

# 2023 Annual Report

**BABIES | KIDS | TEENS | ADULTS**





# Contents

Our Services	4	Impact Stories	27
Our Impact	5	People and Culture	28
Board Members	6	Parent Support Program	31
Chair and Chief Executive Officer	9	Impact Stories	31
Strategic Plan	12	Volunteer Program	32
Deputy Chief Executive Officer	15	Acknowledgements	33
Impact Stories	16	Facilities and Fleet	34
Group Programs	18	Finance	37
Therapy Education and Support	21	Financial Statements	38
Capacity Building	23	Impact Stories	40
Quality Risk and Safeguarding	25	Contact Pinarc	42



## Purpose

Enriching and empowering lives within the disability community.

### PASSION:

We love what we do and are passionate about making a positive difference.



## Values

### EMPOWERMENT:

We support people to maximise their potential.

### INNOVATION:

We are explorers of new ideas, working to overcome the barriers people face.

### INTEGRITY:

We are honest, fair and brave.



## Vision

A community in which people with disability are equal and valued.

In the spirit of reconciliation Pinarc Disability Support acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Since 1999, Pinarc has been empowering people with disabilities to reach their full potential.

As a registered NDIS provider, we offer support to people with developmental delays through to high and complex support needs. We offer therapy services, group programs and plan support across the Ballarat and Melton regions, including surrounding areas throughout Western Victoria.

### Therapy Services

- Occupational Therapy
- Physiotherapy
- Speech Pathology
- Educational Advisor
- Therapy Assessments
- Therapy Groups
- Pre-School Field Officer
- Kindergarten Inclusion Support
- Equipment and Assistive Technology Prescription
- Community, home, onsite and online sessions available

### Planning and Support

- Plan Management
- Support Coordination
- Family and Carer Support

### Group Programs

- Independent Living Skills
- Social Groups
- High Support Day Programs for Adults
- School Holiday Programs



**BABIES | KIDS | TEENS | ADULTS**



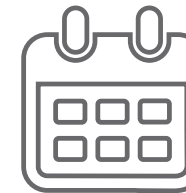
Pinarc  
locations

5



Customers  
supported

1336



Events hosted  
for families and  
carers

63



Kindergartens  
supported

102



our impact



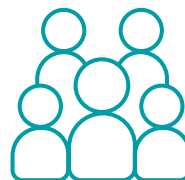
Hours  
of early  
intervention  
therapy  
(babies and  
kids under 7)

8917



Revenue  
received  
to provide  
supports  
& services

~\$10.7m



Number  
of staff

253



Hours  
of NDIS  
services  
delivered

112,191



# Pinarc 2023

## Board Members



**Nicole Crocker**  
Chair  
B.Acc CPA

Nicole is a Director at Cooke & Foley Business Advisors and Accountants in Ballarat. She has over 20 years' experience within the public practice accounting field, including the preparation of financial statements, tax returns and providing complex tax advice to clients. She has an audit background that enables her to delve deeper into the processes used within an organisation and helps her clients to understand the 'why' and 'how' when it comes to their business and not just the financial results. Nicole has previous board experience for a local sporting association and is pleased she can use her financial and analytical skills to ensure the needs of people with disabilities are being met in the best way.



**Kelly Spert**  
Treasurer/Secretary  
CA, MAICD

Kelly is a Chartered Accountant and has worked in industry for the last 27 years, predominantly in FMCG, retail, wholesale distribution and manufacturing. During her career, Kelly has served as the Finance Head and often Company Secretary, focussing on strategy, business improvement and governance. Kelly has also been a volunteer of RVIB/Vision Australia for over 20 years. Kelly's finance and governance insights are particularly valued in her role as Chair of the Finance Sub Committee.



**Eric Braslis** | Deputy Chair  
B.A.A. Urban Planning (Toronto),  
MBA (Deakin)

Eric is Chief Executive Officer, Golden Plains Shire Council. Previously Eric has been the CEO at Gannawarra Shire Council and has held a number of senior executive roles at Ballarat, Hobsons Bay and Stonnington City Councils. Eric has also completed the Executive Leadership program at Harvard University (Boston) and is a graduate of LGPro's XLP program. Eric's expertise in governance and his knowledge of planning is particularly valued on the Pinarc Board.



**Dermot Conaughton**  
B. Laws (Hon),  
B.B.M. (Deakin)

Dermot is a Senior Associate in Commercial Law at Heinz Law. He provides advice to corporate and commercial clients on a broad range of matters including acquisitions, sales of business and commercial property, trusts and companies, stamp duty and land tax issues, shareholder and partnership agreements, restructures, franchising, intellectual property (including trademarks and licence agreements), retail and commercial leasing. Dermot's legal knowledge is especially valued in his role as Chair of the Governance Sub Committee.



