



OUR VALUES

Respect

We recognise and value individuality

Flexibility

We provide innovative and responsive services to meet individual needs

Accountability

We are professional, ethical, honest and responsible

Collaboration

We partner, connect and coordinate in support of our services, organisation and community

AN OVERVIEW

This annual report is a brief overview of the achievements, activities and financial performance of the past 12 months. Every page and story reflects only a small number of the people we support, employ and partner with. It is written to provide an insight of our organisation for our members, the people we support, our staff, volunteers and the community.

WE ACKNOWLEDGE THE TRADITIONAL OWNERS

CLRS delivers services on the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta peoples. We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and leaders as the Traditional Owners of this country. We acknowledge their living culture and their unique role in the life of this region.

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NDIS Provider No. 4050003963



Murray River Tea Rooms staff and volunteers with Murray River Council Mayor, John Harvie, and Moama RSL CEO, Ashley Menzies.

Cover Image: Ty was all smiles heading to Recyclability

Photographer: CLRS

Publication: Revolution Print

Design: Studio Whyte



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WELCOME TO



Community Living & Respite Services

OUR VALUES

RESPECT

We value and celebrate individuality

FLEXIBILITY

We provide innovative and responsive services to meet individual needs

ACCOUNTABILITY

We are professional, responsible

COLLABORATION

We partner, connect services, organisations



CEO: Leah Taaffe and Presidents: Wayne Jenkin & Dr. Claire Goodman

CEO & PRESIDENT'S

Report

This report is a meaningful opportunity to reflect on the past year and to express our heartfelt thanks to our clients, their families, our dedicated staff, and the broader community. For 46 years, we have been honoured to deliver services and earn the trust of those we support.

The past 12 months have brought moments of joy, sorrow, challenge, and achievement. We are grateful for the chance to share these experiences with you through this report.

We are also pleased to report a financial surplus again this year. This outcome strengthens the sustainability of our organisation and allows us to continue enhancing the quality of our services. Most importantly, it supports our vision: to empower individuals and families to live the life they choose, in a community enriched by the inclusion of all.

PARTNERSHIPS

Our partnership with our clients and families continues to be the most important pillar in our success. We thank our clients and families for trusting us and enabling us to deliver supports to people in our community.

As a reflection of our commitment to partnering with our clients, during the year we completed our first Client Voice survey, that was completed by an outside organisation, XRef. It is important to the Board that independent agencies are used for these surveys to support our clients to trust that they can give frank and fearless responses and that the results will be listened to and actioned. The survey was presented in several formats, to improve accessibility for clients and their families.

This year's Client Satisfaction Survey offers a comprehensive insight into how clients engage with and experience CLRS services. With a 33% response rate from 235 clients, the survey provides valuable feedback on performance, satisfaction, and areas for growth.



CLIENT SATISFACTION SURVEY

We are pleased to report an overall satisfaction rate of 85%, reflecting strong client confidence in our services. Notably, the areas of Empowerment and Inclusion received exceptionally high ratings, 91% and 90% respectively, demonstrating our success in fostering environments where clients feel both empowered and included.

Clients also expressed high levels of satisfaction with staff capability and staff caring, highlighting the strength of client-staff relationships. Additionally, Quality was rated highly across all groups, reinforcing our commitment to delivering consistent, high-standard support.

Importantly, clients reported feeling well-supported in achieving their goals (91%) and maintaining independence (96%), both of which exceed industry benchmarks. These results affirm CLRS's dedication to empowering individuals to live independently and pursue their personal aspirations.

While the feedback is overwhelmingly positive, the survey also identified opportunities for improvement. Communication (81%) and Responsiveness (79%) were rated slightly lower, indicating areas where we can deepen our understanding and better align with client expectations.

In response to the survey findings, we have partnered with external agency Point Heard to undertake a new initiative aimed at gaining deeper insights into client experiences. This project involves conducting long-form qualitative interviews with a diverse cross-section of clients to explore key areas for improvement in greater depth.

We look forward to receiving the findings from this work and are committed to incorporating client feedback into our ongoing efforts to enhance the quality and responsiveness of our services.

Our strong relationships with sponsors, donors, local community groups, disability support organisations, and all levels of government are fundamental to our continued success.

We deeply value our partnerships across the community services and corporate sectors and are committed to strengthening these connections.

This ongoing support extends our reach and enhances our impact, enabling us to deliver vital services to clients and their families with greater effectiveness and care.

FUNDRAISING

This year marked an exciting milestone as we rebranded Johnno's Run to Run Echuca Moama, and what a fantastic debut it was under the new name! While we were initially uncertain about the change, the community's response exceeded all expectations, with a remarkable 177% increase in participation. A total of 617 people registered for the event, up from 350 last year. This success would not have been possible without the incredible support of our sponsors and the dedication of 70 volunteers, who helped ensure a fun, safe, and memorable experience for all. The Run Echuca Moama event working group was thrilled to win the Award for Best Community Event in the Murray River Council Australia Day Awards, following nomination from a community member.

We also proudly hosted our 17th Annual Fundraising Dinner, a cherished tradition that continues to grow in impact. Later in the Annual Report, we share a special story celebrating a major achievement, our fundraising dinners have now raised over \$1 million since their inception. This milestone reflects the unwavering generosity of our sponsors, volunteers, and community.

In addition, the Riverboats Music Festival once again proved to be a highlight on the calendar, both as a vibrant community event and a valuable fundraising opportunity for Community Living & Respite Services. This year, we welcomed 14 new volunteers who joined us across the weekend to sell raffle tickets and products from Recyclability, our social enterprise.



SUSTAINABILITY

Our commitment to being a sustainable, efficient, and effective organisation has remained a key focus this year. Over the past 18 months, we have implemented three new systems that have significantly streamlined operations, reducing manual processes, enhancing responsiveness to both staff and clients, and lowering administrative costs.

In the context of the NDIS, careful financial management is essential. At CLRS, we are committed to ensuring that our resources are used wisely so we can continue to invest in what matters most, staff training and development. This investment is critical to maintaining and improving the safety and quality of the services we provide. We have supported 6 Direct Support Professionals to complete traineeships, and we look forward to continuing to offer opportunities for staff to increase their qualifications.

Achieving this is only possible through strong financial sustainability and the ability to consistently return a surplus, allowing us to reinvest in our people and our mission.

BOARD LEADERSHIP



Wayne Jenkin & Erin Langman

Over the past year we have farewelled Board member, Michael Maloney. Michael joined the Board in December 2023 and his work with the Board has been deeply appreciated. This year, we bid a heartfelt farewell to Erin Langman, who will conclude her service as a Board member with CLRS in December 2025. Erin joined the Board in December 2016 and will have completed the maximum permitted term of nine years.

Throughout her tenure, Erin has made an outstanding contribution to the organisation. She served as Treasurer from November 2017 until this year, when the role transitioned to the CEO under our new Constitution. Erin has also chaired the Finance Subcommittee since 2017, a role she continues to hold with dedication and expertise.

Erin's deep understanding of business operations, her strategic insight, and her steady support for fellow Board members have been invaluable. Her leadership and commitment have left a lasting impact, and her contributions are deeply appreciated by all at CLRS.

We also extend our sincere thanks and farewell to Wayne Jenkin, who will be stepping down from the CLRS Board after an exceptional period of service. Wayne joined the Board in October 2016 and immediately took on the role of Treasurer, which he held until November 2017. He then served as Vice-President, before being appointed President in November 2020.

