributions to the community

Our Vision

“Blairlogie are leaders in providing innovative and flexible support services to people living with disability and their networks”

Our Mission

“We are committed to proactively enhancing personalised opportunities for learning, growth and community participation and advocating for our clients and their support networks”

Our Values

Integrity

Honesty, reliability and professionalism underpins our dealings with each other and all our stakeholders

Practices:

- Honesty about what we can deliver;
- Follow through on what we commit to do;
- Commitment to meet the needs of each individual;
- Acknowledge all contributions.

Respect

Acceptance of individual differences contributes to us building relationships based on trust, safety and wellbeing

Practices:

- Foster diversity and inclusion;
- Value each individual and their needs;
- Demonstrate cultural sensitivity and flexibility;
- Promote individual choice and control;
- Advocate the right of every individual to grow and learn.

Engagement

Effective engagement with our stakeholders contributes to connection with “community”

Practices:

- Recognise the importance of “community”;
- Create and strengthen our ties with the communities within which we work;
- Listen to and actively engage with our stakeholders;
- Actively seek partnerships with organisations and community groups that share our values.

Innovation

Innovation creates opportunities for outcomes to be realised for individuals and all aspects of our organisation

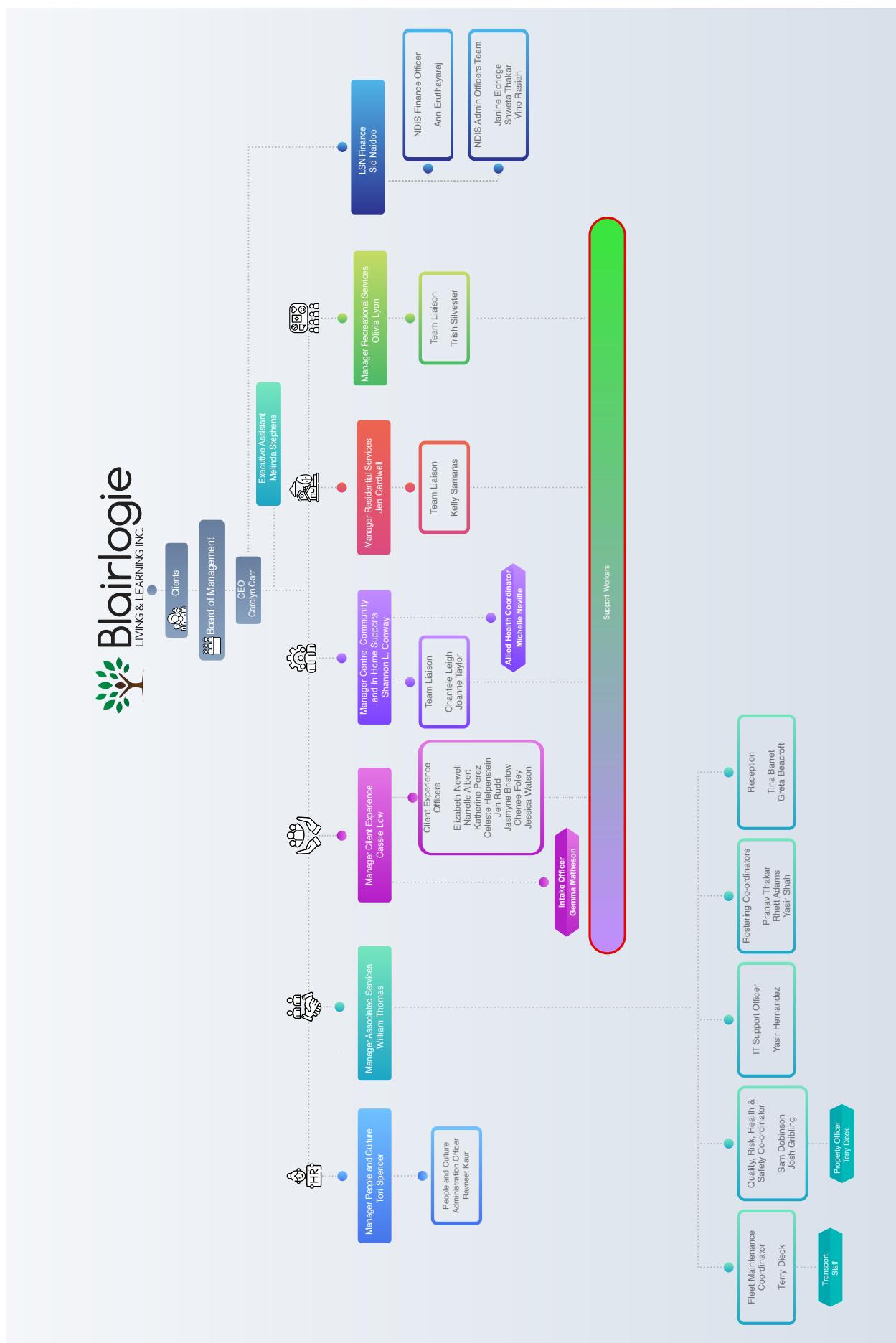
Practices:

- Anything is possible
- All ideas and contributions are taken into consideration;
- We create opportunities to explore new options without constraint;
- There is a commitment to learn from our past experiences;
- There is time given to collaborate with relevant stakeholders to generate ideas.

OUR STRATEGY 2022 – 2026

Strategic Area	Outcome Statement
1. Communication	We continuously review and improve our communications and engagement processes to strengthen the links across Blairlogie and our community
2. Values Driven Culture	Through leadership we develop and support our staff.
3. Financial Growth and Partnerships	We are financially robust through diverse service offerings and actively seek out partnerships and opportunities for the improvement of the organisation and its clients.
4. Exceeding Customer Expectations	We are accountable to our customers to continually review our supports and services and implement improvements to exceed their expectations.
5. Infrastructure and Facilities	We are providing the infrastructure and facilities to maximise positive outcomes for our staff and clients
6. Workforce	Blairlogie has a documented workforce strategy that identifies and responds to the current and future needs of the organisation.

Key Strategic Areas will be prioritized according to both internal and external conditions impacting our organisation. With every interaction we aim to exceed customer expectations. Our approach to decision making will always be underpinned by the concepts of future focus, innovation and a growth mindset.



OUR IMPACT

4214
HOURS OF
SHORT-TERM
ACCOMMODATION
DELIVERED



105190
HOURS OF CENTRE,
COMMUNITY AND
IN HOME SUPPORT
DELIVERED



1582
HOURS OF
TEENAGE SERVICES
DELIVERED



13050
HOURS OF
RECREATION
SERVICES
DELIVERED

66639
HOURS OF
RESIDENTIAL
SUPPORT
DELIVERED

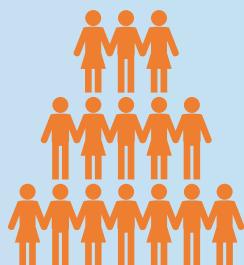


2024-2025 AT A GLANCE



10216
HOURS OF
TRANSPORT
SERVICES
DELIVERED

54174
SHIFTS FILLED



214
EMPLOYEES
(AS AT
30 JUNE 2025)

199
PEOPLE
SUPPORTED ACROSS
ALL OUR SERVICES
(AS AT
30 JUNE 2025)



OUR BOARD



Ms. Tania Sacco

President

Tania joined the Blairlogie Board in November 2019. Tania has spent the last 20+ years in the not-for-profit community sector but has over 35 years of Management experience in the Banking, Telecommunication, Security and Community Sectors. She holds tertiary qualifications in Management, Project Management, Community Sector Management and Governance. She is an avid toxophilite (dedicated archer) having represented Victoria at State level and is a Justice of the Peace. Tania has two children on the autism spectrum and her daughter attends Blairlogie.



Gerard Sheridan

Vice president

Gerard has 30 years' experience in Commonwealth investigations and professional standards. As a parent of three adult children with Autism Spectrum Disorder, he advocates strongly for the rights of those with disabilities. Gerard previously served on the Board at another non-profit organisation specialising in disability services. Gerard has a daughter attending Blairlogie.



Mr Colin Butler

Member

Colin brings with him a wealth of experience and a deep commitment to community service. He previously served on the Blairlogie board from 2007 to 2020 and rejoined in 2025, continuing his long-standing dedication to our mission.

Colin is currently the Vice President of the Tooradin & District Sports Club, where he has been a dedicated board member for the past 15 years. He also serves as Treasurer on the Committee of Management at Balla Balla Community Centre, a role he has held for the last three years. His involvement extends to several other local community group executive committees.

With a strong background in local government, Colin also served as a Councillor for the City of Casey from 2003 to 2008 and held the position of Mayor in 2007.



Ms. Amanda Wright

Member

Amanda joined the Blairlogie Living & Learning Board in June 2025. She brings over 20 years of experience in safety leadership across the mining, transport and logistics, manufacturing, and community sectors.

Amanda holds a Postgraduate qualification in Safety Science and has a strong commitment to fostering safe and inclusive environments.

Currently, Amanda works as a home-based business advisor, educator, and trainer. She is passionate about empowering others through practical training in customer service, digital skills, and financial literacy.