**Dr. Barry Packham**  
A.S.M.B. (Ball), M.B.A.  
(Melb), Ph.D. (Mon), F.A.I.C.D

Barry has been variously company chairman, company director (both executive & non-executive), president & CEO of companies in a number of different industries incorporated in countries in both hemispheres. In his final role as Executive Chairman of Carl Zeiss Vision International and associated joint ventures, he led businesses totalling \$1B+ turnover and some 10,000 employees. He has also until recently provided consulting services to various City of London financial services businesses, including Deutsche Bank. His local interests include membership of the committee of the Ballarat Sportsmen's Club and president of the not-for-profit Ballarat Karate Club.



**Clayton Warren**  
BBus.Acc (LaTrobe),  
Grad. Dip (Mgt)

Clayton has an extensive senior leadership background in accounting, human resources, strategy, and risk management with various national and multinational companies. He has held senior executive positions incorporating Advisory Board Chair and Company Secretary appointments across multiple industries. Clayton currently holds the position of Group General Manager for Ballarat Group Practice Services, a large regional medical organisation, and is enjoying the opportunity to utilise his knowledge and expertise to support the community through the Pinarc Board.



**Neil Wilson**  
B. Eng (Aerospace), MBA (MBS)  
Mergers & Acquisitions (MBS)

Neil has over 27 years' experience spanning operations, process transformation, mergers & acquisitions, and commercial interests. Currently Commercial Manager at Worley, his focus is on technology and digital innovation, capital allocation and investments and commercial sales. Neil has 3 boys, 2 of whom are on the autism spectrum. He is a passionate advocate for disability and brings both business acumen and lived experience perspective to the Board.

After years of dedicated service on the Board of Pinarc Disability Support both Adam Rogers and Leo Styles retired at the Annual General Meeting in 2022. We sincerely thank them for their service and wish them well for their future endeavours.



Adam Rogers



Leo Styles







## Chair and Chief Executive Officer



NICOLE CROCKER  
Chair



PETER NEWSOME  
Chief Executive Officer

**THIS YEAR WE EMERGED** from the overbearing noise of the pandemic, although still present at times, there was sense of rebuilding and importantly we commenced our new three-year strategic plan with many new opportunities to create positive impact.

The demand for our services continues to grow across our offerings, which validates our community story in Ballarat, Melton, and surrounds. Our brand narrative ensures we clearly articulate our core purpose of who we are, where we came from and what we stand for, and brings our voice to life.

“With you all the way” is a creative expression of the value proposition – it’s our commitment to stay the journey with our customers, their families, and carers.

At Pinarc, we pride ourselves on our culture and work environment, launching our commitment to be a destination employer, “Better Together”, the theme of this year’s Annual Report. This is the result of the rich and valuable source of knowledge, feedback and insights received from staff and teams. In keeping with our commitment to ask our staff and teams for their feedback, listen to their views and act, this commitment has informed decision making and shaped future activities aimed at further enhancing employee wellbeing, engagement, and job satisfaction.

Collaboration across our teams and sites and services have thrived, providing support to further enhance our customer experience, enabling growth in revenue, customers, staff, and impact on our community.

In terms of financial performance, we achieved a significant increase in revenue compared to the previous year. As a Not-For-Profit organisation, we are continually seeking to be excellent stewards of the resources we generate, and we have surpassed expectations with an end of year surplus result that exceeded projections. This result is a testament to the dedication and hard work of our teams as well as the strong support from our community and funding partners.

We have allocated a substantial portion of our surplus towards improving our facilities, technology, and training programs. Our priority remains to continue investing in people, services, and infrastructure for future years.

Our customer satisfaction rates have also seen a notable improvement, with positive feedback and testimonials highlighting the impact of our services. We are proud to be making a difference in our community and remain committed to continuously improving the quality and accessibility of our programs.

The Minister for the National Disability Insurance Scheme (NDIS), the Hon Bill Shorten MP, announced a review of the National Disability Insurance Scheme (NDIS) and we were privileged to provide strong advocacy due to our service experience in terms of pricing regulation.

We developed many new partnerships to support career pathways, an example being with Federation University, who recently commenced offering Speech Pathology through both postgraduate and masters programs. Pinarc formally became members of Committee for Ballarat, forging better outcomes for our communities.

Our investment in Melton was acknowledged, taking out the winning category for Adaptability at the Melton Business Excellence Awards. A fantastic recognition of our team's efforts and our Board's investment in supporting the Melton community.

We are excited about the opportunities that lie ahead for Pinarc, our new three-year strategy is

focused on expanding our reach, partnering with other organisations to enhance our services, and embracing innovation to better meet the evolving needs of our customers.

We would like to extend our heartfelt gratitude to our incredible staff, volunteers, customers, and their families and carers for their ongoing support and trust in our organisation. Without them, our success would not be possible. We also want to thank our dedicated Board for their guidance and leadership throughout the year.

As we move into the next year, we are confident that Pinarc will continue to grow and thrive. We remain committed to our purpose of empowering individuals with disabilities to live fulfilling and independent lives, and we look forward to the positive impact we will create in the coming years.

Thank you for your continued support.

**Nicole Crocker** – Board Chair

**Peter Newsome** – Chief Executive Officer

“ We are proud to showcase every program we've launched, every service we've provided, and every partnership we've nurtured, these are a testament to our commitment to improving the lives of those we serve. ”









# Launching our new Pinarc Strategic Plan 2022 - 2025

Our three-year strategy is guided by our Vision, Purpose, Values and Position Statement and is underpinned by our strategy goal: "To grow our impact by strategically developing our services and resources in line with emerging community need".