Wayne led the organisation with strength and compassion through a number of significant challenges, including the COVID-19 pandemic, the resolution of staff underpayments, and the October 2022 floods. His steady leadership, thoughtful decision-making, and unwavering support were instrumental in guiding CLRS through these complex times.

After handing over the Presidency to Dr Claire Goodman in November 2024, Wayne continued to provide valuable support during the leadership transition. He also contributed extensively through his roles on the Finance Subcommittee (2016–2021) and later the Governance Subcommittee, where he served until earlier this year.

Wayne's calm presence, sound judgement, and deep commitment to the mission of CLRS have left a legacy. We are incredibly grateful for his service and leadership.

LOOKING FORWARD

Following a thorough review of our 2021–2024 Strategic Plan, we are excited to launch our new Strategic Plan at this year's Annual General Meeting. This updated plan is essential in guiding our direction and ensuring we remain focused and responsive as we continue to navigate an increasingly complex and evolving environment.

We extend our heartfelt thanks to our clients and their families for their trust, to our dedicated staff, volunteers, and ambassadors for their continued commitment, and to our Board members and senior leadership team for their guidance and vision.

Together, your support enables us to continue delivering services that empower individuals and families to live the life they choose, building a more inclusive and supportive community for all.

CEO: Leah Taaffe

2024 President: Wayne Jenkin

2025 President: Dr. Claire Goodman

LEANNE'S Story

Leanne is well-known among the Defined Programs and Residential teams at CLRS; additionally, she receives weekly Daily Living support every Thursday.

With the assistance of DSP Kerry, Leanne successfully manages her own micro-business, 'Leanne's Precious Pots'. Her pots are sold at both of CLRS's Social Enterprises—Recyclability Op Shop in Echuca and Murray River Tea Rooms in Moama.

Each Daily Living support session varies but typically involves maintaining, preparing, and caring for her plants at her house. Support time also includes upcycling pots by painting or decorating them, planning new projects, and visiting the Recyclability Op Shop and Murray River Tea Rooms to check on and maintain her pots.

In January, Leanne was visited by local gardening identity Alan Davidson. After seeing her pots for sale at the Murray River Tea Rooms, Alan generously volunteered his time and expertise. He helped Leanne refresh the design of her pots by incorporating fresher plant cuttings and adding decorative small pebbles. As a result, Leanne's pots have gained popularity and are selling quickly at the Recyclability Op Shop.



Alan Davidson and Leanne



Leanne's pots on sale at the Recyclability

In February 2025, a CLRS staff member discussed Leanne's micro-business with Melissa, the practice manager at The Holistic Care Collective in Echuca. They asked if Leanne's pots could be displayed and sold in their waiting room. Melissa and Bec (the business owner), who loves greenery and plants, enthusiastically agreed. The Holistic Care Collective has a beautiful waiting room in the old Catholic Presbytery building located opposite the CLRS main office on Percy Street, Echuca.

A meeting was arranged for Leanne and DSP Kerry to deliver the first batch of 'Leanne's Precious Pots' to The Holistic Care Collective. Large pots are \$10 each and small pots are \$5 each.

Leanne is thrilled about the expansion of her micro-business. She is hopeful for future collaborations with more local businesses. Melissa's husband works at the Echuca Police Station and has also offered to support her endeavour by having a display and selling her pots to staff internally at the station, so watch this space.

'Leanne's Precious Pots' is a testament to Leanne's creativity and dedication. It is also a beautiful example of how community support and collaboration can help micro-businesses grow and thrive.



Leanne and her Precious Pots

A SNAPSHOT OF *Our Services*

CLRS delivers a broad range of services across a large geographic area. Our services provide essential supports to our community.

SERVICES

National Disability Insurance Scheme (NDIS) Services

- Support Coordination
- Supported Independent Living
- Recyclability Social Enterprise
- Murray River Tea Rooms Social Enterprise
- Club Teen School Holiday Program
- Community Activities & Social Groups
- Daily Living and Community participation support
- Customised Employment

Other Services

- Registered Provider - Department of Families, Fairness & Housing
- Residential Out of Home Care Provider (Children with disability)
- TAC Provider

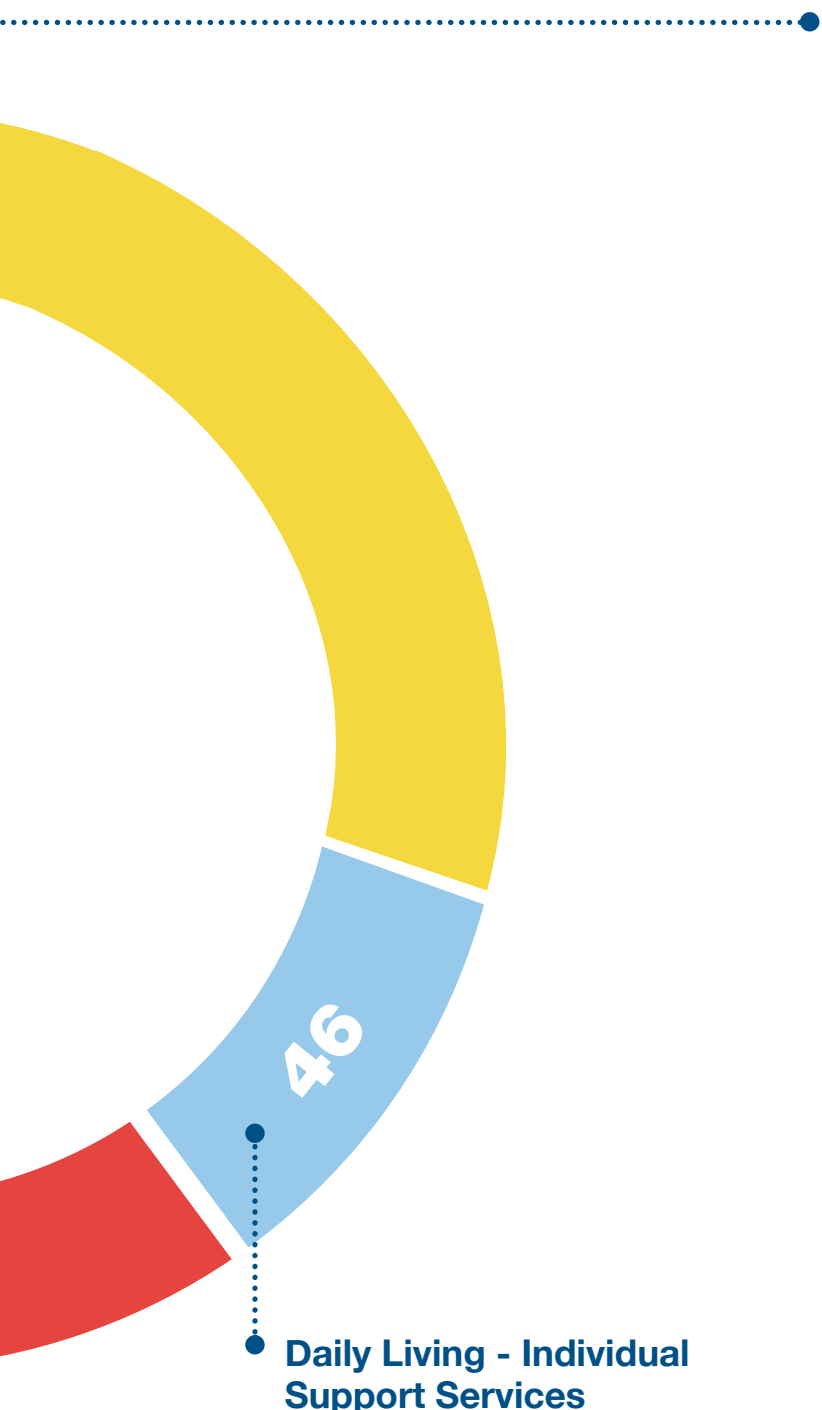
Note: some clients access multiple services



