



ANNUAL REPORT 2025 / 2026

Creating a community where
people of all abilities thrive.



VIVID

Your Life. Our Journey.
Together We Are Vivid.



ACKNOWLEDGEMENT OF COUNTRY

Vivid acknowledges the traditional custodians
of all the lands on which we work.

We pay our respects to their elders past, present and emerging.

This artwork was commissioned to honour and celebrate the enduring cultures, histories and contributions of Aboriginal and Torres Strait Islander people, reflecting Vivid's deep respect and ongoing commitment to reconciliation.

'This creation is a depiction of our beautiful Yorta Yorta and Wemba Wemba country. The design incorporates the beautiful views of our woka (country), wala (Waters) and people within our communities coming together to practice and share our beautiful and rich Indigenous culture. The artwork also includes the feathers of the Wemba Wemba totems red tailed black cockatoo and gorgeous bayadhera (long neck turtles) from the Yorta Yorta connections'.

Alkinas Creations (artist)



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BOARD CHAIR AND CEO REPORT

The past year has been one of growth, resilience and shared achievement for Vivid. Guided by our vision of empowering people with disability to live great lives, we have remained focused on creating opportunities, fostering inclusion and supporting people to pursue what matters most to them.

Ongoing NDIS reforms, workforce challenges and increasing operating costs have continued to shape our environment. Through it all, our commitment to delivering high-quality, person-centred support has remained steadfast. What has been most inspiring is the way our participants, families, employees, volunteers and community partners have come together to embrace challenges and celebrate successes. Together, we continue to build a community where people of all abilities feel valued, connected and empowered to thrive.

We are pleased to report that Vivid remains financially strong and sustainable, underpinned by sound governance, careful financial stewardship and the dedication of our people. During the year, we welcomed several new Board members whose expertise, fresh perspectives and passion

for our mission have further strengthened our governance. Alongside our experienced Board members, they continue to provide thoughtful leadership as we work towards our long-term vision and strategic priorities.

Across all areas of Vivid, demand for services continued to grow. We saw increasing interest in our Learning, Employment, Flexible Supports, Accommodation and Support Coordination services, reflecting both community need and the trust people place in our organisation.

In response, we expanded and enhanced our supports to ensure participants and families continue to receive responsive, high-quality services that evolve alongside their goals and aspirations.

Employment remains one of the most powerful pathways to independence, confidence and community participation. We were delighted to celebrate participants securing roles with local employers including Woolworths, Intersport, Journey Early Learning and Moama Bowling Club. Through our Employment Coaching and School Leaver Employment Supports programs, participants built valuable skills,



▶ Simon Griffin, Board Chair



▶ Kylie Liebmann, CEO

confidence and real-world experience, opening doors to meaningful employment and greater independence. These achievements are a testament not only to the determination of participants, but also to the commitment of employers who recognise the value of inclusive workplaces.

Our Work Crew services also continued to flourish throughout the year. New contracts and partnerships created additional employment opportunities while strengthening the sustainability and impact of our social enterprises. These opportunities provide participants with meaningful work, purpose and a chance to contribute to their communities in tangible ways.

OUR BOARD



▶ Shannon Johns, Director



▶ Fiona Lawrence, Director



▶ Rachel McAsey, Director



▶ Mike Sweeney, Director



▶ Kerry Thomson, Director

BOARD CHAIR AND CEO REPORT (CONT.)

A significant milestone for Vivid was partnering with Rising Able Homes on a new Specialist Disability Accommodation home in Kyabram. This development represents much more than a new building. It provides people with greater choice in where and how they live, fostering independence, connection and a true sense of belonging. We also continued to progress our Supported Independent Living Accommodation pipeline, ensuring more people can access housing solutions tailored to their individual needs, goals and aspirations.

Throughout the year, we continued investing in the systems, technology and infrastructure that underpin quality services. Enhancements to our workforce systems and digital capabilities have improved efficiency, strengthened decision-making and supported better outcomes for participants. These investments help ensure Vivid remains well positioned for the future.