## The Pinarc Strategy has three Strategic Objectives:

- 1 Customer Experience (Customers, Families and Carers)
- 2 Best Practice
- 3 Growth and Community Impact

These objectives place our customers, their families, and carers at the centre of everything we do.

## They are underpinned by two Strategic Enablers:

- 1 People and Culture
- 2 Systems and Governance

## Approach and Engagement

The approach to the development of this strategic plan has been designed with a range of input through engagement from customers, families, carers, and community feedback, Pinarc staff and the Leadership Group, led by the Chief Executive Officer, and working closely with the Board in forming the future position for Pinarc.

Insights were canvassed through both the disability sector and community in determining the best response to such a dynamic environment. Importantly, the strategic planning process has been aligned to our risk register.

Emerging from the impact of the pandemic, Pinarc redesigned many of our processes, offerings, and infrastructure to adapt. Learnings from the Disability Royal Commission on customer outcomes, increased community expectations and our intent to grow have been discerned to form this plan.

Therefore, our approach has been to develop a strategy to cover a three-year period.

A Value Proposition requirement emerged to help understand the landscape and unpack Pinarc's services and capabilities to inform our communication and engagement with communities. "With you all the way" is a creative expression of the value proposition – it's our commitment to stay the journey with customers, their families and carers. Importantly this value proposition is

- tangible to our teams of staff and volunteer and seek to enable consistent engagement with customers, their families, and carers
- shows clear alignment to our Purpose and Values
- underpinned by our Strategic Plan objective of Customer Experience
- representative of Pinarc capabilities as an expert disability service provider
- supportive without judgement and on your terms, so customers, families and carers retain control



**Customers | Families | Carers**

### STRATEGY GOAL:

To grow our impact by strategically developing our services and resources in line with emerging community need.

### STRATEGIC OBJECTIVES

Customer  
Experience

Best  
Practice

Growth &  
Community  
Impact

### STRATEGIC ENABLERS

People &  
Culture

Systems &  
Governance





## Deputy Chief Executive Officer



SARA CAVANAGH  
Deputy CEO

**AS DEPUTY CEO** I feel grateful every day that I get to work alongside amazing staff who are committed to providing the best possible service to our customers. Having a direct role working with the CEO to develop and deliver Pinarc's new Strategic Plan 2022 - 2025, it is great to balance that with working directly with our customer-facing teams across our services and see the passion they bring to their roles.

Some of the strategic initiatives we are working on include improving the way we engage with our customers and families about how we run our programs and what changes we need to make to meet their needs. This has been undertaken through a variety of mediums, including consulting with our My Voice group, implementing feedback kiosks and seeking direct feedback from customers, their families and carers.

I work closely with the National Disability Insurance Agency (NDIA), Victorian Department of Education, Victorian Department of Families, Fairness and Housing and the Australian Government Department of Health and Aged Care to ensure Pinarc can deliver a wide variety of programs with funding from many different revenue streams. Maintaining good relationships with Pinarc's stakeholders and funding bodies means we continue to grow our services outside of just the NDIS.

After three years of disruption, it finally feels like we are now able to deliver services without the risk of pandemic interruptions. We consolidated our three adult group program sites to two which has enabled us to

share skilled staff across Golden Point and Pennyweight more consistently. This consolidation was part of our strategy, to ensure the best use for all sites. Each site has a distinct set-up designed to best meet the requirements of different cohorts, allowing us to effectively support the diverse needs of individual customers.

Both our adult group programs and our children's holiday programs have recommenced external community activities with regular outings including restaurants, shopping tours, art gallery visits, cinema, and even ice skating. Our Tuesday Night Dinners have also been very popular with customers, who have enjoyed dining across a variety of different Ballarat establishments, and our hydrotherapy pool at Pennyweight is back in regular use.

Pinarc's Education services are seeing significant new growth and we continue to deliver high quality direct supports and capacity building for Early Educators across 100 kindergartens in the Central Highlands.

Our therapy services have seen strong recruitment and growth across our Ballarat and Melton sites allowing Pinarc to deliver more early intervention, teens and adult therapy in the NDIS space. Our capacity building programs, Support Coordination and Financial Plan Management, continue to see strong demand within very competitive areas.

Most days you will see me at one of Pinarc's many sites, please stop and say hello, I would love to know what you think about our services and where we can improve.

### Little Noah

Noah is supported with Speech Pathology, Physiotherapy and Occupational Therapy by our Melton team, who work with him to help him eat and drink safely, communicate, play with toys and his sisters, work towards sitting, standing and mobility. Noah's family hope in the future he won't need his nasal gastric tube and will thrive without it. Noah recently got his own standing frame which will help him build his muscles and allow him more opportunities to play independently. Noah loves sharing his joy for Elmo with his therapists.