296
CLIENTS
RECEIVING
SERVICES

85%
CLIENT
SATISFACTION

**Residential Services,
Out of Home Care &
Disability Support**



● **Support Coordination helping to implement NDIS plans**

Daily Living - Individual Support Services

- NDIS In Home and Community Support
- Short Term Accommodation and Assistance
- Transport Accident Commission (TAC) provider

Defined Programs

- Recyclability
- Murray River Tea Rooms
- Club Teen - After School and School Holiday Program
- Community Activities and Social Groups
- Customised Employment

Residential Services

- Supported Independent Living
- Out of Home Care Provider (Children with disability)
- Specialist Disability Accommodation

Support Coordination - Helping to implement NDIS Plans

- Coordination of Supports
- Specialist Support Coordination

● **Daily Living - Individual Support Services**

● **Defined Programs, Social Enterprises & Group Programs**

SHAUN'S *Story*

Shaun has been a client with CLRS Support Coordination for an extended period. Recently, a change in Support Coordinators led to a comprehensive review of his goals, supports and overall plan by his newly assigned Support Coordinator, Tyson.

Tyson's prior experience working with Shaun and his family has facilitated a smooth transition and fostered effective planning and communication.

Client Goals and Progress: Shaun's primary goals include increasing his time in respite care, developing essential life skills and ultimately transitioning to supported accommodation. These goals are crucial for Shaun's long-term well-being and independence.

Support Coordination Efforts: Tyson has been instrumental in working closely with Shaun and his family to achieve these goals. One of the significant milestones has been Shaun's regular attendance at respite care. This achievement is a testament to the dedication and collaborative efforts of Tyson, Shaun and his family.

Impact on Family and Informal Support Network: The regular respite care has provided Shaun's family with much-needed relief, allowing them to rest and recharge.

This has also alleviated the strain on their informal support network, ensuring that they can continue to provide quality care and support for Shaun.

Challenges and Solutions: Achieving these milestones has not been without challenges. It required ongoing dedication from Tyson to build and maintain trust with Shaun's family and the respite care provider. Tyson's consistent communication and proactive approach have been key in overcoming these challenges.

Future Plans: Looking ahead, the focus will be on further developing Shaun's essential life skills and preparing him for a smooth transition to supported accommodation. Tyson will continue to work closely with Shaun and his family to ensure that all necessary supports are in place for this transition.

The progress made in Shaun's support coordination and lifestyle improvement is a significant step forward.

It highlights the importance of dedicated support coordination and the positive impact it can have on clients and their families. Tyson's efforts and the collaborative approach taken have been crucial in achieving these milestones and we look forward to continuing this positive work.



CONNECTING WITH PURPOSE *Project*

This year, CLRS rolled out the Connecting with Purpose (CwP) project—a big step forward in how we support our clients and run our services.

The project introduced new systems (Lumary and Skedulo) to help us better manage client information, staff rosters, time sheets, and finances.

While there were a few bumps along the way, we remained flexible, making sure the changes were rolled out in a way that worked for everyone.

One of the biggest wins was how we supported our staff through the change. We made sure people had the right training, tools, and support to feel confident using the new systems. We also listened closely to feedback and made improvements along the way. This helped build trust and made the transition smoother for everyone involved.

The new systems have already made a big difference. Staff can now access the information they need more easily, which means better planning, fewer errors, and

more time spent focusing on supports. Whether it's creating service agreements, managing rosters, or evidencing client goals, our teams now have up-to-date information at their fingertips.

This helps them deliver better, more personalised support and feel more connected to the outcomes they're helping achieve.

Importantly, this project has also helped CLRS become a more sustainable and future-ready organisation.

By streamlining systems and improving data quality, we've reduced duplication, cut down on manual processes, and created a stronger foundation for growth. These improvements mean we're better equipped to respond to upcoming changes in the NDIS and the broader disability services sector. With better tools, clearer processes, and a more agile approach to change, CLRS is well-positioned to continue delivering high-quality, person-centred support in a rapidly evolving environment.



A SUPPORTIVE *Community*

CLRS is deeply grateful for the generous support received throughout the 2024–25 financial year. As a not-for-profit organisation, we rely on the contributions of individuals, businesses, trusts, foundations, and government partners to deliver vital services and programs for people with disability in our community.

This year, community support enabled us to begin imagining what we would like to deliver for our sixth Opening Doors Project and to continue delivering our social enterprises and group programs.

Our fundraising initiatives, including the Riverboats Raffle, the 17th Annual Fundraising Dinner, and Run Echuca Moama, collectively raised over \$160,000, with all proceeds supporting the Opening Doors Project.

Our staff also demonstrated remarkable commitment through our workplace giving program, contributing \$9,665.00. With 44 staff donating over the past 12 months, this initiative reflects the deep personal investment our staff have in our mission and the people we support.

In-kind support from local businesses exceeded \$55,000 this year. These contributions, ranging from food donations for the Murray River Tea Rooms to room hire and professional services, play a vital role in sustaining our social enterprises. They also create meaningful opportunities for people with disability to engage with the business community and showcase their skills.

This year, we were grateful to have the opportunity to refresh the external signage at the Murray River Tea Rooms, made possible through the generous support of Moama RSL and Murray River Council. After eight years, the original signage had become faded and weathered. The new signage has revitalised the Tea Rooms' appearance, helping us maintain a professional and welcoming presence that continues to attract both loyal patrons and new visitors.

We extend our heartfelt thanks to every volunteer who contributed their time and energy across our programs and events, including Recyclability, the Murray River Tea Rooms, Club Teen, administrative support, Run Echuca Moama, Riverboats Raffle and the Annual Fundraising Dinner. Your efforts are the backbone of our success.

TRUSTS AND FOUNDATIONS

- Elsie Murray Trust
- Roy Ogden Foundation
- State Trustees Australia Foundation
- Tobin Brothers Foundation

CLUB GRANTS

- Moama Bowling Club
- Moama RSL

GOVERNMENT

- Campaspe Shire Council
- Commonwealth Department of Social Services
- Department of Education and Training
- Department of Families, Fairness & Housing
- Murray River Council

FUNDRAISING EVENT SUPPORTERS

- Run Echuca Moama: Participants, sponsors and donors
- Riverboats Raffle: Donors and ticket buyers
- 17th Annual Fundraising Dinner: Event sponsor, major sponsors, donors, and attendees

WORKPLACE GIVING PROGRAM

- 44 CLRS staff members

MAJOR DONORS

- Echuca Toyota
- SEC Services



Murray River Tea Rooms presenting the new signage



Community Living & Respite Services acknowledges the support of the Victorian Government.

COLLABORATIVE Practice

We're excited to share some inspiring developments from our residential clients that highlight the power of tailored support, collaboration with other CLRS supports, and client determination.

Two of our clients, who have historically required 1:1 support due to behavioural challenges and were previously supported during the day within their home, rather than in programs due to the busyness of the environment, made remarkable strides this year.

With the support of their Supported Independent Living (SIL) staff, these two clients now regularly engage in activities at Recyclability during quieter afternoon hours, when no other clients are present. These sessions involve sorting and organising clothes and DVDs, providing structure, purpose, and a sense of accomplishment. Their participation has led to noticeable improvements in their engagement with each other and with the staff supporting them. They take great pride in their contributions.