As a registered NDIS provider, maintaining our accreditation is an important reflection of the standards we hold ourselves to every day. We were proud to achieve strong audit outcomes during the year, reinforcing our commitment to quality, accountability, continuous improvement and providing participants with the best possible support and experience.

Community connection remains at the heart of everything we do. Throughout the year, participants actively engaged in community events, sporting activities, fundraising initiatives and advocacy opportunities that promoted inclusion, participation and belonging. We are also incredibly grateful for the grant funding that made projects such as UPbicycle, the Tiny House initiative and inclusive recreation programs possible. These initiatives demonstrate what can be achieved when communities come together to create opportunities for everyone to contribute and participate.

As we look ahead, we remain focused on the priorities that will shape Vivid's future success:

- Continuing to place people with disability at the centre of everything we do.
- Investing in our workforce to attract, retain and empower talented people.
- Expanding accommodation, housing and supported living opportunities.
- Strengthening pathways to meaningful employment and community participation.
- Building partnerships that enhance inclusion and community connection.
- Continuing to invest in technology, infrastructure and innovation.
- Maintaining financial sustainability while responding proactively to ongoing sector reform and change.

complexity and ongoing workforce challenges, our team has consistently adapted to change while remaining focused on delivering high-quality, person-centred support. Every day, our employees navigate complex needs, evolving regulations and changing participant expectations with resilience, skill and commitment. Their willingness to embrace challenges, support one another and remain focused on our purpose is what enables Vivid to make a meaningful difference in the lives of the people we support.

We would like to extend our heartfelt thanks to our participants, families, volunteers, Board members and community partners. Your trust, commitment and belief in our purpose are what make our work meaningful. Every achievement outlined in this report is the result of our collective efforts and shared vision.

We are incredibly proud of what we have accomplished together over the past year and optimistic about the opportunities ahead. Together, we will continue creating opportunities, strengthening inclusion and creating a community where people of all abilities thrive.

Finally, we would like to sincerely thank our outgoing Board members, Jessica Muller, Peter Harris, Denis Gell and Ted Paynter, for their dedication and contribution to Vivid over the years. A special acknowledgement goes to Denis Gell and Ted Paynter, who have each served on the Board for close to two decades. Their commitment, experience and support have helped shape Vivid into the organisation it is today. We are incredibly grateful for the time, energy and leadership that Jessica, Peter, Denis and Ted have provided, and we thank them for the lasting impact they have made on Vivid and the people we support. We wish them all the very best for the future.

THANK YOU TO OUR RETIRING BOARD DIRECTORS



▶ Peter Harris



▶ Jessica Moyle



▶ Ted Paynter



▶ Denis Gell, Director

Above all, we would like to acknowledge our employees, whose dedication, professionalism and compassion are the foundation of everything we achieve. In a sector that continues to experience significant reform, increasing

WE ARE VIVID

In the early 1960s, passionate community groups in Echuca and Swan Hill came together with one shared purpose – to create better opportunities and stronger supports for people with disability and their families.

In Swan Hill, this vision became the Lady Byrnes Centre. In Echuca, it was Murray Human Services. By 1999, the two organisations united under the Murray Human Services banner, and in 2018, they rebranded as We Are Vivid – now simply known as Vivid.

Today, Vivid supports more than 270 people with disability across northern Victoria. With a dedicated team of around 150 staff, services are delivered from sites in Swan Hill, Kerang, Echuca, and Kyabram.

As a registered NDIS provider, Vivid offers a wide range of supports – from day programs and supported employment, to transport, accommodation, support coordination, and assistance in both the home and community.

Over six decades, Vivid has grown into a leading regional disability service provider, with an annual turnover of more than \$13 million. Yet at its heart, the organisation remains true to the same vision that inspired its beginnings: supporting people with disability to live the life they choose, and walking alongside their families and carers every step of the way.

With a proud history and a strong commitment to the future, Vivid continues to celebrate ability, empower independence, and build inclusive communities.