### Willow the Superhero

Willow is a true therapy superhero who shows determination and strength with every goal she faces and loves challenging her therapists working out the best way for her to reach her potential. She has an amazing superpower in using her eyes to communicate who she wants cuddles from, and which toys she wants to play with. She is such a strong communicator, and she is hoping to start using her eyes to pick out pictures on an Augmentative and Alternative Communication device so that she can share what she is thinking with others. Willow has an amazing supportive team around her with her parents and sidekick big sister Isla leading the way. Willow's future is as bright as she is, and we can't wait to see what she can achieve with the help of Assistive Technology and her superpower of determination.





While this particular species is native to the Pacific Northwest, it is also found in other parts of the world.

“It is so refreshing to see a group program being tailored to the individual needs of customers.”



# Group Programs



**DURING THE PAST TWELVE MONTHS** the coordinators of our group programs have had the opportunity to observe our staff across both sites show initiative in abundance. We have seen the staff drive the development of several new programs to enhance the experiences of our customers. The programs have been both centre and community based, which has been enjoyed by both customers and staff alike.

At Pennyweight our Tuesday lunch group loves nothing better than getting together and catching a taxi to a restaurant to enjoy a tasty meal with great company. Once a month the customers also have the opportunity to order a take-away lunch to enjoy together. It's so great to see upwards of 20 customers enjoying a lunch of their choice together.

Our Art programs are held throughout the building on different days, and we have been able to decorate the walls of Pennyweight with customer artwork and murals in each program room. The Wednesday 'Sip and Sew' group have created some beautiful patch-work quilts and have now started creating bags with a see-through section to store puzzles in so that customers can easily see them and select the ones they want.

With the consolidation of our Independent Living Skills program at Golden Point, we have been able to offer a greater choice of activities for our customers each week. Our cooking group is always popular, with customers enjoying sharing their Master Chef creations and often baking cakes to celebrate birthdays. Our woodwork shed

is a hive of activity, providing great opportunities for creative building. As always, our art program continues to be very popular and has received support from visiting artists. The ever popular 'Coffee Club' and 'Barista to Work' programs have benefited from the installation of a new café style room where they can gather to make and enjoy café quality coffees together.

My Voice, our leadership and advocacy skills group, has gone from strength to strength. They now meet regularly with the CEO as part of the customer consultative committee to give feedback on services and input into policy development. They are also discussing community issues and are committing their time to develop initiatives that help other causes.







“

I love the humour you use in our sessions. My son looks forward to his sessions with you and gets upset when he can't attend.

”





# Therapy, Education and Support

**THE THERAPY TEAM** was very excited to welcome eight new therapists across both Ballarat and Melton at the start of 2023. Six of these new starters were new graduates working in speech pathology, occupational therapy and physiotherapy, actually doubling our physiotherapist team since last year!

Our Education services have continued to see tremendous growth with two years of funded kindergarten being offered across over 100 services in the Central Highlands region. This includes 3-year-old kindergarten increasing to 15 hours a week to align with 4-year-old kindergarten. Our Kindergarten Inclusion Support (KIS) program has grown to two KIS coordinators who worked through over 150 applications from these funded services for 2023 and provide ongoing support to nearly 100 Kindergarten Additional Assistants (KAAs) in these placements.

Our Preschool Field Officer Program (PSFO) has also grown to now have five PSFOs working in this space, supporting the capacity building of educators working with funded kindergarten children. This program has seen a doubling in referrals from last year with strong growth for the 3-year-old children in particular.

The ability to link in with other services such as at the open day at Ballarat and District Aboriginal Cooperative (BADAC) has been a highlight and re-enforces our "Better Together" approach to working with services.

Our therapy assistant program has continued to expand with five therapy assistants working across both sites ensuring that we can offer more therapy, more often, to more customers, whilst also providing these speech pathology and occupational



**ELIN MCPADDEN**  
Manager Therapy,  
Education & Support



therapy students real world experience prior to their graduation and entry into their allied health professional careers.

We were very excited to introduce the new position of Key Worker Coach to our therapy team in 2023 with dedicated time to review, develop and refine our key worker approach within the NDIS. This position ensures that we continue to understand current research and commit to best practice when working with our early intervention clients.

Our creation of a neurodiverse affirming working group has allowed us to listen to customers' requests to have therapy that works for them, giving more voice to how and why they work with our therapists to achieve the goals that are most important to them.

We continue to respond to customers' requests for therapy groups including feeding clinic intensives, Lego group, high school transition, adult cooking groups and life skill groups which have all proved very popular.

We have further strengthened our relationships with hospitals to enhance our baby clinic and grow our relationships with universities, including the first graduating class of speech pathologists from Ballarat's Federation University at the end of 2023.

We are honored to be a part of so many customers' and families' journeys and continue to be inspired by the amazing goals that are being achieved every single day!

“We would be lost without your support, thank you so much for everything you do.”



# Capacity Building

**WE TAKE PRIDE IN** being able to assist customers, their families and carers to navigate services, and support outcomes by offering real support from staff that understand the NDIS.