We are planning, that over time, we will slowly introduce these clients into the day program during regular hours.

As a result of this progress, one of the clients has shown such enthusiasm and consistency that he has increased his weekly support hours at the pamphlet program, which he had previously been attending separately from the group.

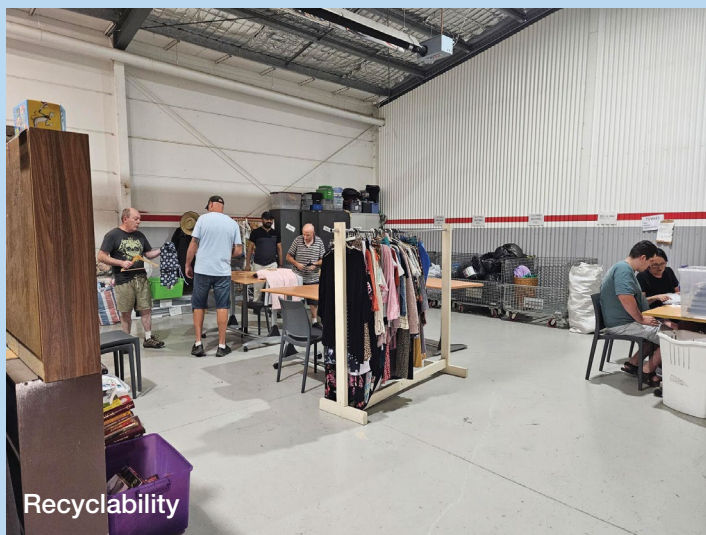
These stories are a testament to the incredible work of our Team Leaders in fostering collaboration between Defined Programs and Residential, and to the dedication of our Direct Support Staff, who have supported these clients in attending Recyclability after hours and establishing a routine that truly works for them.



Michael sorting DVDs



Aaron preparing pamphlets for delivery



Recyclability



Ty delivering Recyclability pamphlets

ASHLEY'S *Story*

Ashley has been a dedicated member of the Echuca Special Olympics swimming team for many years. His enthusiasm for the sport and his commitment to continuous improvement make him a standout athlete and a valued member of the team.

Each Friday evening, Ashley trains for an hour at the Echuca pool, consistently pushing himself to refine his technique and build endurance. His efforts extend beyond training—

Ashley regularly competes in swimming events in pursuit of qualifying for the National Special Olympics Games, which take place every four years.

At the most recent National Games held in Launceston from 17–21 October, Ashley achieved outstanding results: winning two silver medals, one bronze, and placing fourth in another event. His accomplishments were a testament to his determination and hard work.

In 2025, Ashley continued to demonstrate his passion and progress at the Echuca Club Swimming Carnival on 15 March, where he earned a 1st place, 3rd place, and 5th place ribbon in his events.

Ashley is now training with focus and excitement as he prepares for the next National Games. His journey is a powerful example of perseverance, athletic spirit, and the impact of community support through sport.



OUT OF HOME CARE *Services*

Supporting Young Lives with Compassion and Excellence

In 2024/25, our Out of Home Care (OoHC) team continued to deliver exceptional support to children and young people with disability, providing safe, nurturing environments across two homes in Echuca.

Their work was recognised with being shortlisted for the 2025 Victorian Child Protection Awards in the Minister's Award for Excellence in Protecting Children, an honour that reflects their commitment to best-practice care and life-changing outcomes.

Our team's approach is grounded in strong partnerships, with families, Child Protection teams, schools, health services, disability providers, and local Aboriginal organisations. This collaborative model ensures that each child receives holistic, individualised support that promotes inclusion, independence, and long-term wellbeing.

One powerful example of this impact is the story of *Alexandria, a five-year-old girl with complex medical and developmental needs. When her foster placement ended, the Child Protection team turned to CLRS for support. Our team worked closely with Alexandria's foster parents to ensure a smooth transition into residential care, maintaining continuity and trust. Over nine months, the team provided intensive support, helping Alexandria develop mobility, communication, and toileting skills. With these gains, Alexandria was able to transition successfully into a new foster family, an outcome made possible by the team's dedication and expertise.

Another young person, *Charlie, entered our care at age 14, disengaged from school and community. Over three years, the team supported him to re-engage with education, secure part-time employment, and develop independent living skills. At the age of 17, he transitioned into his own one-bedroom unit, attending school full-time, working part-time, and working toward his driver's licence through the L2P program. His journey reflects the transformative power of consistent, person-centred support.

A cornerstone of our OoHC practice is empowering young people to lead their own lives. Our team actively listens and ensures that, whether through words, gestures, or creative expression, each child's voice shapes their care journey. We prioritise time and space for young people to explore their choices, fostering confidence and autonomy.

These outcomes are not just milestones, they are life-changing achievements that reflect the heart of our mission. We are proud of the CLRS Out of Home Care team and the difference they make every day in the lives of children and young people.

**Clients names have been changed to maintain confidentiality*



Back: Lauren Davy, Bianca Cole, Nicolina Devitt and Leah Taafe
Front: Bonnie Macnab, Raelene Callander and Taj Ritchie

OUR Board

The Community Living & Respite Services volunteer Board includes the President, Vice President and up to seven ordinary Board Members. The Board provides governance and approves the strategic direction of the organisation. The Board works with the senior leadership team to ensure the delivery of high quality services.



President: Dr Claire Goodman

Appointed to the Board 2017

- President: Nov 2024 - current
- Vice President: Nov 2020 - Nov 2024
- MBBS
- Fellow of the Royal Australian College of General Practice
- DRANZCOG (Advanced)
- Registered with AHPRA (Australian Health Practitioners Regulatory Authority)
- Visiting Medical Officer - Echuca Regional Health



Vice President: David Wilkins

Appointed to the Board 2022

- Vice President: Nov 2024 - current
- Member of CLRS Governance Sub-committee
- MBA
- GAICD
- Business Development Consultant – Executive Coaching
- Chair of St Mary of the Angels College, Nathalia



Wayne Jenkin

Appointed to the Board 2016

- President: Nov 2020 – Nov 2024
- Vice President: Nov 2017 – Nov 2020
- Treasurer: Nov 2016 – Nov 2017
- Member of CLRS Governance Sub-committee
- Retired



Erin Langman

Appointed to the Board 2016

- Treasurer: Nov 2017 - Nov 2024
- Chair of CLRS Finance Committee
- General Manager Echuca Workers
- AdvDip Hospitality Management
- Active Certified Club Manager, Club Managers Association of Australia



Michelle Allan

Appointed to the Board 2018

- Chair of CLRS Governance Sub-committee
- BA (Hons) LLB Grad. Dip. Applied Corporate Governance and Risk Management
- General Counsel, Director Procurement and Contracts – Murray Primary Health Network
- Law Institute of Victoria Member
- Affiliate Member - Governance Institute of Australia



Elaine Hamilton

Appointed to the Board 2020

- Member of CLRS Finance Sub-committee
- BAppSC (Family Studies)
- Diploma of Financial Counselling
- Dip Disability
- Dip Community Services (Case Management)
- Financial Counsellor – Consumer Action Law Centre



Michael Maloney

**Appointed to the Board 2023
(Resigned April 2025)**

- Employed 50 years in HR/IR roles including disability services
- Grad. Dip. IR
- Grad. Dip. Dispute Resolution
- Dip. IR
- Cert. IV OH&S
- Cert. IV T&A
- Semi-retired

Board Meeting Eligibility and Attendance

During the financial year, various meetings of the Board of Management, including committees, were held. The following is a summary of meetings held and board members attendances:

Board Member	Committee Meetings					
	Board Meetings		Finance		Governance	
	No. eligible to attend	No. attended	No. eligible to attend	No. attended	No. eligible to attend	No. attended
M. Allan	11	11	-	-	7	3
C. Goodman	11	10	-	-	4	3
E. Hamilton	11	9	11	10	-	-
W. Jenkins	11	8	-	-	3	3
E. Langman	11	9	11	8	-	-
M. Maloney	9	8	-	-	-	-
D. Wilkins	11	10	-	-	7	7

LIFE MEMBERS



Jack Squire (1991)



Fran Galvin (1992)



Glenys Kennedy (2008)



Jan Rankin (2016)



Kathy Kostoglou (2023)



David Callanan (2023)

PATRONS



**Mr Noel Maughan OAM
(2011)**

SENIOR LEADERSHIP *Team*

The senior leadership team at Community Living & Respite Services is made up of 10 dedicated individuals who work in partnership with clients and staff to promote safe, effective, and high-quality support to deliver positive outcomes for clients and their families.