Our Vision:

Empowering people with disabilities to live great lives.

Our Mission:

Partnering with people with disabilities to lead community change to achieve full inclusion.

Our Values:

TEAMWORK



INTEGRITY
& RESPECT



INNOVATION



FUN



GROWTH



WHAT WE DO

Vivid provides tailored care, support, and pathways for more than 270 adults with disability across Northern Victoria. Our person-centred approach ensures that each support plan is flexible, responsive, and aligned to the unique goals and aspirations of every participant. In addition to on-site and community-based services, we also offer transport assistance to help people in rural or remote areas access the supports they need.

Our services are delivered across four core streams:



Vivid Living offers a boutique range of living options and flexible support activities designed to empower people to live life their own way. Services include:

- Community access
- 1:1 flexible support
- Supported accommodation and in-home supports
- Supported holidays and overnight stays



Vivid Employment provides structured employment pathways that support individuals to achieve their personal employment goals. These pathways include:

- School Leaver Employment Supports (SLES)
- Supports in employment
- Supported employment (Work Crew)



Vivid Learning delivers group-based programs in inclusive environments that foster connection, learning, and wellbeing. Program streams include:

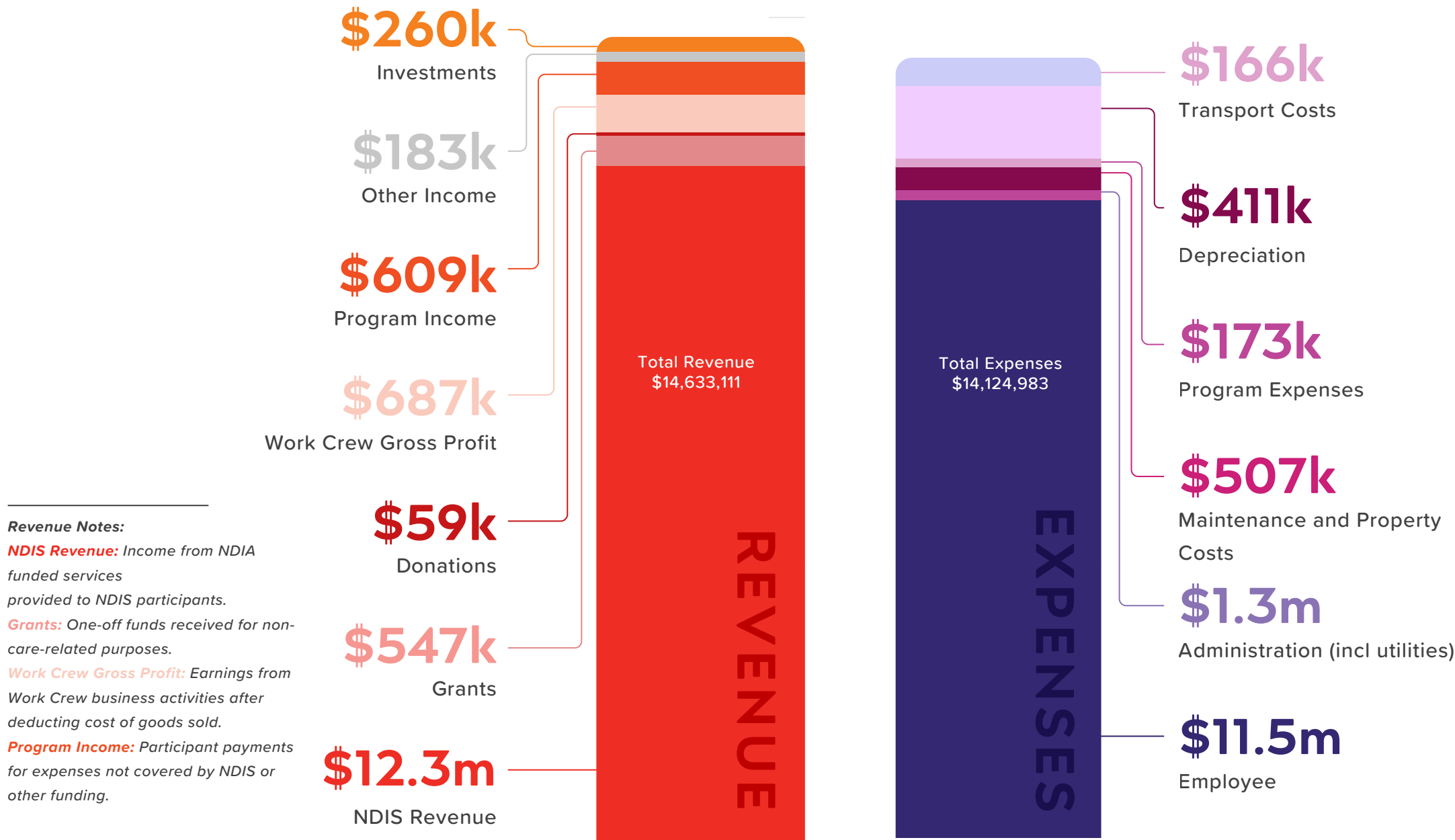
- Adventure and Recreation
- Art and Culture
- Media Lab
- Life Skills
- UPbicycle