Ms. Carol Pollard

Member

Carol has been involved with Blairlogie from its very beginning in 1984, firstly on the steering committee then on the Board of Management. She was President from 2004 to 2020. She is a qualified nurse by profession and is now retired. Carol has a daughter attending Blairlogie.



Mr. Ken Scott

Member

Ken first joined the Board of Management in 1995 and was President for seven years. During this time he was involved in the establishment and building of the North Road facility. Whilst working in the TAFE system Ken was able to arrange the building of Scott Cottage which is currently being used for respite accommodation. The original old house on the property was renovated for daily programs by volunteers supervised by him. Ken is a retired plumbing and mechanical services teacher and has a son attending Blairlogie.

OUR MANAGEMENT TEAM



Carolyn Carr

Chief Executive Officer

Carolyn was appointed Chief Executive Officer at Blairlogie in November 2012. Prior to joining Blairlogie Carolyn was the Chief Executive Officer at a similar community based organisation based in Traralgon.

Carolyn has worked in the disability sector since 1999. She has held positions in both community-based organisations and State Government. She has extensive experience in Management and Leadership and enjoys leading a team to achieve set organisational goals.

Carolyn is a strong believer in people with a disability having maximum control over their lives and being empowered to make decisions that affect them.

Carolyn has a Degree in Journalism and Communication as well as Disability and Management Qualifications. As Chief Executive Officer Carolyn has overall responsibility for implementing the organisational Strategic Plan, as well as providing leadership, innovation and advocacy that ensures the delivery of a high-quality service.

Carolyn is also responsible for the financial management of the organisation. Carolyn says that one of the most enjoyable aspects of her role is the community and stakeholder engagement.

Carolyn is very proud to lead Blairlogie and is looking forward to implementing the many exciting plans the organisation has for the coming years.

Shannon Conway

Manager Centre, Community and In Home Supports

Shannon began working in the Not-For-Profit Community Services Sector in 2003 completing a traineeship in a Residential setting before moving across to Community Support.

Commencing at Blairlogie in 2009, Shannon started out as an Assistant Program Manager then in 2011 became Client Services Manager. During 2014 Shannon completed an Advanced Diploma in Disabilities and also in Community Sector Management which will assist her to continue to provide quality service.

Shannon also works with children and teenagers in a local recreation access program

supporting people to access leisure opportunities available within the community.

As General Manager Operations, Shannon is responsible for developing and implementing strategic initiatives that lead to achieving the best possible outcomes for the people supported by Blairlogie.

Shannon is passionate about seeing people achieve personal goals and is creative in designing supports to meet the needs of individuals.

Shannon enjoys the dynamic and rewarding nature of her job and is always up for a challenge of learning new things.

Tori Spencer

Manager People and Culture

Tori joined Blairlogie in December 2018 and commenced the newly created role of Manager of People and Culture in March 2024. Tori is currently completing a Diploma of Human Resource Management and Diploma of Leadership and Management which, combined with her Degree in Business and Communications, will assist in building a Blairlogie culture that promotes growth, productivity and innovation.

Tori has held a range of positions throughout her working career in Administration, Accounting & Finance, Business and Pricing Analytics, but this is the role she is most passionate about.

As Manager of People and Culture, Tori is delighted to be focussing inward at the employee experience and focussing on Blairlogie staff and their development. She is excited to be the employee advocate to the leadership team and open a two-way dialogue.

Tori is always eager to learn new things and meet new staff, adopting an open door policy encouraging employee questions, feedback, suggestions and concerns.

Jen Cardwell **Residential Services Manager**

Jen joined the team at Blairlogie in July 2020 as the Residential Services Manager.

Jen started her career in Disability Services in 2004. She has held a number of roles in the sector as Residential Services Manager at Blairlogie Jen assumes overall responsibility for Blairlogie accommodation sites and strives to ensure the best possible supports are delivered to each individual lives at one of Blairlogie's sites.

Jen is excited about the innovative services delivery approach that Blairlogie has and loves that she has a role where she is able to empower people with a disability to have choice and control over their lives.

Jen has a wealth of knowledge in experience in supporting people that have complex needs.

Jen prides herself in leading by example and ensures she is always available to support, motivate and guide her team to provide the best possible experiences for the residents.

Jen also works hard to ensure families feel confident in Blairlogie and the residents have the ability to maintain dignity and independence as well as developing skills that lead to an improved quality of life.

William Thomas

Manager of Associated Services

William commenced his role in March of 2023.

William has an extensive background in Disability Services, beginning in 2009. During this time William has held positions from Support Worker to Interim General Manager. The reoccurring theme throughout his career is a desire to help people achieve their goals.

As Manager of Associated Services, William is responsible for all things outside of service delivery that make service delivery run smoothly. William is eager to assist in ensuring our clients and staff have the best possible experience when at Blairlogie.

William looks forward to reshaping the way the Associated Services team is utilised at Blairlogie through the use of Human Centred Design processes, ensuring our clients are at forefront of everything we do.

Olivia Lyon

Recreation Services Manager

Olivia commenced in her role of Recreation Services Manager in May 2022.

Olivia has held a range of positions throughout her career, from project delivery, policy development and people management. A common thread throughout all of these roles has been her desire to improve outcomes for the community.

From her early role of building capacity in a small, remote and diverse community right through

to developing and leading award-winning strategies for one of Australia's largest municipalities in Australia, Olivia brings new perspective and experience to the Blairlogie Team.

As Manager of Recreation Services, Olivia is thrilled to share her expertise and passion to deliver fun, engaging and inclusive activities for the Blairlogie community.

Olivia is excited at the prospect of implementing strategies to improve engagement with participants to bring their voice to the Recreation Program and deliver a truly client-centric service.

Cassie Low

Client Experience Manager

Cassie commenced this newly created role in June 2025 after 2 years as Blairlogie's Intake officer.

Cass has extensive experience and knowledge of disability services, holding a large range of roles throughout her career from support worker, rostering, quality and management roles. In all of her roles, Cass has always been dedicated in providing person-centred supports and providing opportunities for those living with a disability.

As Client Experience Manager, Cass is responsible for ensuring that the organisation is adaptable to client needs and creates seamless and accessible experiences ensuring our clients, and their support networks, feel supported, connected and empowered.

Cass prides herself on leading by example and is excited to build a strong and supportive client experience team to guide and mentor the supports provided by Blairlogie where our clients are always at the centre, making decisions about their goals and outcomes and their day-to-day life.

FROM THE PRESIDENT AND CEO

The past year has been one of reflection, resilience, and renewed purpose for Blairlogie Living and Learning Inc. As we continue to navigate the evolving challenges of the NDIS environment, we remain steadfast in our commitment to supporting people with disability to live their best lives — with dignity, inclusion, and choice at the centre of everything we do.

Despite significant pressures in funding and service delivery, our Board, leadership team, and staff have demonstrated unwavering dedication. Guided by our values of Integrity, Respect, Engagement, and Innovation, we have worked collaboratively to uphold the high standards of care and support that define Blairlogie.

Navigating a Challenging Environment

The ongoing uncertainty surrounding NDIS funding continues to place pressure on disability service providers across Australia. Like many in our sector, Blairlogie has faced difficult financial decisions while striving to maintain the quality and reach of our services.

Throughout this period, our Board and management have remained focused on protecting what matters most — our clients. Through a detailed restructuring process, we have refined our operating model, strengthened our advocacy efforts, and pursued operational efficiencies to ensure that resources continue to be directed where they have the greatest impact. We thank all staff that were involved in this process who all approached it with dignity and professionalism. Change can be difficult, and we commend all involved for striving for the best outcomes for all concerned. These decisions, while complex, have reinforced our resilience and strengthened our capacity to adapt in an ever-changing environment.

Our Impact and Achievements

Amid the challenges, our commitment to delivering exceptional outcomes for our clients and their families has never faltered. This year, we are proud to have:

- Supported our clients through a diverse range of programs and services.
- Expanded community inclusion and supported employment initiatives, promoting independence and social participation. This has been particularly true with our new Brewlogie endeavour. This has encouraged participation with the care and support that is at the heart of all we do. We want to take the opportunity to say a huge thank-you to Anthony and Sharon Cheeseman, without whom this would not have been possible.

- Continued to implement quality and safety measures that enhance the wellbeing and outcomes of the people we support.
- Invested in staff development and wellbeing, ensuring our workforce remains skilled, confident, and connected.
- Maintained financial stability through careful planning and strong governance, despite sector-wide cost pressures.

These achievements reflect not only our team's dedication, but also the trust and collaboration of our clients, families, and community partners.

Governance and Leadership

Our Board has continued to provide strong governance, strategic oversight, and long-term direction. Working in close partnership with our wonderful CEO and the Leadership team, we have ensured that Blairlogie remains financially responsible and strategically positioned to respond to future challenges. Where so many services are closing due to financial pressures, we are focused on striving forward to weather the current challenges for best outcomes.