Their collective focus is on providing active, person-centred support to clients and delivering exceptional support to the staff teams who carry out this vital work each day.



Leah Taaffe

Commenced with CLRS: April 2016

Position Title: Chief Executive Officer

Qualifications/Training: Master's in Leadership, BA (Hons) Applied Social Care & GAICD.

Experience: 17 years in leadership roles in the community services sector in Ireland and Australia

2024/25 Highlight: "This year we successfully introduced three key IT systems, Human Resource information, Customer Relationship and Staff scheduling. Our staff embraced these changes with enthusiasm, recognising how these tools are designed to reduce administrative burden, enabling staff to focus more on delivering safe, high-quality services."



Lauren Davy

Commenced with CLRS: June 2012

Position Title: Executive Director - Operations

Qualifications/Training: Graduate Certificate Business Management, Diploma in Community Services

Experience: 15 years working in community services and another 12 years working in quality systems

2024/25 Highlight: "One of the highlights for me this year has been improving the way we work so we can be more sustainable and intentional in everything we do. By streamlining our processes, we've been able to create more space to focus on what really matters, supporting our staff and clients. It's been incredibly rewarding to see how these changes have helped us show up better for each other and our clients."



Carl Durnin

Commenced with CLRS: February 2024

Position Title: Business Manager

Qualifications/Training: Master of Business Administration, Graduate of Australian Institute of Company Directors

Experience: 20+ years in general management positions, within service industries and community sector. Company Director of a regional community services provider

2024/25 Highlights: "This year brought significant change, beginning in July with the transition of property management to Charles L. King, creating a clear separation between our SDA and SIL roles. The introduction of Lumary streamlined fortnightly billing and improved claim quality, followed by Skedulo to support payroll processing. These technological advances position CLRS to operate more efficiently."



Anna de Vrieze

Commenced with CLRS: June 2015

Position Title: HR Manager

Qualifications/Training: Masters of Business Administration, Bachelor of Business (HR/ Marketing) Certificate IV Investigations

Experience: Over 11 years' experience in Human Resources, leadership and the not-for-profit/ community industry

2024/25 Highlight: "Having returned from 12 months of parental leave, it's been incredibly satisfying to witness the positive impact and tangible benefits of the Human Resource Information System, Employment Hero, which we implemented shortly before I commenced leave. I'm excited about the opportunities ahead and look forward to continuing our efforts to deliver a high-quality employee experience for our team."



Rod Cairns

Commenced with CLRS: February 2017

Position Title: IT Manager

Qualifications/Training: Bachelor of Theology; Graduate Diploma Computing; Cert IV Government Investigations

Experience: 15 years Minister of Religion/Chaplaincy; 24 years IT Engineering/Consulting/Systems Support & Admin

2024/25 Highlight: "This year has been a significant one for IT at CLRS, with the transition of more business management systems to cloud-hosted enterprise platforms, fulfilling plans three years in the making. This achievement was made possible through the dedication of our project team, the leadership of our Senior Managers and Team Leaders, and the cooperation of all staff in adapting to new systems and processes. These improvements are already enhancing efficiency across the organisation and enabling Support Staff to focus more on achieving positive outcomes for our clients."



Alison Halloran

Commenced with CLRS: November 2020

Position Title: Services Manager – Support Coordination and Business Analyst – 'Connecting with Purpose' CMS Implementation Project

Qualifications/Training: Graduate Certificate in Public Sector Management, Bachelor of Applied Science in Hospitality Management, Cert IV in Training and Assessment

Experience: Over 21 years in leading teams in customer service community based roles

2024/25 Highlight: "This year in Support Coordination, we focused on building skills with the new IT system and supporting both new and returning clients with responsive, person-centred services. As the NDIS evolves, our team has stayed informed and delivered consistent, high-quality support. I'm proud of our adaptability and commitment to improvement."



Cris Stevens-Todd

Commenced with CLRS: February 2006

Position Title: Services Manager – Residential

Qualifications/Training: Diploma Community Services

Experience: 18 years working across different divisions, Residential, Respite, Defined programs, Quality & Safety, Support Coordination, aged care & Disability Services

2024/25 Highlight: "Highlight for this year has been the introduction of Skedulo, having been a part of the early stages and seeing it rolled out to our staff, the changes it has made to way we roster and the information we can now see to help future planning and completing Leadership training with my peers and team."



Nicolina Devitt

Commenced with CLRS: June 2016

Position Title: Services Manager – Residential

Qualifications/Training: Diploma Community Services

Experience: 9 years working in Disability Services – 2 years as Direct Support Professional and 5 years as Team Leader and 2 years as Services Manager

2024/25 Highlight: “I have thoroughly enjoyed collaborating with my team to enhance and streamline processes, ensuring we consistently deliver a high-quality service to our clients. Through this experience, I have gained valuable insights into various aspects of business operations and have actively participated in leadership training at the senior management level. I have also had the opportunity to train alongside our Residential team leaders, further strengthening my leadership skills. Additionally, I played a role in the rollout of Lumary, our client management system, and Skedulo, the new rostering system for staff, contributing to the successful implementation of these essential projects.”



Sally Brennan

Commenced with CLRS: July 2020

Position Title: Services Manager – Daily Living & Defined Programs

Qualifications/Training: Bachelor of Arts (Youth Affairs) & Diploma of Leadership and Management

Experience: 19 years of leadership in local government and not-for-profit supporting children, youth, family, family violence and persons with a disability across Melbourne and Regional Victoria



Our staff embraced these changes with enthusiasm

- Leah Taaffe, CLRS CEO



Annie Peat

Commenced with CLRS: July 2017

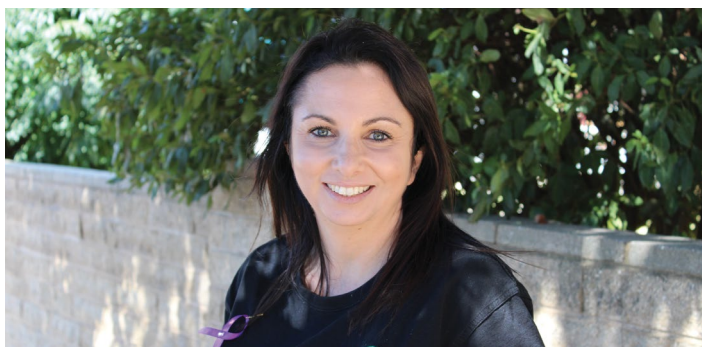
Position Title: Acting Services Manager – Defined Programs

Qualifications/Training: Bachelor of Health Sciences

Experience: 20 years in disability services

2024/25 Highlight: “Over the past year, it has been rewarding to witness the continued growth and achievements of our clients. I am equally proud of the commitment and passion demonstrated by our team at CLRS delivering person centred supports.”