Vivid's Support Coordination team assists individuals throughout the different stages of their NDIS journey. The service helps people maximise their opportunities, access the supports of their choice, and engage meaningfully in their communities.

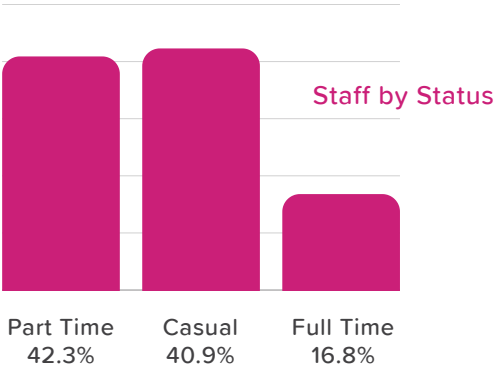


OUR YEAR IN NUMBERS - NET OPERATING PROFIT \$508K



IMPACT MILESTONES

Our Participants



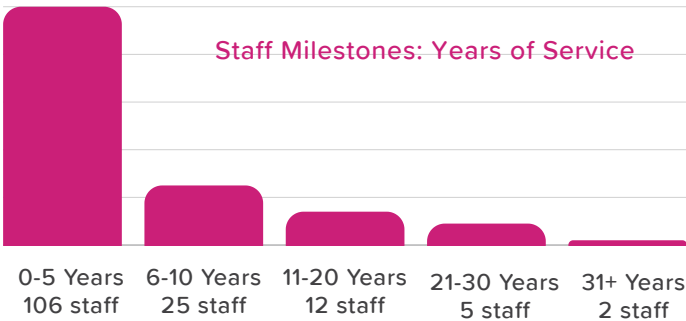
Our Outcomes



Our Staff



Our Services



TURNING MOVEMENT INTO OPPORTUNITY:

THE IMPACT OF THE MULTIBALL INTERACTIVE WALL

Our Group Based Programs in Echuca continue to provide meaningful opportunities for the people we support to build skills, strengthen community connections and enjoy shared experiences with friends.

A highlight this year was our partnership with Sport and Recreation Victoria through the Regional All Abilities Sports Program. Grant funding enabled the installation of a MultiBall Interactive Wall at our Echuca Group Based Program site in September 2025, creating an exciting new space for health, learning and inclusion.

The interactive system combines physical activity with engaging games, encouraging people of all abilities to improve coordination, confidence, wellbeing and social participation in a fun and accessible way. Participants who may not typically engage in sport or exercise have enthusiastically embraced the technology, with many regularly requesting MultiBall sessions.