## Financial Plan Management

Financial Plan Management is a service that supports our customers find the greatest flexibility with their plans without having to worry about the administrative side of dealing with NDIS and providers. Our team currently supports 355 customers by helping them understand how they can use their plans and by organising payment for their plan invoices, taking the stress out of the equation. The key difference with our team is that they are always at the end of the phone with a friendly voice to assist with your enquiry. Our team patiently help customers, families and carers navigate their NDIS funding, carefully explaining "reasonable and necessary" guidelines, supporting customers to make the most of their resources.

## Support Coordination

Pinarc continues to grow our expert NDIS capability, with our Support Coordination team supporting new customers choosing Pinarc for this very important service. At Pinarc your Support Coordinator works with you to assist you to understand your NDIS plan, the funding you have and how it can be used to support your goals.

We work alongside you to build your capacity, so you understand the range of services that are available to you across the community, and we then assist you to link into these services. We have an extensive understanding of the services across the Central Highlands and Melton Local Government areas, so together we can find the service that best suits your needs.

Our services can include research, help setting budgets, referrals to service providers, completing service agreements, attending your NDIS plan review meeting, and supporting you to understand the different methods of managing the funding in your plan. This year our team has assisted fifteen customers to move into or change their supported accommodation arrangements, navigating this complex process step by step with the customers. Our primary aim is to support our customers, their families and carers, to achieve their best outcomes.

## IMPACT STORIES

Our Support Coordinator Paula has been working with a young customer who is non-verbal, has autism and behaviours of concern, and is living with extended family. Over the past year she has successfully linked him with support services including a behaviour specialist, therapy services and respite. Paula also worked closely with his family and therapy team to engage with his paediatrician to support a medication review, which had not been done in the past.

Another challenge was that the yard of his home was unfenced and, due to his absconding and lack of road sense, it was a struggle to get him into the car safely. Previous applications to NDIS for funding for a fence to provide a safe environment were turned down. Paula supported the family to apply to Permanent Care & Adoptive Families for a grant to cover the front fence, which was out of scope of usual equipment they would fund. She worked with PCA Families to identify the safety concerns and provided supporting evidence, which resulted in a positive outcome to fund the front fence, giving a safe environment for the child to enter the car and an area to play and ride his bike.







# Quality Risk & Safeguarding

“It is clear from staff and client interviews and client file review that the standard of care offered to customers by Pinarc staff is high.”

— Quantum Certification Services

**OVER THE YEAR WE** developed our value proposition to help further understand the landscape and unpack Pinarc's services and capabilities to inform a communications strategy aimed at supporting our continuous improvement, highlighting:

- Why we exist
- What we offer
- What we believe and how we behave

Our service quality was validated by the successful NDIS service standards audit for both Stage One (September 2022) and Stage Two (October 2022). Importantly, there were no non-conformances found, an acknowledgement of the significant work undertaken by Pinarc in developing policies and procedures that conform with the requirements of the NDIS Practice Standards. Important work was undertaken to ensure that Pinarc was responsive to the Child Safe standards that came into effect 1 July 2022, with the Board providing oversight and governance.

As part of our strategic plan and commitment to excellence, new initiatives were undertaken to increase opportunities for customers, their families and carers to inform governance and continuous improvement at Pinarc. This included:

- Model for real-time instant customer feedback through pilot of kiosk and survey application at Lucas
- Implementing model for customer feedback on policy design
- Developing customer consultative committee

Following the success of My Voice, we launched a new customer consultative committee, to provide context for establishing formal mechanisms whereby people with lived experience of disability (primarily our customers) can inform governance and continuous improvement.

Our value proposition describes the end benefit Pinarc offers to customers, their families, and carers. Resources have been developed to support consistent messaging internally on how Pinarc will operationalise and bring its value proposition to community, key stakeholders, staff and volunteers, and customers, their families and carers.

Our OH&S Committee continues to enable our team, with active Health & Safety Representatives throughout the organisation supporting consultative change, wellbeing and safe practices.

Pinarc is committed to an organisational culture that optimises the ability to achieve its strategic and operational objectives through the appropriate management of risks.

To support this commitment, our identified organisational risks (Risk Register) was reviewed and aligned to the Strategic Plan and to the new contemporary environment coming out of the pandemic. This alignment and review helps to ensure we have a strong focus and due diligence is placed on managing strategic risks, while supporting continuous improvement and growth.







### Where there's a Will, there's a way!

Will is a wonderful 6-year-old, who has amazing commitment to therapy and getting 'super skills'. Will especially loves swimming, making obstacle courses and climbing, and has an incredibly supportive family who help him to do the things he loves. Will understands that some things are hard, but he knows he can do hard things so is working on giving everything a go! Will has been able to come up with his very own goals including "learn tricks to slow down [his] brain", "get better at trying to use cutlery neatly", and "get better at climbing like Spiderman".



### Therapy Groups

Therapy Groups are a great way for individuals to interact and make connections with others while learning and developing their skills with the support from a therapist. During the year our therapists ran multiple groups, including an Independent Living Skills group for young adults to learn the skills needed to move out of home, such as cooking, shopping, domestic cleaning and navigating public transport, all while having fun and a laugh along the way. Other therapist-led groups for children and teens included Lego groups, arts & crafts groups, and a high-school transition group. Two cooking groups for teenagers were run to teach safety in the kitchen, how to follow a recipe, budgeting and building confidence shopping in a variety of centres across Ballarat. Experimenting with different ingredients was exciting and challenging for these groups and they all enjoyed eating the delicious meals they produced!