STAFF Profiles



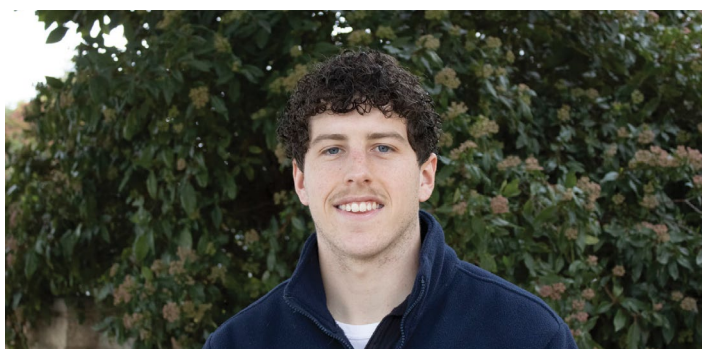
Charmaine Kirchhofer

Charmaine joined CLRS in February 2024 as a Direct Support Professional and recently stepped into the role of Acting Team Leader in Defined Programs. With a strong background in retail management, she was ready for a new direction and felt drawn to the disability sector. “I needed something different. The DSP role in Defined Programs sounded fun and rewarding.” Charmaine’s passion is clear: “I love it. The clients are amazing. I enjoy the tearoom chats and watching them grow, progress, and succeed.” She is especially focused on helping clients build confidence, pursue employment, and continue developing through her Certificate III traineeship.



Amy Ebert

In 2019, Amy Ebert returned to her hometown of Echuca to be closer to family and pursue her passion for giving back to the community. She enrolled in a Diploma of Community Services, drawn to its broad scope and potential for impact. With a background in music, retail, and office management—and holding both a Bachelor of Arts (Music Industry) and an Advanced Diploma of Music Business—Amy brings adaptability and a strong people focus to her role as Support Coordinator. Starting with CLRS as a student placement, she is now completing a Diploma of Mental Health and remains dedicated to supporting others and promoting inclusion.



Liam Hearn

Liam joined CLRS in April 2025 as a Direct Support Professional after three years working independently with a young boy with a disability while completing Year 12. Drawn to the sector for the opportunity to build meaningful one-on-one connections, he says, “It’s incredibly rewarding to see the positive impact you can have.” Liam values the welcoming, supportive culture at CLRS, noting how approachable the leadership team and staff have been. He reflects that the role has helped him discover new strengths and a deeper understanding of empathy, patience, and communication. Looking ahead, Liam plans to begin deferred university studies in social work.



Alicia Weaver

Alicia joined CLRS in 2019 as a Direct Support Professional, bringing experience in nannying, office work, and hospitality. She has since become a trusted presence at 5 Minor, completing both a Certificate III in Individual Support and a Certificate IV in Disability, including her placement with CLRS. In 2022, Alicia was part of the team of staff and clients who won the Cletus Gilmour Fundraising Award for outstanding efforts. For her, the most rewarding part of the role is helping clients achieve their goals, big or small. Alicia also values the strong connections she has built with staff, clients, families, and the wider community.

EARN & Learn

a pathway to having an engaged, inclusive and skilled workforce

There is a great, purpose-built Bendigo TAFE (TAFE) building located in the heart of Echuca. Historically, it has been challenging to establish a cohort for disability studies utilising the local TAFE. However, with perseverance and collaboration with VIVID disability service provider, we successfully launched a Certificate III in Individual Support course through the TAFE in early 2024.

This nationally recognised qualification equips individuals with the skills and knowledge to provide person-centred support to older adults and people with disability.

Due to the collaboration between CLRS, VIVID and the TAFE, we were able to offer a traineeship to staff. Traineeships provide financial benefits to both employees and employers, including paid training hours. Importantly, traineeships offer the opportunity to learn on the job while studying. A common concern is whether trainees will be on a lower wage. At CLRS, pay rates remain unchanged for trainees, making it an attractive career development opportunity.

Traineeships also offer a supportive learning environment, with mentorship and guidance from CLRS Team Leaders. Our Team Leaders have a solid understanding of person-centred support and have completed formal training themselves at the Certificate or Diploma level.

We are thrilled to have supported six staff members from start to finish of the course. We want to congratulate DSPs Carly, Charli, Holly, Jessica, Olivia and Zoe on recently being awarded their Certificate III in Individual Support.

We spoke to Zoe about her experience with the traineeship. After gaining industry experience for a couple of years, Zoe was keen to expand her knowledge. She found working with others from CLRS and VIVID, a valuable experience and appreciated the supportive training model and the incentives were a great bonus. Zoe and others have now enrolled in the Certificate IV in Disability. This qualification can be a stepping stone to further study at the Diploma or higher level, providing a foundation for those who aspire to advance their careers. CLRS is currently exploring the option of offering Certificate IV in Disability as a traineeship. This is part of our strategy to develop an engaged, inclusive, and skilled workforce.

With 75% of DSPs holding higher-level qualifications, the traineeship model is the future pathway to ensuring our workforce is supported to provide high-quality support to people with disability.



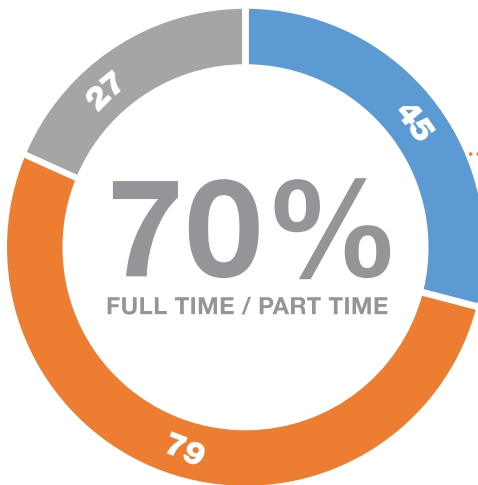
HR Manager, Anna de Vrieze and DSP, Zoe White

2024 - 2025 STAFF *Facts*



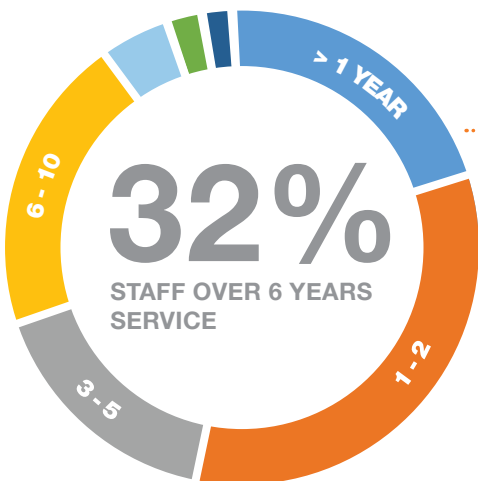
STAFF AGE PROFILE

- 25 STAFF - 20-29 YEARS
- 28 STAFF - 30-39 YEARS
- 34 STAFF - 40-49 YEARS
- 35 STAFF - 50-59 YEARS
- 27 STAFF - 60+ YEARS



EMPLOYMENT STATUS

- CASUAL
- FULL TIME
- PART TIME



LENGTH OF SERVICE

- 20 STAFF - LESS THAN A YEAR
- 50 STAFF - 1-2 YEARS
- 33 STAFF - 3-5 YEARS
- 37 STAFF - 6-10 YEARS
- 5 STAFF - 11-15 YEARS
- 4 STAFF - 16-19 YEARS
- 2 STAFF - 20+ YEARS



**EMPLOYED
STAFF AS OF
JUNE 30, 2025**

54%
Staff with over 3 years service

5 Years
Average length of service

11%
Staff under 25 years

76%
Female staff

78%
Direct Care

45 Years
Median age

STAFF SURVEY
88% satisfaction rate
92% engagement rate

OUR DEDICATED *Volunteers*

Another year has passed and our volunteers have once again contributed so much to CLRS.