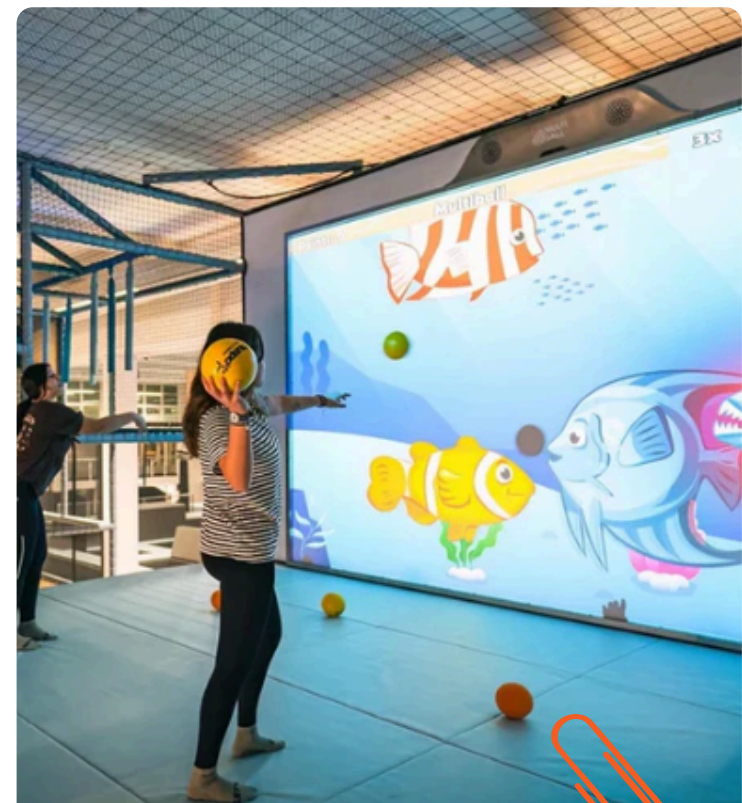
The MultiBall has also supported the development of important life skills, including teamwork, communication, problem-solving and goal setting.

Through individual and group activities, participants have gained confidence, celebrated achievements and experienced the benefits of active participation in a supportive and inclusive environment.

Beyond benefiting the people we support, the MultiBall has strengthened community inclusion by bringing together local schools, specialist education settings and community groups. These shared experiences have created valuable opportunities for people with and without disabilities to connect, learn from one another and build meaningful relationships.

What began as a grant-funded project has evolved into a vibrant community asset, enhancing physical activity, promoting social inclusion and fostering lasting community connections.

"The MultiBall isn't just a game, it's a place where people move, connect, learn and succeed together."



ABOUT GROUP BASED PROGRAMS

Vivid Learning's Group Based Programs offer fun, flexible and goal-focused activities designed around your interests. With options like life skills, healthy living, arts, gardening, tech, and work experience, where you can build confidence, make friends, and be part of your community. Programs run weekdays with Break Buddies holiday activities and transport available too.

SPOTLIGHT ON INCLUSION

END OF YEAR CONCERT CELEBRATES TALENT, CONFIDENCE AND COMMUNITY

What began as a simple suggestion evolved into one of the year's most memorable community celebrations for our Vivid Learning team in Swan Hill. In partnership with Serah Aber and JSA Dance Co, participants embarked on a six-month journey of rehearsals, creativity and collaboration to bring the inaugural End of Year Concert to life.

Held in recognition of the International Day of People with Disability, the concert showcased the talents, confidence and achievements of every participant. A key focus of the event was inclusion, ensuring that everyone had an opportunity to contribute and shine. Every participant played a role in the performance, with the unique stage-free format allowing individuals to join in throughout the concert, regardless of whether it was their featured dance or song.

To create a truly special experience, our Harrods Lane site was transformed into a theatre-style venue, complete with a VIP entrance and red carpet. The audience enjoyed more than 20 performances, alongside entertaining commercial breaks, a staff dance performance and a guest performer, creating a vibrant and engaging program.

The response from the community exceeded all expectations. With standing room only, the venue was filled with family members, friends, other service providers and community representatives who came together to celebrate the achievements of the performers. The overwhelming support highlighted the importance of creating opportunities that foster participation, connection and belonging.