# People and Culture



**KEVIN STEWART**  
People & Culture Manager

**OVER THE PAST YEAR** the People & Culture team undertook an extensive consultation across all work teams to understand what a meaningful Inclusion and Wellbeing program should look like at Pinarc. This collaboration identified a rich pool of activities and initiatives, key among them being:

- providing free access to the Headspace Wellbeing App for all employees and volunteers
- the introduction of a staff newsletter with a focus on wellbeing and employee recognition
- theme days
- the establishment of employee generated 'Better Together' team building goals
- wellbeing awareness activities

and very importantly, making sure that we all take some time out each day to interact and have some fun amid the important and rewarding work that we do.

The recruitment team has had another busy and successful year responding to the need for workforce growth across most programs and services. The most significant area of growth occurred in our early education support services, Pre-school Field Officers and Kindergarten Additional Assistants, in response to the expansion of the three-year-old Kindergarten program across Victoria.

The Allied Health Undergraduate Bursary program, which is now in its second year, continues to be successful, enabling us to welcome six new graduate clinicians early in 2023. These bright and enthusiastic therapists have quickly found their feet under the guidance of the senior clinicians who facilitate our New Graduate induction program and are already adding significantly to the service capacity of our therapy team.

The highlight of the past year for People & Culture occurred in May when an internal review of the corporate services space afforded us the pleasure and privilege of welcoming the Customer Services Officers to the People & Culture team. Often being the point of first contact, our CSOs play a crucial role in setting the tone for the high standard of care and support our customers enjoy throughout their Pinarc journey.

The People & Culture team have been mindful of the impact that the cost-of-living pressures are having on the community and, more than ever, it is important that we continue to ensure that Pinarc provides an engaging, supportive, inclusive, and rewarding experience for all employees and volunteers.





“

Thank you so much for giving me this opportunity to be part of this amazing organisation. I am excited and looking forward to working with you.

”







“

Your genuine interest  
and care in my daughter  
reaching her goals and  
living her best life really  
makes us feel seen  
and understood. ”

### Parent Support Program

The Pinarc Parent Support Program has continued to provide families with information, peer support and opportunities for social connection. We have had several formal presentations about topics such as Carer Counselling and Legal Matters for Carers and guest speakers from a range of services and agencies attending the parents support groups. Demand for individual support via phone, email or in person, has increased in recent years and we are proud to have been able to provide this service to so many. Feedback shows that social connection is an important aspect of the parent support program. We provide opportunities for carers to gather for dinners or activities where information is shared, but the focus is social fun and relaxation. A highlight of this year for many was the Carers Retreat to Anglesea in March and we are excited to have secured funding to run this again in February 2024.



### Cameron's got this

Being able to tie his own shoelaces was very important to Cameron and he set it as a goal to work on with his Occupational Therapist Jenny. Together they brainstormed ideas on what could help Cameron reach his goal, such as using different coloured laces and using step-by-step instructions developed by Jenny. Cameron was so determined to master this new skill he practised every day with the support of his family and his happiness in achieving his goal shines through in his smile!





# Pinarc Volunteer Program

**SINCE 2022** we have diversified our volunteering program to include 'volunteering from home' which enables people who may not typically engage in volunteering due to barriers such as disability, location, or carer duties to volunteer with Pinarc.

Volunteers from home create curriculum content across a range of subjects for our support workers to deliver in our day programs.

The biggest achievement, however, is giving people who may have barriers to regular volunteering the opportunity to be engaged meaningfully with Pinarc from the comfort and security of their own home.

Along with our in-person program volunteers, we ensure that our volunteers from home have the same opportunities for development, engagement, and recognition by moving our training online, producing a quarterly e-newsletter and holding virtual morning teas together.

The impact of volunteering from home has been transformational. Due to the diverse skills of volunteers, our customers now have access to a richer, more varied, and comprehensive program. Thanks to our volunteering from home initiative, we now engage volunteers across four states, Victoria, New South Wales, South Australia and Queensland.



RACHAEL M BROWN  
Volunteer Coordinator



**Thank you**  
to staff  
and supporters

## Customer Service Award Winners

### July 2022

Emma Webster

### August 2022

Byron Abbott

### September 2022

Kaye Thompson

### October 2022

Lucy Di  
Giallonardo  
Paula Blake

### November 2022

Rachael Brown  
Sue Davis  
Janine Hunter

### December/ January 2023

Austin Miller

### February 2023

Janet Baron

### March 2023

Annie Branch

### April 2023

Julie Turner

### May 2023

Amelia Everard

### June 2023

Penne Dowling  
Jordan Betts

## Financial Donations

Steve & Laura Leslie  
Glenyis Mclver Estate  
Helen Schenk  
St Patrick's Parish Primary  
School Ballarat  
Stoneman Family  
Janet Torney