During the year, we reviewed and refined our strategic priorities, focusing on sustainability, workforce development, and advocacy within the broader disability sector. These efforts ensure that Blairlogie remains a trusted, values-driven organisation that delivers impact where it matters most.

Our People

At the heart of Blairlogie are the people who make our mission possible – our clients, our staff, volunteers, and their families.

The compassion, professionalism, and integrity our team demonstrates each day is the embodiment of our organisational values.

We extend our deepest thanks to our incredible staff and volunteers for their ongoing commitment through a time of change and adaptation. To our clients and their families, we thank you for your trust, partnership, and unwavering belief in what Blairlogie stands for.

Looking Ahead

As we look to the future, Blairlogie remains focused on strengthening our foundations and building for long-term sustainability. Our priorities for the year ahead include:

- Continuing to advocate for a fair and sustainable NDIS that reflects the true cost of quality support.
- Strengthening financial sustainability while maintaining service excellence.
- Investing in our workforce through leadership development, wellbeing initiatives, and innovation in practice.
- Expanding opportunities for client voice, choice, and control across all aspects of our service delivery.

Our values – Integrity, Respect, Engagement, and Innovation – will continue to guide every decision and action we take.

In Closing

This has been a year that tested our resilience but reaffirmed our purpose. Blairlogie Living and Learning Inc. stands proud as an organisation that not only provides essential services, but also champions inclusion, dignity, and opportunity for all people with disability.

We are deeply grateful to our Board, staff, clients, families, volunteers, and partners for their commitment and support. Together, we remain united in our vision and determined in our pursuit of positive change.

We are proud of what we have achieved this year – and even more inspired by what lies ahead.

Tania Sacco

President

Carolyn Carr

CEO

CENTRE, COMMUNITY & IN HOME SUPPORT

Over the past year, our services have continued to evolve to ensure every individual's voice is valued and everyone feels a sense of belonging. Grounded in our commitment to quality, we have seen significant changes, driven not only by our dedicated staff but also by the individuals we support, their families, and our community partners.

We have developed and implemented key strategic initiatives, such as the Stakeholder Engagement Framework, the Practice Improvement Framework, and Programs of Support designed with the active involvement of stakeholders. We have taken actions to build staff capacity with training, guidelines and work instructions, and rolled out new and improved processes to ensure evidence based supports. These initiatives have helped shape the way we deliver support at centre, in-home and in community settings, ensuring it is inclusive, empowering, and reflective of individual goals and aspirations.

This section, like the other parts of the annual report, highlights the energy, creativity, and determination of our clients, frontline staff and volunteers. From expressive arts and multimedia to social connection programs and individual success stories, we've worked side by side to co-create meaningful and joyful experiences.

The team is proud to have embedded a person-centred approach and co-design principles in our planning, which continue to result in inclusive, dynamic, and future-focused programs and activities. The stories and outcomes captured here reflect not just progress but possibility. We look forward to continuing this journey together.

Tri-State Games – Great Event Each Year

The 2024 Tri-State Games, held in the coastal city of Portland, brought waves of excitement, achievement, and community spirit. Thanks to generous support from City in the Community, our athletes debuted a new uniform, symbolising a fresh chapter of confidence and pride.

Through a collaborative approach to preparation, our team worked together to set goals, practice, and support one another. Every athlete took home at least one medal, and many left with more. The social highlights, like the "Under the Sea"-themed disco and a visit to Mount Gambier's Blue Lake, strengthened friendships and built memories that will last a lifetime. The Games continue to be a powerful reminder of what can be achieved through teamwork, inclusive planning, and a shared sense of pride and possibility.



Music Mastery – Learning Through Rhythm and Joy

Each Tuesday, a group of clients immerses themselves in rhythm and self-expression through sessions at U Learn Music Studio in Clyde North. This program is developed with clients at the centre, who choose the music and instruments that inspire them, from Boom Whackers to drums and electric guitars.

Clients engage with colour-coded rhythms on-screen, enhancing coordination and confidence while playing along to their favourite songs. Josh strums his own acoustic guitar, explores electric riffs with an amp, and Tahlia energises the room with powerful drumming.

Music Mastery is more than a program—it's a joyful, inclusive space where creativity and personal growth shine. It's a place where clients not only learn music but also connect with one another, celebrate their uniqueness, and grow their confidence week by week.



Performing Arts – Co-Creating the Spotlight

In 2024, the Performing Arts group brought the magic of Disney's High School Musical to life with their creative twist. From scriptwriting to practising dance routines and vocal warm-ups, this was a production, led and shaped by the performers themselves.

Their performances at the Cranbourne Community Theatre—the largest audiences since 2015—were a resounding success. Beyond the applause, the greatest triumph was the confidence, joy, and expression each performer brought to the stage. Every note sung and step danced was a celebration of identity and collaboration.

This program provided clients with a safe and affirming space to express themselves, grow in confidence, and take ownership of their creative journeys.



Multimedia – Telling Stories Through Technology

This year, the Multimedia program empowered clients to become storytellers, educators, and creative collaborators. Co-designed projects ranged from holiday themed films and Minecraft parodies to educational videos for staff and promotional content for Blairlogie.

Clients gained hands-on experience with cameras, editing tools, and digital design software. They created posters, recorded scenes, and applied complex editing techniques.

From scripting to screen, every step reflected personal goals and collective vision. The result? A vibrant showcase of talent, skill-building, and digital confidence.

In addition, we have developed several educational videos for staff to promote our organisational strategic vision and values—some of which have been shared on our Social Media platform and are available on our website. The program continues to evolve, driven by clients' interests and aspirations, with many already exploring exciting ideas for next year's projects.



Brewlogie Coffee Cart – Brewing Skills, Confidence and Connection

We are thrilled to have launched the Brewlogie program, which operates five days a week from 8 a.m. to 12.30 p.m. for staff and clients. This initiative is not just about coffee—it's a skill-building program that provides real-world learning in a supportive, inclusive environment. Participants are gaining hands-on experience in customer service, barista skills, and point-of-sale operations.

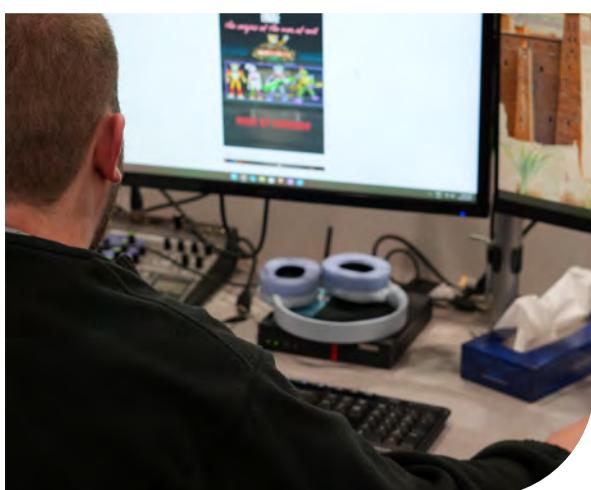


Various clients have already stepped behind the machine, learning to pull espresso shots, steam milk to perfection, and engage with customers. Each week brings new faces and opportunities. With impressive confidence and enthusiasm, some clients have successfully rotated across all three roles—shot extraction, milk steaming, and operating the point of sale. Their journey reflects why Brewlogie has been developed: to foster self-belief, transferable skills, and personal growth. The smiles, teamwork, and delicious food make every morning a chance to celebrate ability.



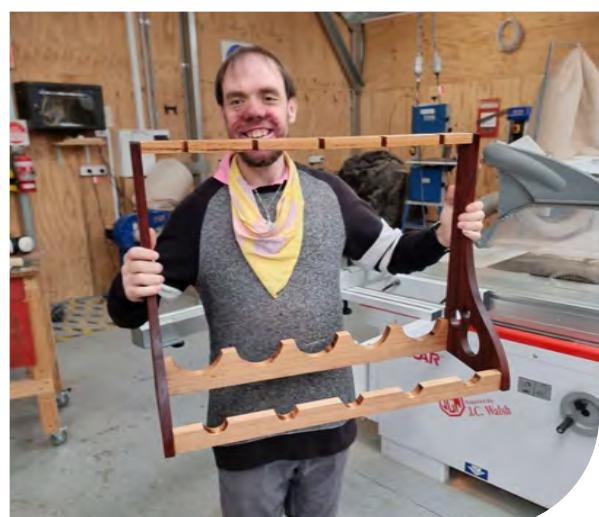
Cameron – A Multi-Talented Creator

Cameron's journey this year has been one of extraordinary personal and creative growth. From leading a Minecraft movie project to publishing his own comic book, Cameron has embraced every opportunity with passion. He now independently uses video editing software, records scenes, and proudly shares his work. His story is a celebration of determination, skill-building, and learning.



Joshua Breikopf – Focus Through Woodwork

Joshua's personalised support plan has helped him flourish in the woodwork program. By co-creating an environment suited to his sensory and social preferences, Joshua has developed focus and craftsmanship—he is even planning to design a wooden xylophone to use in his music group.