National Volunteer Week 2025

We celebrated National Volunteer Week (19-25 May) with the theme “Connecting Communities”, recognising the diverse passions and talents volunteers bring and how volunteering brings communities together. From lending a hand at our social enterprises, the Murray River Tea Rooms in Moama and Recyclability Op Shop in Echuca, to driving key events like our Annual Fundraising Dinner and Run Echuca Moama, our volunteers make a huge impact across every corner of our community.

Run Echuca Moama

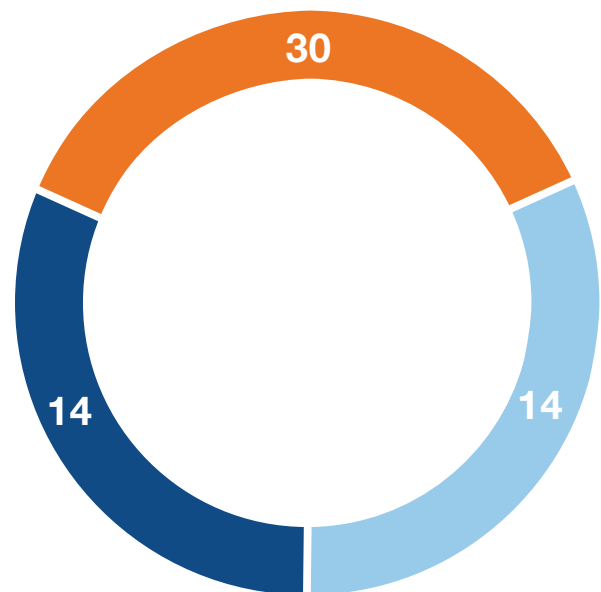
74 volunteers played a crucial role in the rebranded Run Echuca Moama event, helping with marshalling, registrations, fence setup and pack down, and participant check ins. Their efforts ensured the success of this major community event, which continues to grow in popularity.

Riverboats Music Festival

Once again, volunteers assisted at the Riverboats Music Festival. With the 27 volunteers help, we sold a staggering 1,200 raffle tickets and pre-loved items sourced by the Recyclability team, raising \$5,700 for the Opening Doors Project and \$1,400 for our Recyclability program. Volunteers wore bright blue shirts with QR codes to make ticket purchases easy and engaging.

Fundraising Milestones

We celebrated CLRS volunteers who helped raise over \$1 million since the first Annual Fundraising Dinner in 2007. In 2024 alone, the 16th Annual Dinner raised \$79,932, thanks to the tireless work of volunteers and community partners.



- COMMUNITY VOLUNTEERS
- SUPPORTED VOLUNTEERS (Including Recyclability)
- OTHER (Board, Ambassadors, Fundraising Committee)

VOLUNTEER *Profile*

Carol Stephens

Three years ago, Carol found herself looking for something more—something meaningful to fill her time and connect her with her community. She mentioned this to a friend, who immediately said, “You’d be a perfect fit for volunteering at the Murray River Tea Rooms.” That simple conversation sparked a journey that’s brought joy, purpose, and connection into Carol’s life.

Now, Carol volunteers three mornings a week, and she wouldn’t have it any other way. With a rich background in customer service, retail, and food sales, she brings warmth, professionalism, and a genuine love for people to everything she does.

“I love working with the clients,” she says. “It’s so much fun. There have been so many good times—the customers are amazing, both locals and tourists. The camaraderie is fabulous.”

But Carol doesn’t stop there. She also volunteers at the local RSL, calling bingo and bringing smiles to the faces of regulars who look forward to her cheerful presence.

When asked what she gets out of volunteering, Carol lights up.

“It keeps my mind active, it’s beneficial to my health, and it gives me a reason to get out of bed. I feel like I’m contributing to the world.”

She’s made many friends through her volunteer work and feels deeply connected to the Echuca community she’s called home for the past 15 years. Her advice to anyone thinking about volunteering? “Do it. You have to have the right mindset—one that’s focused on the community and the clients. But if you do, you’ll reap the benefits. I love it.”

Carol’s story is a beautiful reminder that giving your time can give you so much more in return.



Carol Stephens

FUNDRAISING *Activities*

In 2024/25, our community came together in extraordinary ways to support our vision of empowering people with disability to live the life they choose, in a community enriched by the inclusion of all.

We are proud to share the success of three major fundraising events that showcased the generosity, energy, and commitment of our supporters and supported our Opening Doors Project, building homes for people with disability and our work to strengthen our programs

Run Echuca Moama 2024

After 10 years of Johnno's Run, the working group felt that the time was right to grow and rebrand the event to appeal to new participants from far and wide. The change of name would be key in attracting more distance runners, as well as those that favour the shorter distance. This proved to be the right move, with the inaugural Run Echuca Moama event taking place on Sunday 4 August 2024, with a record-breaking 617 participants, up from 350 the previous year.



2024 Run Echuca Moama Sponsors with CLRS staff and clients

The event featured a range of distances, including 21.1km, 10km, 5km, and junior bolt races. The scenic course connected Echuca and Moama across state lines, creating a vibrant atmosphere for runners and spectators alike. Thanks to the incredible efforts of 74 volunteers and our dedicated working group, we raised an outstanding \$50,552 for the Opening Doors Project.

We were honoured to receive the Murray River Council Community Event of the Year Award in January 2025.



Community Event of the Year:
Run Echuca Moama: Community Living and Respite Services

Run Echuca Moama Working Group

L-R: Leah Taaffe, Annie Gilbert, Liz Rowsell, Gill Noelker, Rod Cairns and Brady Threlfall

Photo credit: Jordan Townrow – Riverine Herald

We extend our heartfelt thanks to our sponsors: Moama Bowling Club, Riverine Herald, Worklocker Echuca, Cosgriff Lawyers, 102.5 Edge FM, Radiant Media Productions, Revolution Print, Fast Finish Event Timing, Beechworth Bakery Echuca and EDG Projects Australia.

Riverboats Raffle 2025

Over the three-day festival weekend, our team sold out of raffle tickets and welcomed enthusiastic visitors to our Recyclability marquee. The event raised \$7,100 in total, with \$5,700 for the Opening Doors Project and \$1,400 to support our Recyclability program. We are grateful to our volunteers who sold 1,200 raffle tickets and to our supporters: Worklocker Echuca for printing our standout blue shirts, Echuca Moama Signs for marquee signage, and our raffle sponsors, Riverboats Music Festival, Junction Moama, Port of Echuca, and Murray River Tea Rooms.

The support of Riverboats Music Festival Director, David Frazer and the Riverboats team is deeply appreciated.



2024

RUN

ECHUCA MOAMA

Building homes for people with disability



17th Annual Fundraising Dinner

This year's dinner featured Curtis McGrath OAM as our guest speaker. His inspiring journey from injury in Afghanistan to Paralympic success deeply moved our guests. The event raised \$83,197, bringing our cumulative total from our fundraising dinners to over \$1 million, a remarkable milestone.