The success of the inaugural concert has established it as an annual event in recognition of the International Day of People with Disability. Planning is already underway for this year's performance, with a larger venue secured, a theme selected and preparations beginning for costumes and props. Building on the momentum of its first year, the concert is set to continue growing as a much-anticipated celebration of inclusion, creativity and community spirit.



UPBICYCLE KYABRAM:

TURNING OLD BIKES INTO COMMUNITY OPPORTUNITY

Thanks to funding from the Foundation for Rural & Regional Renewal (FRRR), Vivid successfully expanded its UPbicycle program into Kyabram, creating new opportunities for participants while delivering lasting benefits to the local community.

Building on the success of the Echuca program, the funding supported the establishment of a dedicated bike workshop and retail space at the Kyabram Vivid Learning site. Participants gain hands-on experience restoring, maintaining and repairing bicycles while developing practical workplace skills, including customer service, stock management, teamwork and safe tool use. These experiences build confidence, independence and pathways to greater community participation and future employment.

A key milestone was the community Bike Blitz Giveaway, delivered in partnership with the Kyabram Community & Learning Centre (KCLC). Refurbished bicycles were distributed to community members, improving access to affordable transport while reducing waste. Partnerships with Victoria Police Kyabram and the Campaspe Shire Transfer Station have also helped create an ongoing supply of bikes for refurbishment and reuse.

Beyond the workshop, participants play an active role in serving customers, promoting sustainability and giving back to their community. The project has strengthened local partnerships, enhanced Vivid's presence in Kyabram and demonstrated how innovative, participant-led programs can create positive outcomes for people with disabilities, the environment and the broader community.



SUPPORT COORDINATION

FINDING HOME, STABILITY AND PURPOSE: MARK'S JOURNEY



After spending 16 years living in an aged care facility, May 2025 marked a significant milestone for Mark when he transitioned into Specialist Disability Accommodation (SDA). It was a long-awaited opportunity for Mark to reconnect with community life, build new routines and begin engaging more actively with support services.

Mark settled into his new home remarkably well and quickly began embracing the opportunities around him. However, just a few months later, an unexpected challenge threatened to disrupt the progress he had made.

With the property being placed for sale, Mark was given just days to vacate. What followed was an extraordinary collaboration between family, support providers and government stakeholders to advocate for Mark's needs and ensure he remained safe and supported.

Unfortunately, with no accommodation vacancy available in Swan Hill the team reached out to Vivid for assistance.

Vivid recognised the importance of maintaining the momentum Mark had built since leaving aged care and welcomed him into their services. Throughout the process, Mark's family remained involved every step of the way, ensuring his voice and preferences were central to decision-making.

Today, Mark is thriving in his new supported accommodation home and is actively engaged in services, building meaningful connections and developing a strong sense of purpose. One of Mark's favourite activities is working on bikes in Vivid's UPbicycle program, something he proudly describes as his "work".

Mark's story is a powerful example of what can be achieved when families, advocates, service providers and government agencies come together with a shared focus on the individual. Despite significant challenges, Mark's journey reflects resilience, determination and the life-changing impact of finding the right support at the right time.

At Vivid, we are proud to be part of Mark's continuing journey and to support him in creating a life filled with opportunity, belonging and purpose.





Over the past year, through a federal government Structural Adjustment Fund grant, Work Crew expanded its service offerings and trialed new approaches into meaningful employment and training opportunities.

The funding has allowed us to reconnect with participants who may have previously disengaged from employment services and provide them with practical pathways to build skills, confidence and work readiness. Rather than focusing solely on traditional supported employment outcomes, we have been able to explore industry-specific training and community partnerships that create genuine opportunities for participants to develop new capabilities.

Some successful examples have been partnering with AFL Goulburn Murray, where participants were supported to undertake umpire training. This initiative will provide opportunities for increased community participation, and potentially pathways into paid sporting and community-based roles.