Shane Ciavarella – Expressing Through Hands-On Projects

Through strong collaboration with Shane, his family, support staff, and therapists, communication methods have been adapted to support his involvement in designing woodwork projects. His proudest achievement is designing and creating a fire truck—his first fully-led piece.



Cameron's Blairlogie Life – A Joyful Year

Whether drumming in music groups, relaxing in hydro pools, or enjoying bushwalks and yoga, Cameron has embraced routine, developed social confidence, and grown into a more engaged community member. His success results from positive routines, choice-led activities, and a supportive, person-centred approach.



Paige & Taneasha – Friendship Sparked by Choice

When a chance encounter in the garden led Paige and Taneasha to connect, the staff worked with them to co-create “Social Fridays” – a program based on their friendship, communication, and independence goals. Each week, with the help of our Support Workers, they share their chosen activities, building confidence and strengthening their bond in a safe and inclusive environment, reaching their goals together. Their friendship grows stronger each week, and Social Fridays has become a place where they feel connected, confident, and supported. These are the moments that matter – where skills are learned, friendships blossom, and memories are made.



Josh – From Isolation to Inclusion

Josh's story is one of genuine community inclusion. With tailored support from a dedicated team, Josh now confidently visits his local dog park, chats with neighbours, and navigates sensory-sensitive experiences like visiting the barber. His journey reflects a true client-led approach to community engagement.



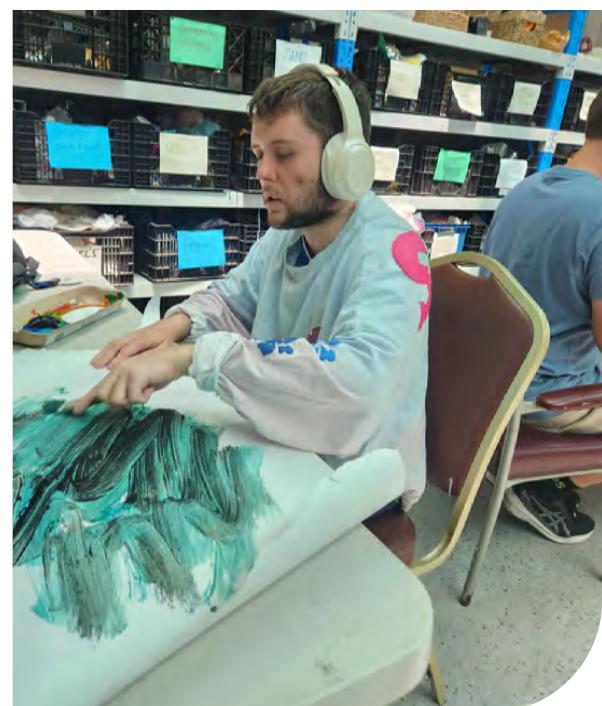
Philip – Leading with Sustainability

Philip's passion for the environment has become a community-wide mission. Staff have supported his goals by providing adaptive tools and safe spaces to lead recycling efforts. Through advocacy, teamwork, and commitment, Philip demonstrates the powerful impact of personal interests driving collective change.



Reed – Building Social Confidence

Reed joined Blairlogie during the isolating COVID period. Over time, with family and staff co-designing sensory and social supports, Reed transitioned into group travel, cooking sessions, and sensory play. He now confidently interacts with staff and peers, showcasing the importance of routine, trust, and tailored support.



Client Committee – Voice, Choice and Advocacy in Action

In 2025, the Client Committee grew stronger with the addition of new voices like Maria and Zade, alongside returning members Deb, Barry, Tony, Lisa, Angus, Natalie, and Romolo. Together, they organised and celebrated events including: Harmony Day, Diwali, AFL Grand Final Day, and Christmas, ensuring cultural inclusion and fun. They also ran fundraisers for a new sensory room and proudly represented Blairlogie at a disability conference in Geelong.

This group also played a vital role in shaping the future of services by providing direct feedback on program design and participating in service planning and policy development discussions. From engaging with the community to managing sausage sizzles, the committee demonstrates the value of lived experience in shaping our programs and services.



Allied Health - Supporting Health and Wellbeing Outcomes

Since launching the LAMP communication program, we've seen meaningful improvements in how we coordinate and deliver Allied Health services for our clients. The ability to seamlessly schedule in-person appointments—particularly at Blairlogie—has enhanced continuity of care and deepened connections between clients and allied health professionals. These face-to-face sessions, supported by strong collaboration with Support Facilitators and Site Managers, are resulting in more tailored, participant-centred outcomes.

Behind the scenes, we have also improved operational processes, including:

- Timely delivery and setup of essential equipment
- Quick replacement of broken or outdated items
- Sourcing reliable contractors to maintain our spaces
- Personal Care Assistance

Together, these improvements are creating a smooth, welcoming experience where clients feel supported every day.



OUR PARTNERS



Blairlogie truly values the many partnerships we have built with like minded organisations, businesses and individuals in the community. These partnerships enrich our organisation and create opportunities for the people we support. For over a decade Blairlogie and the Cranbourne Casey Men's Shed have shared not only space but have collaborated on many projects and initiatives.

From the Desk of the President

My name is Edmund Lang, and I'm honoured to serve as the newly elected President of Cranbourne Casey Men's Shed for 2025, following the resignation of John Cain due to health reasons. John's leadership and dedication have left a lasting legacy, and we extend our heartfelt thanks and best wishes to him.

I'm pleased to share that I've been re-elected for a further term in 2026 and look forward to continuing our collaborative efforts with Blairlogie and the broader community.

Our shed continues to be a vibrant hub of activity and cooperation.

- Cranbourne Casey Men's Shed members attend on Tuesdays and Thursdays
- Blairlogie clients use the space on Mondays, Wednesdays, and Fridays

This arrangement fosters a respectful, inclusive environment where friendships and skills flourish. The positive interactions between our members and Blairlogie clients are a testament to the strength of our partnership.

This year, our shed has proudly supplied the majority of timber used in Blairlogie's client projects. We've also assisted with repairs and collaborative builds where several of our members assisted Terry in assembling and erecting 2 bus shelters for Blairlogie, reinforcing our shared commitment to creativity and community.

A standout moment was Blairlogie's purchase of a router machine, which has expanded the shed's capabilities for all users. We commend this investment and are pleased that our equipment remains accessible to Blairlogie clients.

Another highlight is making and repairing several wooden toys for Samantha from the Selander Playgroup and K1nder which was so appreciated that every child sent an illustrated thank you letter.

We deeply value our ongoing relationship with Blairlogie. The shared use of the shed not only maximizes resources but also promotes:

- Inclusion
- Skill development
- Mutual respect

We remain committed to supporting Blairlogie's programs and clients in every way we can.

On behalf of all our members, thank you for your continued collaboration and support. We look forward to another year of shared success and community spirit.

Warm regards,

Edmund Lang

President, Cranbourne Casey Men's Shed

IN LOVING MEMORY

This year, we remember and honour Ron Hyder, who served as a Manager Individualised Services and Supports at Blairlogie from 2015 to 2018.

When Ron joined Blairlogie, he brought with him extensive experience and insight, having been part of the ever-changing landscape and reforms of the disability sector. His strong understanding of the sector, paired with his steady leadership style, supported Blairlogie during a period of growth and transition.

Ron was a man with a strong and commanding presence, yet he brought a profound sense of calm to every situation. His steady approach and level-headed leadership were particularly valued in times of challenge, where his quiet confidence provided reassurance to both staff and participants.

As a compassionate and supportive leader, Ron was a mentor who guided others with patience, insight and genuine care. He adapted his leadership to the needs and personalities of those around him, always acting with integrity and reflection. He took ownership of his decisions and encouraged others to do the same, fostering a culture of accountability and professionalism.

Ron made a meaningful contribution to Blairlogie during his time with us, and his legacy of calm strength, compassion and knowledge continues to be remembered by all who had the privilege of working alongside him.

We extend our heartfelt condolences to Ron's family, friends and colleagues.

Ron will always hold a valued place in Blairlogie's history.



RESIDENTIAL SERVICES

We have said farewell some residents as they moved into other accommodation, welcomed new residents and opened three new sites. We have also undergone a restructure and have moved away from having a site manager at each site, to having a Team Liaison and client experience officers to ensure the residents have all of their needs met.



This means that our Residential Team now consists of Jen Cardwell- Residential Services Manager and Kelly Samaras - Residential Team Liaison.



Introducing the new Sites and Clients

Russell St

In October 2024 we opened the doors of our Russell Street site and Maddisan commenced her transition out of her family home into her new living environment.

Claudia then commenced her transition out of home, where she spends her week staying at the site and then goes home for the weekends and is building her independence.

In early 2025, we welcomed Celeste and Ariana who have also transitioned into spending their time at Russell Street, both ladies are still spending some time at home through out the week, but will transition into living at Russell Street full time.

It has been really lovely to see the ladies settle in and forming friendships.



Cedar Street

In July 2025, Mackenzie moved into his new house in Langwarrin. Mackenzie has done well at adjusting to his new environment and is receiving supports from Blairlogie as well as spending some time at home by himself and exploring his new local community.