Curtis McGrath with his 2024 Paralympic Gold Medal

We thank our business community for their generous donations and our volunteers for their tireless efforts. The evening also featured the launch of our video, Out of Home Care – Safeguarding the Future, highlighting our 24/7 residential care services for children and young people.

Special thanks to Jim Cosgriff for his outstanding role as MC, and to Troy O'Brien and Gary Wood for leading a successful auction.

Million Dollar Milestone

On Thursday 1st May 2025, we celebrated raising over \$1 million through our annual fundraising dinners. 15 fundraising committee members both past and present were invited to the Murray River Tea Rooms to mark the major achievement.

The morning tea was a chance to thank those who made the event possible. The very first fundraising dinner took place in 2007, and the fundraising committee has delivered all 16 events since then.

We invited the fundraising committee members through the years back together to say thank you because if they hadn't done what they did back in 2007 CLRS would not have achieved this \$1 million milestone.

The people who have been involved over the 17 years care about the event, and they valued what they did when they were on the fundraising committee.

The annual dinners have continued to grow every year, with the 2025 event raising over \$83,000.



Some of the past and present CLRS Fundraising Committee members

- Back Row L-R:** Peter Gilmour, Liss Manypeney, Sheryl Campbell, Sarah Pagram, Liz Rowsell, James McIntyre
- Middle Row L-R:** Gillian Noelker, Wayne Jenkin, Suzanna Barry, Beth Kimball, Di Huber, Meaghan Broom, Kathy Kostoglou, Della Nelson, Leah Taaffe
- Front L-R:** Leanne Cuffe, Lindsay Rankin, Jan Rankin & Kim Boland
- Absent:** Dave Callanan, Duncan Smith, Heidi Glenn, Rhys Glenn, Charlotte Pearson, Narelle Bain & Brady Johnson

OUR Collaborations

Involvement with community, health, disability, youth and aged care providers has included:

- Aboriginal Health Disability Reference Group
- Aboriginal Health Partnership Group
- Acquired Brain Injury Network Meeting
- Aged Care Service Providers Network
- BEACON
- Berry Street – Take Two Therapeutic Services Team
- Campaspe Cohuna Local Learning & Employment Network
- Campaspe Family Violence Action Group
- Campaspe Murray Mental Health Network
- Campaspe Shire Council
- Campaspe Youth Partnership
- Communications Access Network Meeting
- Echuca Community for the Aged
- Echuca Community Mental Health
- Echuca Regional Health
- Loddon Care Services
- Loddon Mallee Disability Alliance
- Loddon Mallee Mental Health Network
- Loddon Mallee Public Health Unit – Murray Primary Care and Population Health Advisory Sub Committee
- Loddon Campaspe Regional Partnership
- Murray River Council
- Network of Disability Service Providers
- Njernda Aboriginal Corporation
- Out of Home Care Operations Group
- Victorian Residential Care Providers
- We are Vivid



David, Ben and Ashley with the Recyclability donation bins at Moama Waste Facility.

To help reduce textile waste going into landfill, CLRS has collaborated with Murray River Council and now has 2 blue donation bins for textile waste located at the Moama Waste Facility, Centre Road Moama.

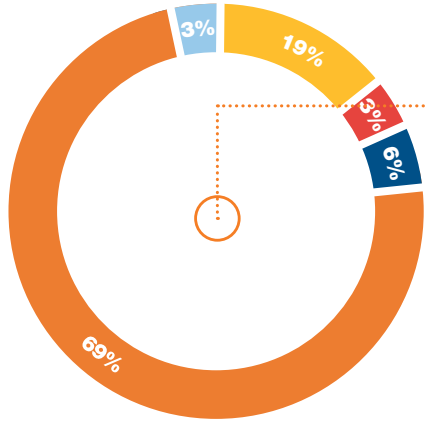


Kara with a box full of books, for Echuca Regional Health.

CLRS, through the Recyclability team, has been collaborating with Echuca Regional Health for several months now. These books are available for inpatients to read during their stay, and if they haven't finished reading them by the time they leave, they can take the books home with them. Together, we're making a positive impact on the lives of those in our community!

**FINANCIAL
2024/25**

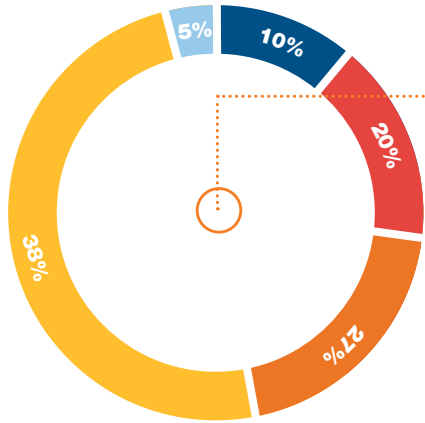
Highlights



ASSETS

- CASH & CASH EQUIVALENTS
- TRADE & OTHER RECEIVABLES
- RIGHT OF USE ASSETS
- PROPERTY, PLANT & EQUIPMENT
- INTANGIBLES

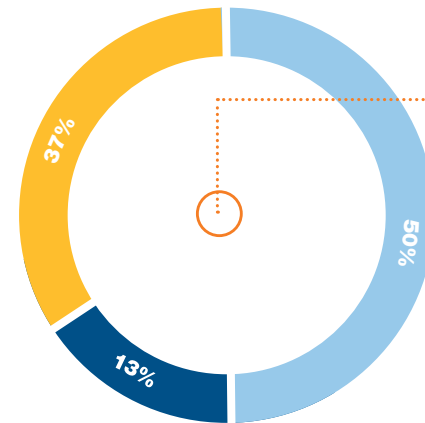
↓
\$16,700,599



LIABILITIES

- TRADE & OTHER PAYABLES
- EMPLOYEE BENEFITS
- LEASE LIABILITIES
- BORROWINGS
- OTHER LIABILITIES

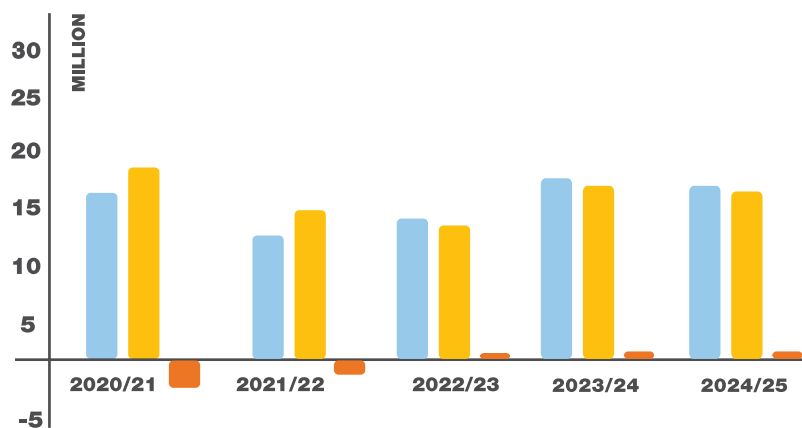
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\$4,346,660



BALANCE SHEET

- TOTAL ASSETS
- TOTAL LIABILITY
- EQUITY

↓
\$12,353,899
EQUITY



PROFIT & LOSS

- INCOME
- EXPENSES
- OPERATING PROFIT

➤ **\$17.1M**
TOTAL REVENUE

➤ **\$1.3M**
OPERATING PROFIT

➤ **\$12.2M**
NDIS REVENUE