The funding also enabled participants to access accredited training, including Test and Tag qualifications, equipping them with practical skills that can be applied across a range of workplaces and industries.

These experiences have provided valuable insight into what works best for participants and local employers. The success of these programs is now helping shape the future structure of Vivid's employment offerings, with a stronger focus on industry-based training, community partnerships, and flexible employment pathways that respond to local workforce needs.

What began as a grant-funded initiative has evolved into a model that will guide how we deliver employment supports into the future. Opportunities for people to learn new skills, reconnect with their communities, and explore meaningful employment options.



SUPPORTED EMPLOYMENT

VHM AND VIVID PARTNERSHIP CONTINUES TO DELIVER



The partnership between VHM Limited and Vivid continues to grow from strength to strength, with the Swan Hill and Kerang Work Crews playing an important role in supporting VHM's operations.

The collaboration began when Joel Reither, Field Supervisor/Coordinator at the Goschen Mineral Sands Project, contacted Work Crew Swan Hill to obtain a quote for the manufacture of 50 timber bins. As the project expanded, the number of bins required increased significantly. These bins are now used to transport valuable heavy mineral (VHM) drilling samples for testing and analysis.

In addition to manufacturing the timber bins and pallets, Vivid also supplied survey pegs and provided further operational support throughout the drilling program. Kerang Work Crew were engaged to assist with sorting and processing assay samples at the VHM facility in Kerang. The supported employees demonstrated exceptional efficiency, completing the work in a much shorter timeframe than anticipated by VHM.

The success of this collaboration has resulted in an ongoing partnership between VHM and Vivid. Regular

updates on the relationship and its outcomes continue to be featured in VHM's Quarterly Activities Reports, reflecting the value and impact of the work being undertaken.

The partnership has also attracted interest from VHM's leadership, with board members and stakeholders recently visiting Swan Hill Work Crew to observe the bin manufacturing process firsthand and gain a greater understanding of the skills, quality and contribution of Vivid employees.

This collaboration highlights the mutual benefits of working together and demonstrates the positive outcomes that can be achieved through strong community and industry partnerships. We look forward to continuing to build on this successful relationship and creating further opportunities in the years ahead.

ABOUT SUPPORTED EMPLOYMENT

Supported employment is paid work for people with disability who need ongoing support to find and keep a job. Part of Vivid's Employment Pathway, Supported Employees receive on-the-job training, task modification, and ongoing support to help individuals achieve their employment goals.



A PLACE TO CALL HOME

PURPOSE-BUILT ACCOMMODATION FOR GREATER CHOICE AND INDEPENDENCE



This year marked an exciting milestone for Vivid Living, with the opening of a brand-new Specialist Disability Accommodation (SDA) home in Kyabram in partnership with Rising Able Homes. The purpose-built home provides a modern, accessible living environment designed to support people with disability to live as independently as possible within their local community.

The home is currently supporting two women to achieve greater independence, choice and control in their daily lives while remaining connected to the community they know and love. With Vivid providing Supported Independent Living (SIL) services, residents are able to access tailored support that promotes skill development, social connection, community participation and meaningful decision-making.

This project reflects the strength of collaborative partnerships and a shared commitment to creating high-quality housing options in regional Victoria. By working alongside Rising Able Homes, Vivid has helped ensure local people with disability can access purpose-built accommodation without needing to relocate away from family, friends and established community networks.

The home has been warmly embraced by its residents, who are enjoying the benefits of living in a modern, accessible environment designed around their individual needs. There is currently one vacancy available, creating an opportunity for another participant to join a warm and welcoming household and experience the benefits of specialist accommodation and person-centred supports.

As Vivid continues to grow and strengthen community partnerships, projects like the Kyabram SDA home demonstrate what can be achieved when organisations work together to create inclusive, sustainable housing solutions that empower people to live the life they choose.