Bankside Drive

It has been slow going, but Josh with the support of his wonderful staff team has begun to transition into his new house. Josh is getting used to his new environment, new routine away from his family home, playing golf on his computer and watching his shows.





Thivyia at Mundaring Drive

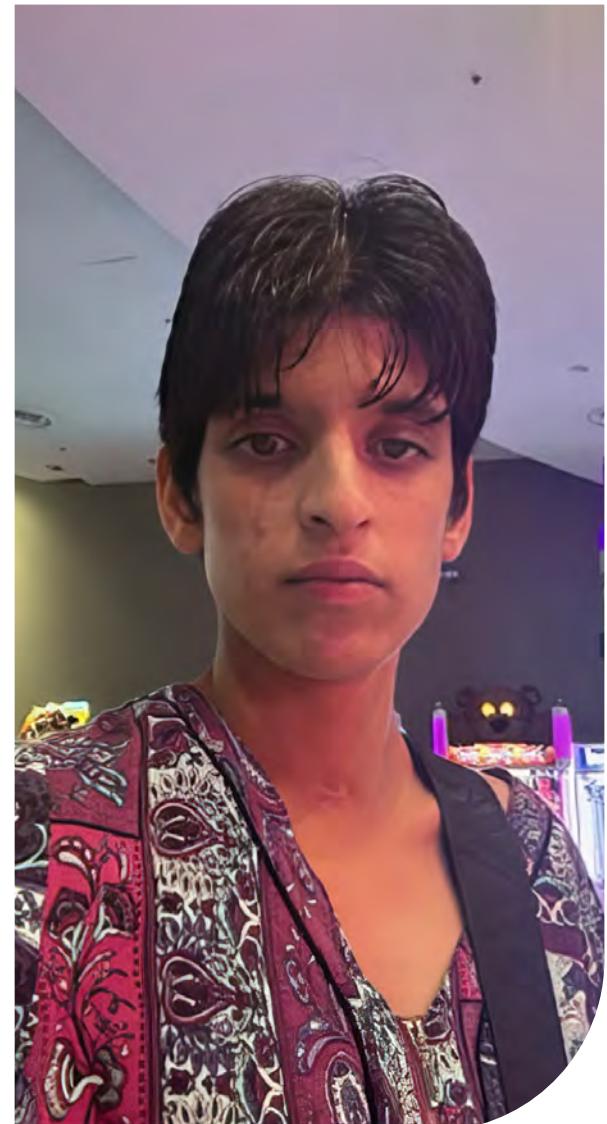
Thivyia has been working on increasing her independence and has also commenced attending Day service activities with Blairlogie and is loving her Brewlogie days. Thyvs next goal is to get a job working at a Café.

Brendan at Cranbourne Drive

Brendan is a very independent young man, who is working towards building his independent living skills and is enjoying his new surrounds in Cranbourne, Brendan is setting in well and is enjoying his new unit.

Simon at Bales Road

Simon is really enjoying his re-found freedom after moving into his new unit, Simon is enjoying getting to know his new staff and loves having visitors over to show off his new digs.



Mundaring Drive

The residents at Mundaring Drive have continued to work towards building their independence and work toward achieving their individual goals as well as taking a moment to enjoy some social nights together. A special 2024 Christmas lunch was shared for these who did not have plans and a special thanks to Jasmyn and her mum for coming and making the day extra special.

Monique has stepped out of her comfort zone and has started to attend Recreation and day service activities and is really loving the cooking, art and craft projects that she is working on and has been attending the monthly disco and even won 1st Prize for the best dressed competition.



RESIDENTIAL SERVICES CONTINUED...

Hayden is also doing his bit to keep the site spick and span and is collecting and cashing his cans weekly and has taken on the job of putting the bins out as well as cleaning the kitchens and any other jobs.

Henry has been busy filling his days with his new community access timetable that has seen him engage in swimming, bike riding, bowling and has been more involved in his daily tasks and spending more time out in the gazebo and with his house mates.



Cranbourne Drive

It is hard to believe that we have been at Cranbourne drive for just over a year, In November 2024 Andrew moved in and it has been wonderful to watch Shane and Andrew form a strong bond and they enjoy hanging out together.



Dearing Avenue

Each of the residents are contributing to the site can recycling initiative and have been enjoying spending there well earnt cash on regular dinners together and are really looking forward to the weather becoming nicer so they can spend more time together enjoying each other's company.



Marnie has been trying her hand at different art and craft activities and loves to show off her creations, even making handmade bracelets to give to her friends.

We have celebrated Kerrie Ann's 40th Birthday, including dinner, cake and presents that saw the celebration that lasted the week.



Jack @675

Jack has been batching at 675 since Andrew moved out and he is now enjoying his own space, Jack has also been enjoying accessing the community and spending time with his family.



Bales Road

Chris has been coming to Blairlogie and is assisting with some of the lawn mowing on a weekly basis as well as being more involved in keeping his unit nice and tidy.

Justin has had a very productive time, he has been learning new skills, has attended some of the recreation activities, has been on a mini break, out and about in the community and increasing his involvement in his independent living skills.



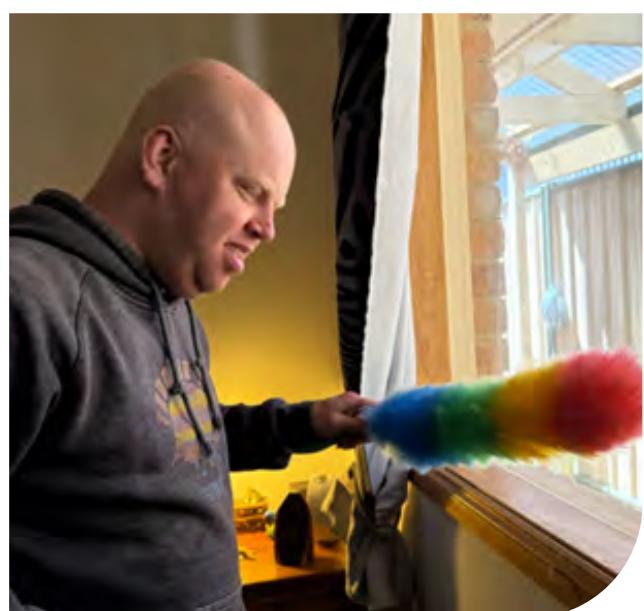
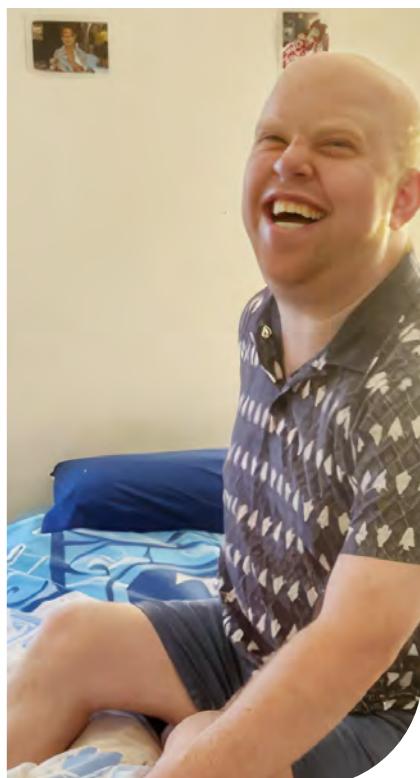
RESIDENTIAL SERVICES CONTINUED...

Anthony has also been making the most of getting out and about as much as he can, Anthony has been attending the MM@ activities and loves to attend the monthly disco, Cranbourne Cup, Moomba, Emu Plains market just to name a few places.

Anthony also went to the KNOTFEST and had an absolutely incredible time.

Peter's House

Pete has been enjoying a full social Calander, he has been away on a number of Mini breaks that has seen him jet set off to Cairns, Sydney as well as Warrnambool and Wangaratta. Pete also attends the MM@ activities on the weekends and has been to the monthly disco's, Gumbuya world, Science works, The South Melbourne Market and Churchill Island just to name a few In between all of his social commitments, Pete has been enjoying getting involved with his house hold tasks and always with a smile on his face.



RECREATION SERVICES

It has been another year of creating amazing experiences in Recreation Services!

The Recreation Team – Olivia, Trish and Katherine – feel so grateful to be in a position where they dream big, plan some fun, safe and unique experiences then get to hear from clients about their adventures. Even better when we receive feedback or suggestions for future activities from clients!

These amazing experiences can only happen with an awesome team of staff, who support clients to participate in activities and create asting memories. Thank you to everyone who have supported clients in Recreation activities.

There has been a big list of activities on offer the past twelve months – so big we don't have room to list them all, but here are some highlights –



Mini Breaks

Mini Breaks are always a hot topic of conversation amongst clients, and with the varied options available, it can be a challenge to make a choice.

There were **13 Mini Breaks to 7 Destinations** available for clients – Ballarat, Warrnambool, City Break, Wangaratta, Williamstown, Geelong and Cairns!



Lisa, Mini Break Participant -

I enjoy the mini breaks – I like going to different places. It's fun and I enjoy being with everyone on the trip.