## Length of Service

### 25+ Years

Carina Lewis  
Denita Robson  
Susan Thomas  
Julie Turner

### 15+ Years

Sara Cavanagh  
Jennifer Crisp  
Rhiannon Dodge  
Deanne Howlett  
Lynette Lock  
Peter Milton  
Lyndsey Noakes  
Kelly Oakley  
Christina Ryan  
Catherine Stoney  
Kaye Thompson  
Antoinette Whytcross

### 20+ Years

Tanya Davi  
Julianne O'Keane

## Other Donations and Support

Liz Boland  
Greta Congleton & Tania Busse  
Melissa Daly  
Kevin & Sharon Dunn  
Astrid Evans & Ethan Evans  
Marie Jones  
Charlie Lorch & Mel Lorch  
Marlee McPhan

Newsome Family  
Maeve Power  
Jaxxon Rieniets  
Simplicity Funerals, Melton  
Leo Styles  
Ava Thornton  
Lachlan Yates & Robert Yates



# Facilities and Fleet



SUE DAVIS

Facilities & Fleet Partner

**FIRST IMPRESSIONS COUNT** and our buildings and grounds are often the first things customers, their families and carers see, and we seek to ensure that they leave a lasting impression matched by our excellent care and services. Our facilities and fleet team are conscious of this commitment and are proud of the continuous site improvement across our Ballarat and Melton sites.

Following our successful expansion in Melton, we continued our investment in our specially designed accessible site. Earlier this year we installed a dedicated Therapy Swing, engineered to carry both parent and child if required for a range of therapeutic benefits, and it is already a valued addition to our site and services.

Our CEO chaired a Consultative Committee with staff to redesign and develop a model for new spaces at our Lucas site. Phase one of the project was completed and saw the commencement of a contemporary fit-out, aligning with growing community expectations. This fit-out includes a new inviting welcome lounge and a model therapy space. A benefit from the Lucas project has been the development of a fit-out procurement model and template for future needs across the organisation. Importantly, products have been purchased through significant consultation to ensure they are fit for their purpose.

Supported by the Board, we increased our fleet to further support our outreach therapy and education

services for customers, their families and carers. These assets ensure our staff safety, and that outreach can be completed in a timely and efficient manner. Our new fleet feature our new branding style, so our brand is easily recognised.

Our Strategic Plan 2022-25 provides a concentrated focus on our sites and services into the future. Our buildings are amazing assets and are critical to the high-quality services we provide customers every day.

Our art program now occupies much larger program rooms at Golden Point, and we have invested to create a wood working space and new curriculum that enables our customers to realise their goals at Pinarc.

More recently, we established a café space at our Golden Point site, created by our Maintenance Officer Byron, who has produced a beautiful café fit out to showcase our support and services.

We also continually deliver our commitment to provide hydrotherapy and swimming programs for a range of customers at Pennyweight. Pennyweight is now being used by a wider group of customers, with groups from Golden Point using the pool for their support and services.

Our facilities team look forward to being at the forefront across our sites and services to enable our assets to accommodate the new demands of services for our communities.



“

You display empathy,  
kindness and  
professionalism,  
thank you.

”



“

The FPM team  
are so helpful,  
full of information  
and explain  
everything! ”



# Finance

Pinarc Disability Support acknowledges the support of the Victorian Government, the Australian Government Department of Education and Training, and the federal funding available to people with disabilities enabled by the National Disability Insurance Scheme (NDIS).



**SHELLEY WOOD**  
Senior Finance Manager

**IN THE YEAR 2023**, we celebrated a series of achievements that have further solidified our commitment to continuous improvement. The procurement model developed from the procurement project has kindled a culture of change and ownership, enabling better budget management across the organisation.

Collaboration with our People and Culture, Education, and Therapy program teams have thrived, providing support to further enhance our operational efficiency and customer experience, enabling growth in revenue, customers and staff.

Our dedication to optimising our operations is evident in the investments made to enhance our systems and processes. We have successfully implemented robust solutions for supplier verification and invoice document capture, ensuring accuracy and transparency. The introduction of electronic workflow approval, budget software and formalised debt collection practices has streamlined our internal procedures, resulting in increased productivity and better resource allocation.

Financially, we have surpassed expectations with an end of year surplus result that exceeded projections. Our priority remains to continue investing in people,

services and infrastructure to enable impact to Pinarc customers, families and carers in future years.

By beginning our site utilisation improvements and consolidating Independent Living Skills programs at Golden Point, we were able to gain efficiencies in rostering and elevated our service delivery.

In payroll we see a transformation in the launch of a payroll mobile application, providing all employees with convenient access to their payroll information on the go. This move reflects our commitment to empowering our workforce and embracing digital solutions. Notably, our website now enables a secure donations functionality, improving access for donors to contribute to our important community story. In our commitment to customers, their families and carers, we transitioned to daily payments for plan managed customers and introduced BPAY as a payment method, ensuring convenience and accessibility.

As we look to the year ahead, our plans include benchmarking, refinement of reporting and dashboards for improved decision-making, whilst harnessing the potential of program growth, navigating price freezes and the increasing cost of operations, and reviewing the use of our sites.