ABOUT SUPPORTED ACCOMMODATION

Vivid provides Supported Independent Living (SIL) services to people living in Specialist Disability Accommodation (SDA) homes developed by trusted provider partners. These purpose-built homes offer safe, accessible living environments, while Vivid's tailored supports help residents achieve greater independence, dignity and quality of life

DRIVING DIGITAL TRANSFORMATION

**ENHANCING ORGANISATIONAL CAPABILITY THROUGH SMARTER SYSTEMS,
IMPROVED INFRASTRUCTURE AND STREAMLINED BUSINESS PROCESSES.**



Over the past year, a range of technology and process improvements have delivered significant efficiencies across the organisation, reducing administrative workload and improving the reliability of systems and services.

Automation has been a key focus, with new solutions introduced to eliminate repetitive manual tasks. Referral information received by email can now be automatically captured and entered into organisational records, reducing data entry requirements and improving accuracy. Work is also underway on an automated participant onboarding process that will generate key documents, including Service Agreements and Programs of Support, from a single set of participant details.

The organisation is also continuing to enhance and extend its use of OneCare. During the year, the Fixed Assets module was successfully implemented, improving asset management and reporting capabilities. Work is also progressing on the implementation of several Human Resources modules, which will further streamline workforce

management processes, improve data accessibility and support more efficient organisational operations.

In addition, approval workflows and notifications have been improved to ensure staff receive timely alerts when action is required, while automated system monitoring enables technical issues to be identified and addressed before impacting users. The organisation's reporting capability has also been enhanced through the development of dashboards that provide greater visibility of participant intake activity, service commencement dates and funding utilisation. These tools support more informed decision-making and help ensure critical information is readily available when needed.

To improve support services, a dedicated IT help desk system was developed, providing staff with a simple way to log requests, track progress and receive updates. This has streamlined issue management and improved communication between users and IT support.

Technology infrastructure has been strengthened across the organisation through the rollout of standardised printers, self-healing software on shared computers, improved cybersecurity measures and consistent access to key digital tools. These initiatives have reduced downtime, increased reliability and improved the overall staff experience.

Significant improvements were also made to communication and connectivity services. The organisation successfully transitioned to a modern phone system across seven sites while retaining existing phone numbers, improved WiFi coverage in previously affected areas, upgraded video conferencing facilities and continued the replacement of ageing computer equipment.

Together, these initiatives have advanced the organisation's digital transformation journey, creating efficiencies that allow staff to spend less time on administration and more time focused on delivering quality services and support to participants and the community.

OUR SUPPORTERS



With deep gratitude, we recognise the incredible support of the following:

- Alpha Tyres
- Amcal Echuca
- Arbory Store
- Australian Open
- Beechworth Bakery
- Beldari Pottery
- Betta Electrical
- Billabong Ranch
- BYL
- Brett Sands Watersports
- Bunnings Echuca
- Busy Bean
- Cadell Trading
- Candle Scent Echuca
- Campaspe Shire Council
- Echuca Newsagency
- Echuca Paramount
- Echuca Racing Club
- Elmore Field Days
- Evans Shoes
- Forty Winks
- Fuzion Café Echuca
- Hakkas Hair Design
- Hello World Travel Echuca
- Honey
- Hungry Goat
- I want I Need
- Jeanette Moore
- Johnny & Lyle
- Kat Robinson Massage
- Kennaughs Garden Centre
- KFC Echuca
- Moama Bowling Club
- Morrisons Winery
- M.V Mary Ann
- Murray River Council
- Nadair Beauty
- Next Level Fitness
- Nirebo Motel & American Hotel
- Odd Captain Café & Bar
- OPA Restaurant
- Pacdon Park
- Peter Walsh MP
- Port Ice-Creamery
- Priceline Pharmacy
- Rich Glen Echuca
- Rich River Party Hire
- Riverine Therapeutic Massage
- Soap Bar Co
- Sport and Recreation Victoria
- St Anne's Winery
- Synergy Pilates
- The Balloon Artist
- Tracey Cakes
- Two Tarts
- Under the Gable
- We Are Vivid Work Crew
- Worklocker Echuca





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VIVID

Your Life. Our Journey.
Together We Are Vivid.