.....



Tony, Mini Break Participant -

I like hanging with staff and other clients. I like going out for dinner and I want to go again.

.....



Angus, Mini Break Participant -

Favourite things in Williamstown. Ferry boat to Melbourne that was really fun.

.....



Natalie, Mini Break Participant -

I loved the Warrnambool trip especially being outside of the Fletcher Jones Garden. I really want to go back. It puts a smile on my dial

.....

Sev, Support Worker -

Mini breaks are well-organised getaways created by the Recreation Team, offering a wide range of positive benefits for clients.

.....

These experiences vary from short local trips to extended interstate adventures. These trips help promote independence, build confidence, foster social inclusion, and assist clients connect with new environments, while empowering them to choose a holiday experience that suits their individual preferences with activities. I had the privilege of taking part in this year's Cairns mini break, alongside a fantastic group of clients and staff. The trip included a variety of exciting activities - flying interstate, getting up close to crocodiles on a boat tour, exploring marine life at the aquarium, spotting a gigantic croc in the wild, browsing the vibrant night markets, riding the scenic train to Kuranda Village, and most memorably, gliding through the rainforest in a cable car. A standout moment was witnessing Peter build the courage to ride the cable car—an inspiring and proud moment for him, and seeing the excitement on his face when the ride finished was a truly special memory for all of us. I'm grateful to have been part of such a rewarding journey and look forward to supporting more incredible trips in the future.



RECREATION SERVICES CONTINUED...



Nelson, Support Worker -

It was my first experience taking clients on a plane. Even though I was nervous, I felt comfortable, supported and confident, by the recreation team, that should things go astray I had someone to guide me. My overall experience with all the trips has been wonderful. Experiencing/ seeing things with the clients for the first time, brought me so much joy. Seeing them overcome their fears and giving new things a go, has been amazing for example Peter going on the cruise and the sky rail and seeing Aaron getting comfortable with me while away from home.

.....



RECREATION SERVICES CONTINUED...



Meet Me @

There were 43 Meet Me @ activities scheduled for participants to enjoy a Saturday social outing! We are always on the lookout for new attractions, shows and places to offer to clients, and aim to have something of interest for all. The highlight on everyone's calendar is the monthly dinner and disco, and it's even more of an exciting night when it is a themed disco! In addition to the discos, other outings have included a variety of musicals such as *Mamma Mia* and *Beetlejuice*, Scienceworks, Lego exhibitions, markets and as many places as we can find where animals can be seen! The zoo, aquarium, farms and more, are always an amazing experience for clients.



RECREATION SERVICES CONTINUED...

Deb, Meet Me @ Participant –

I enjoy most about Meet Me @s the activities, staff are nice, having a good time, good friends with the other clients and it runs really well.

.....

Amanda, Meet Me @ Participant –

I love dancing to Spice Girls and Taylor Swift. Good music. Love my dinner of parma and chips. Love staff dancing and Kirsty goes too.

.....



Emma, Meet Me @ Participant -

I like being with other clients, going to different places and activities. My favourites are going to the disco, movies and dinner.

.....

Shirley, Support Worker -

Doing the meet me at activities, helps me extend my knowledge and learn more about my clients interests. I enjoyed supporting clients during these activities, while I'm enjoying the activity at the same time.

.....

Shaun, Support Worker -

Being part of the Meet Me @ activities has given me the opportunity to experience events and places I might not have visited otherwise. Sharing these moments with my clients and supporting them as they enjoy the experience has been incredibly rewarding.

.....

Luisa, Support Worker -

The thing that I enjoy the most while doing Meet Me @ is going to new places, and surprisingly sometimes it's also the same for our clients as well, so we create memories together. There's this one Lego exhibit, working with Pete that day & he was amazed with one particular display, a man figure made with lego sitting on a park bench. There was also a time when we were @ Gumbaya World & I was supporting Andrew. He was so happy that day, he didn't want to leave.

.....

Tirth, Support Worker -

I support Anthony to all meet me @ programs as he loves to join all programs. I also like to support him during the program and make sure his day goes smoothly, he fully enjoys it and he gets the most out of it. My best memory with him about to go on Ferris wheel in Moomba Festival as he was so happy to see Melbourne CBD when we were on top most height of the Ferris Wheel.

.....



RECREATION SERVICES CONTINUED...



Club House

Every week night we welcome our regular participants to Club House! Clients enjoy the time to have a chill and snack at Blairlogie at the end of their daily activities. Each day there is a different activity on offer, however our two most popular nights are Tuesday Bowling and Friday Night Dinner with Friends.

Zade, Club House Participant -

I love clubhouse and I like practising every Tuesday and I like it when staff cheer me on and having other people around me.

.....

Ricky, Club House Participant -

It's fun all the time and I love bowling.

.....

Patrick, Club House Participant -

I like it because it gets me out and meeting other people and having a nice meal and a good time.

.....

Tony, Club House Participant -

I like Club House on Tuesdays and I want to keep going because I have fun.

.....



RECREATION SERVICES CONTINUED...



Activity Week

Activity week brings a week of excursions for clients! Excitement (and stress!) levels are at a high in the Recreation office, as we prepare for a week of fun away from everyone's usual routines. Our goal is to make every day memorable and we can see this in the huge smiles captured in photos. Highlights from the year include the Melbourne Show, Movie Days, Animal Parks and entertained at a variety of live shows! The Melbourne Show was made extra special this year as clients all travelled together in a big coach.

Chloe, Support Worker -

Some of my favourite things about providing support during the adult activity week was helping the participants make memories and enjoy going to new places that some may have never been too before. The adult activity week was one of the best weeks ever you get to go enjoy some fun activities whilst also supporting participants to have fun.

James, Support Worker -

I enjoy working on these programs because it is a collection of different environments, people and activities. There can be a lot of things to discuss and the clients are always happy to have a look and enjoy sensory items, and it is always nice to see their reactions in action.



RECREATION SERVICES CONTINUED...



Scott Cottage

Scott Cottage is a familiar and comfortable place for participants to take a break from their usual home setting, plan some activities in the community and enjoy the company of friends. It has been a great space for confidence to grow and friendships made.

Taneasha, Scott Cottage Guest –

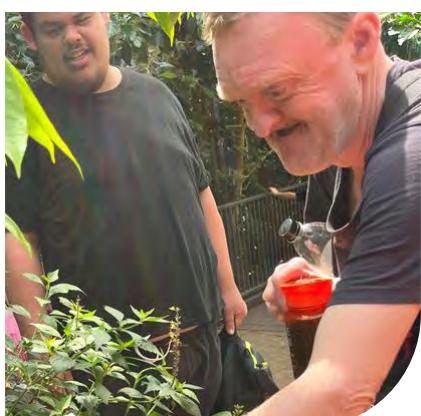
I really like respite, I'm not going to lie. I like going on outings especially Paw Patrol and going out for dinner. It's really relaxing and the staff are pretty good – no they are amazing!

.....

Peter, Scott Cottage Guest –

I like choosing my room and the staff are good, and I like going out for a meal.

.....



Teenage Services

We have loved getting to know our growing list of teenage participants this year!

We no longer have to wait until the school holidays to catch up, as we now have Teenagers accessing In Home Supports, Community Access, Respite, Teen Time and Activity Weeks! There has been a diverse range of activities on offer to socialise and build friendships in small group settings. Some of our most popular activities have been Theatre Shows, exploring new environments and chilled days at Carramar.

Our regular Teens have formed a beautiful bond and love the opportunities available to catch up. New teens are always welcome!

Michelle, Support Worker -

Supporting our wonderful teens has been one of my highlights, Pool and Pizza days spring to mind, days filled with laughter and lots of fun, having to gently remind them that yes, reapplying sunscreen is important when you're spending the whole day in the pool!! Watching friendships bloom, confidence grow and passions emerge, whether for cooking or simply discovering what they're capable of, Teen Time has been both inspiring and wildly entertaining!

Tianie, Support Worker -

It has been an absolute pleasure to support the teenage programs over the past year. One of the most rewarding aspects has been seeing the meaningful connections formed between the participants—whether through the holiday programs or Teen Time sessions. It's been wonderful to watch the group grow closer and develop genuine friendships. They've become a truly enjoyable group to work with, showing comfort and camaraderie with one another. One of my favourite memories is our visit to the Robert Gordon Pottery Studio. The teens had such a great time painting their own pieces and simply enjoying each other's company—it was a joy to witness. I'm looking forward to creating many more special memories with the teens in future programs.

.....



ASSOCIATED SERVICES

This year we have seen significant progress against our key strategic areas, with a focus on improving efficiency, compliance, and infrastructure to meet both current needs and future growth.

Rostering

Our Rostering team has continued to evolve, ensuring optimal staff allocation to meet participant needs while managing resources efficiently. After reviewing our rostering practices we have seen, a reduction in shift gaps, improved coverage for complex teams, and greater workforce flexibility. A major initiative this year was the reduction of Broken Shifts Project, which has successfully minimised the number of split shifts, improved staff satisfaction and continuity for our clients, while improving the efficiency of our staff expenditure. We have also continued to establish valuable partnerships with Biala Peninsula, Hire Up and SupportAbility, enhancing our ability to share resources, align rostering practices, and deliver more consistent support services.



Fleet

Fleet management has maintained a strong focus on safety, compliance, and operational readiness. All vehicles have remained fully compliant with servicing, annual safety inspections, and repairs. All fleet maintenance was managed to promptly minimise downtime, keeping vehicles operational for clients and staff. The introduction of AM and PM transport billing has proven to be beneficial, helping to offset operational costs and ensuring the sustainability of our transport services into the future, which continue to grow year on year and now transports up to 102 clients daily to Blairlogie.



Information Technology

Our IT department delivered key operational improvements that strengthened efficiency, safety, and the technology capability of Blairlogie. We rolled out a modern Visitor Management System which significantly reduced sign-in times, improved visitor data accuracy, and enhanced both security and compliance. A comprehensive Technology Asset Review led to the full replacement of outdated devices, resulting in a 30% reduction in downtime from hardware failures, and more efficient resource allocation through proactive maintenance planning.

Looking ahead, our focus will shift to strengthening cybersecurity, expanding staff training in IT safety, implementing sustainability initiatives, automating manual processes, and further advancing our transition to cloud-based workflows, which will ensure we remain well-positioned for continued growth and operational excellence.



Occupational Health & Safety (OH&S)

This year marked a major step forward in modernising our safety systems. We successfully developed and launched a new OH&S reporting app, replacing Safety Champion. The new system has streamlined hazard and incident reporting, while making the process faster and more accessible for staff. As part of our organisational restructure, Jamie Lee McGregor was appointed as Quality, Risk and OH&S Coordinator, bringing fresh energy and a proactive focus to our safety at Blairlogie. Alongside these changes, we continued to prioritise proactive hazard identification, and implemented initiatives that have made reporting easier and more accessible for clients and staff, which has contributed to a reduction in incidents and a significant increase in reporting, further embedding a strong safety culture across the organisation.



Quality

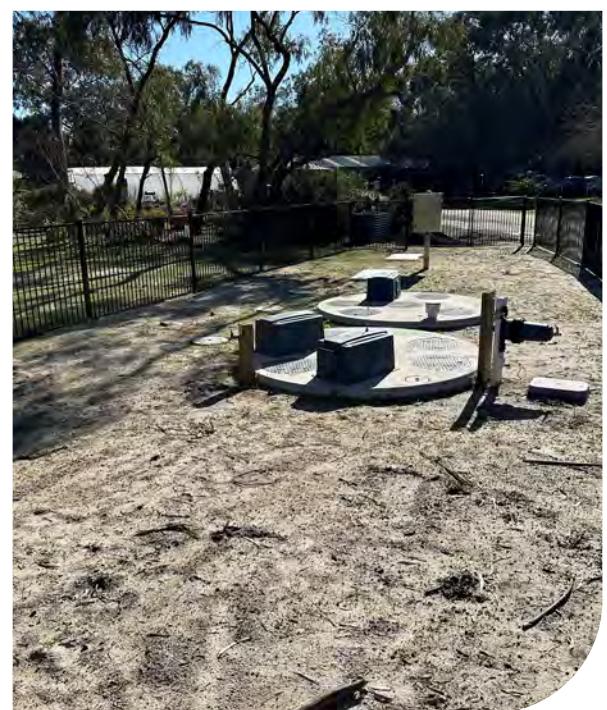
A significant highlight was our successful NDIS registration audit, where we achieved full compliance with all assessed NDIS practice standards and received commendations for best practice in multiple areas. This outcome reflects the commitment of our teams to quality service delivery, robust governance, and continuous improvement, ensuring we remain a trusted provider within the disability services sector.

Property & Land Maintenance

Property and land management efforts this year focused on both preventative maintenance and facility upgrades. The most notable project was the successful upgrade of our septic system, ensuring greater environmental compliance, capacity for future service needs, and reduced maintenance costs. Along with the upgrades made to Scott's Cottage, most notably the client bathroom and the staff room, ensuring that clients and staff can enjoy their stay in comfort. Routine property upkeep and grounds maintenance have also been maintained to a high standard, ensuring safe, functional, and welcoming environments for participants and staff.

Conclusion

These achievements reflect the Associated Service teams ongoing commitment to operational excellence, compliance, and infrastructure management. Each area plays a vital role in enabling our frontline teams to deliver quality services, and the results of this year's work position us strongly for the year ahead.



PEOPLE & CULTURE

This financial year has been a busy and productive one for People & Culture.

We successfully rolled out Ready Payroll, our new payroll platform, outsourcing our payroll function to improve efficiency and accuracy. Additionally, the year saw the appointment and creation of new roles as part of the recent organisational restructure.

Workforce Snapshot

As of June 2025, Blairlogie's workforce comprises 218 employees, including:

- 132 females & 86 males

Employment types:

- 24 Full-time / 92 Part-time / 102 Casual

Age demographics:

- 4 < 20
- 29 aged 21–30
- 8 aged 31–40
- 73 aged 41–50
- 74 aged 50+

Recruitment and Onboarding

We welcomed 33 new starters this financial year. Unlike previous years, we moved away from quarterly bulk recruitment drives and inductions and instead conducted intakes as required.

The last bulk recruitment occurred in November 2024, reflecting increased demand in employees seeking extra hours.

With 50 employees exiting Blairlogie during the year, we are now planning the next bulk recruitment round in August 2025 to support ongoing rostering requirements.

From Trainee to Support Worker: Chloe Jenkins Journey

This year, we proudly watched Chloe Jenkins complete her traineeship with Blairlogie and Chisholm Institute.

Chloe began her journey with a passion for supporting others and a desire to make a meaningful impact, despite having no prior experience in disability support. Through the structured traineeship program, she embraced hands-on learning and continuous growth.

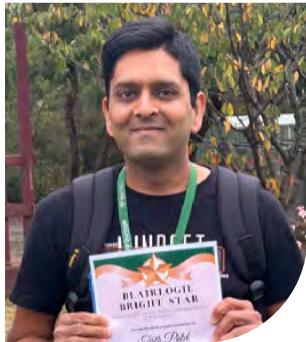
"The traineeship gave me the confidence and skills I needed to become a great support worker. Every day I felt supported, challenged, and inspired," says Chloe.

Following her successful completion of the program, Chloe has transitioned into a permanent part-time support worker role. She is now a valued team member, working closely with individuals to build independence, reach their goals, and live fulfilling lives.

"Being a support worker means making a real difference in someone's life. It's the most rewarding job I've ever had."

Chloe's story highlights the power of nurturing emerging talent through meaningful training and mentorship opportunities.





Blairlogie Bright Stars:

This year, we proudly recognised 17 staff members as Blairlogie Bright Stars for going above and beyond in their roles. Congratulations to all recipients – we look forward to continuing this initiative in 2025/2026!

Blairlogie Bright Stars 2024/2025

July	Joanne Boulton
August	Anne Eruthayaraj Janine Eldridge Shweta Thakar Sweeni Perera
September	Pranav Thakar Rhett Adams Joshua Courtis
October	Rebekah Quinton
November	Natasha Alderson
December	Sylvia Dubier
January	Jasmyne Bristow
February	Tirth Patel
March	Mandy Faulkner
April	Michelle Neville
May	Marie Horne
June	Sam Dobinson



Bayside Christian College Partnership

This year, we also welcomed Bayside Christian College to Blairlogie as part of a collaborative kitchen garden project.

Located next to 675 North Road, the garden has been planted with strawberries, herbs, vegetables, and leafy greens, with plans for it to be incorporated into our Blairlogie cooking programs. Students also engaged in garden maintenance, music, drumming and cooking sessions.

The students have shown genuine interest in our clients and the work we do. It has been a pleasure hosting them and we look forward to continuing this valuable partnership into the next financial year, particularly with upcoming Bloomlogie gardening projects.



Student work experience and placement

This year, Blairlogie proudly supported the learning and development of future disability support professionals by hosting a diverse range of student placements.

We welcomed eight secondary students for work experience or VCAL placements. For some, this was a one- or two-week placement, while others attended one day per week over a period of six months or more. These opportunities gave students valuable exposure to the disability sector, helped them develop practical skills, and provided a meaningful introduction to potential career pathways.

We also hosted three tertiary students completing their 120-hour placement as part of the Certificate III in Individual Support (Ageing and Disability). These students engaged in activities across all Blairlogie services, including community programs, centre-based activities, recreational services and residential care. We were thrilled to offer Jacinta Holt a Support Worker position following the successful completion of her placement.

Add quote by Jacinta Holt "From my first day of placement at Blairlogie, I felt valued and supported. Now I'm proud to be part of a team making a real difference everyday."

— Jacinta Holt, Former Placement Student studying Cert III Individual Support & Now Blairlogie Support Worker

In addition, we partnered with Holmesglen Institute to welcome nine students for a two-week block placement, conducted over a four-week period in two groups. Students rotated through community and centre-based activities as well as gaining insight into Personal Care Assistance (PCA) practices. Following this program, we were pleased to offer Ashlin O'Sullivan a Support Worker position.

Student placements in disability services provide more than just hands-on experience, they foster professional growth, expose students to diverse care environments and create opportunities for mentorship from experienced staff. These programs also strengthen our workforce pipeline, with several students choosing to continue their careers at Blairlogie.

A key challenge we continue to navigate is the variation in assessment requirements across training providers for the Certificate III in Individual Support, which now covers both aged care and disability. Despite this, our commitment to supporting students remains strong.

Looking ahead, we are excited to welcome more students in the coming year and to continue building strong partnerships with local schools, TAFEs and training organisations.

With the addition of Ravneet Kaur to the People and Culture team in August, we are excited about the opportunities ahead for the 2025/2026 financial year. Our focus will remain on supporting the growth and wellbeing of all Blairlogie employees, while strengthening a culture of inclusion and collaboration. We are committed to expanding wellbeing initiatives and ensuring our practices continue to reflect Blairlogie's values. By listening to feedback and working together, we aim to foster a supportive environment where every individual feels valued, empowered and able to contribute to Blairlogie's ongoing success.

FINANCIAL SNAPSHOT

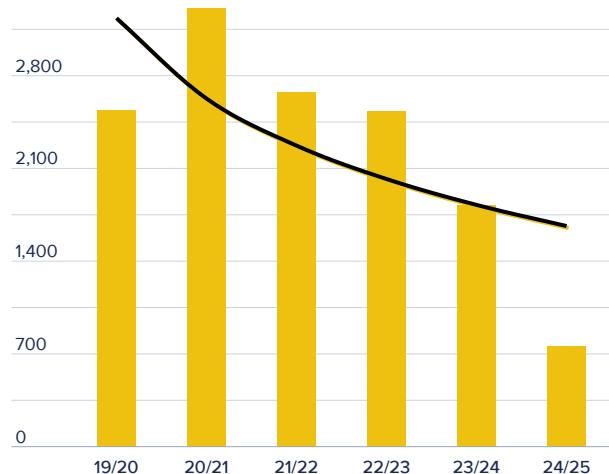
KEY HIGHLIGHTS OF 2025

Financial Year (FY) results include:

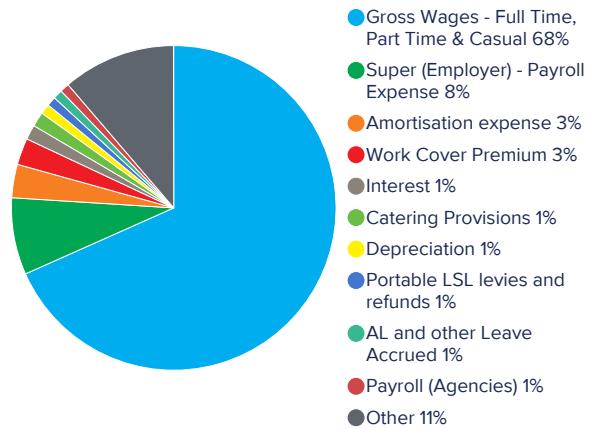
- Revenue is similar to last year at \$18M. 83% of revenue is from centre based, home and community services and residential services. 93% of revenue is funded by NDIS and NDIS pricing increases is lower than the annual increases in salaries and wages and operating cost.
- Expenses increased by 2% to \$19.2M (2024: \$18.8M). 81% of operating expenses relates to salaries and wages and on cost. Operating expenses have also increased but NDIS funding have not increased sufficiently to recover such cost.
- 2025 FY Deficit \$1M (2024 Deficit \$708K). For the financial years from 2017 to 2025 the associations nett deficit is \$365K. This deficit when adjusted for depreciation and for increase in property values shows an accumulated surplus for past eight years.
- Management has taken cost savings initiatives by improving the organisational structure and increasing transport recoveries from the 2026 financial year. Continuous improvement initiatives are explored by management to improve the bottom line and to manage current business challenges.

EQUITY

3,500 Dollars (000)

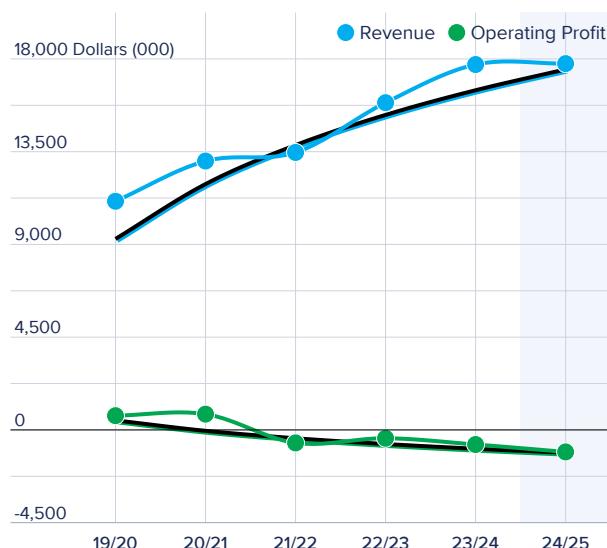


EXPENSES - OPEX

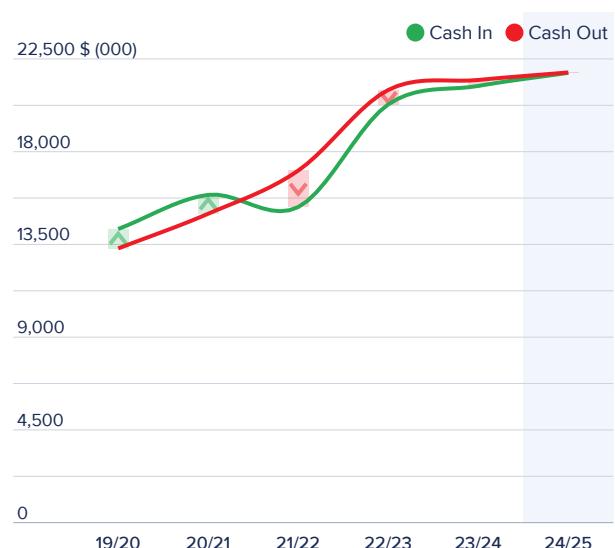


The figures above have been compiled from information provided to us.

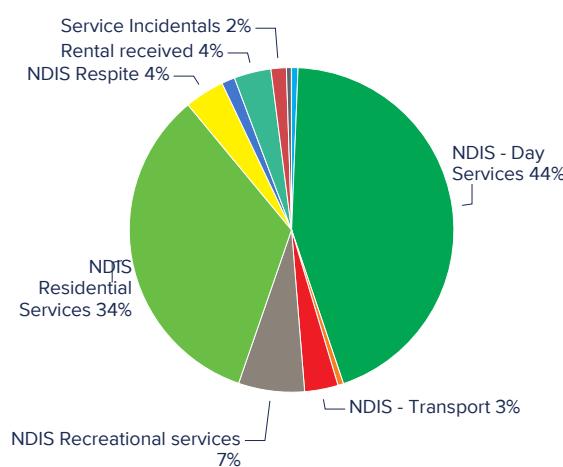
REVENUE AND PROFIT/LOSS



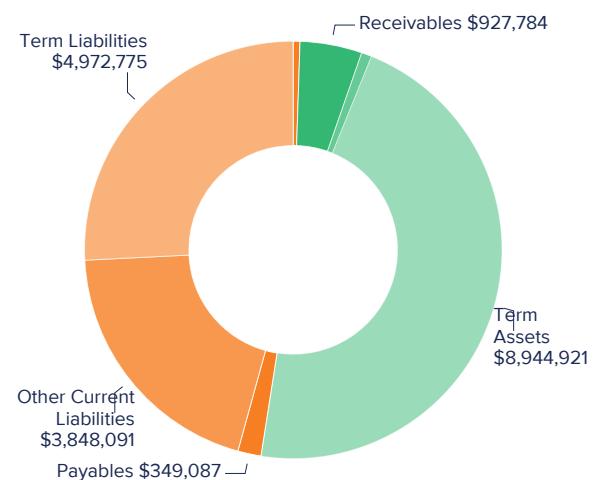
CASHFLOW



REVENUE



BALANCE SHEET COMPONENTS



ACKNOWLEDGMENTS AND DONORS

Our thanks and appreciation to the following organisations and people who have generously supported Blairlogie during the year:

- City of Casey
- Bendigo Bank
- Our Community Company Ltd
- Peter Jackson
- St John's Quilters

Thanks to our Funding Partners'

- National Disability Insurance Agency
- Department of Families, Fairness & Housing

BLAIRLOGIE LIVING & LEARNING INC.

ABN 95 083 038 654

REGISTERED NUMBER A00011191

NDIS Provider Registration Number 4050013600

Life Governors

Greg Campbell	George De Lany	Jan Parker
Cathy Campbell	Denyse Dick	Sue Robinson
Sandra Darby	Mabs Lay	David Jarman
Peter Eaton		

Auditor

Connect National Audit