# Financial Statements

## Statement of Comprehensive Income for the Year Ended 30 June 2023

INCOME	2023	2022
Contract Income	7,929,158	6,554,526
Client Fees	19,087	64,488
Operating Grants	2,699,314	2,171,272
Sundry Income	36,918	63,292
<b>TOTAL INCOME</b>	<b>10,684,477</b>	<b>8,853,578</b>
EXPENDITURE		
Client Activities	(5,695)	(4,336)
Corporate Expenses	(1,034,490)	(846,957)
Employee Benefits Expense	(8,806,291)	(7,637,437)
Professional Development	(74,312)	(48,462)
Program Costs	(73,951)	(84,011)
Travel	(95,250)	(78,852)
<b>TOTAL EXPENDITURE</b>	<b>(10,089,989)</b>	<b>(8,700,055)</b>
<b>OPERATING SURPLUS BEFORE CAPITAL ITEMS</b>	<b>594,488</b>	<b>153,523</b>

CAPITAL INCOME	2023	2022
Income from Investments	50,986	2,407
Donations	32,425	28,403
<b>TOTAL CAPITAL INCOME</b>	<b>83,411</b>	<b>30,810</b>
CAPITAL EXPENDITURE		
Depreciation	(347,146)	(269,289)
Profit/(Loss) on Disposal of Property Plant and Equipment	4,878	106,317
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>(342,268)</b>	<b>(162,972)</b>
<b>CAPITAL SURPLUS /(DEFICIT) FOR THE YEAR</b>	<b>(258,857)</b>	<b>(132,162)</b>
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>335,631</b>	<b>(21,361)</b>
OTHER COMPREHENSIVE INCOME		
<i>Items that will not be reclassified to profit or loss</i>		
Revaluation of Land and Buildings	-	2,336,655
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>335,631</b>	<b>2,315,294</b>

# Financial Statements

Statement of Financial Position as at 30 June 2023

CURRENT ASSETS	2023	2022
Cash and Cash Equivalents	1,087,242	2,259,862
Trade and Other Receivables	108,701	98,237
Investments	2,602,409	976,369
Prepayments	190,456	296,486
<b>TOTAL CURRENT ASSETS</b>	<b>3,988,808</b>	<b>3,630,954</b>
NON-CURRENT ASSETS		
Property, Plant and Equipment	7,002,513	7,142,187
Rental Bond	20,000	7,142,187
<b>TOTAL NON CURRENT ASSETS</b>	<b>7,022,513</b>	<b>7,142,187</b>
<b>TOTAL ASSETS</b>	<b>11,011,321</b>	<b>10,773,141</b>

CURRENT LIABILITIES	2023	2022
Trade and Other Payables	584,403	652,719
Borrowings	1,000	54,588
Lease Liabilities	104,000	98,995
Short-term Provisions	964,589	948,682
Grants Received in Advance	548,622	400,441
<b>TOTAL CURRENT LIABILITIES</b>	<b>2,202,654</b>	<b>2,155,426</b>
NON-CURRENT LIABILITIES		
Lease Liabilities	44,958	149,197
Long-term Provisions	58,007	98,447
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>102,965</b>	<b>247,644</b>
<b>TOTAL LIABILITIES</b>	<b>2,305,619</b>	<b>2,403,070</b>
<b>NET ASSETS</b>	<b>8,705,702</b>	<b>8,370,071</b>
EQUITY		
Reserves	2,784,430	2,784,430
Retained Earnings	5,921,272	5,585,641
<b>TOTAL EQUITY</b>	<b>8,705,702</b>	<b>8,370,071</b>



### Maeve is a superstar!

Maeve is developing beautifully with the warm and caring support of her loving family and her Key Worker, physiotherapist Lyndsey, walking in partnership alongside them. Maeve has such a strong will to communicate and is kicking communication goals using keyword signs and the introduction of her Augmentative and Alternative Communication (AAC) device. Maeve has learnt to crawl on her hands and knees recently and no longer needs a standing frame and is learning to walk in her posterior Nimbo walker. Maeve is now enjoying mealtimes more using specialised seating and speech pathology input to support her safer eating and drinking development. We can't wait to see what she achieves next!



### JP is kicking goals

JP is a Pinarc customer receiving support coordination from Michelle. His goal was to move out of the family home and build an independent life. There were some challenges around behaviours of concern that placed JP and others at risk if he was not appropriately supported. As a team Michelle worked closely with his psychologist, occupational therapists, and behaviour specialist to support JP to develop skills and identify a suitable accommodation provider for him to start his new independent life. JP has also been able to engage with a financial administrator to assist him with his day-to-day financial requirements. He also achieved his personal goal to play football and

recently he played in the Grand Final for the Ballarat All-Abilities Bulldogs! Now that his accommodation and supports are stable he is trialling supported employment opportunities. JP's message to other people with a disability is that with appropriate supports you can find the courage, hope and bravery to reach your goals – "I encourage other people with a disability to reach for their goals. The assistance from my support coordinator Michelle and my OT's, Sarah G and Mark, has been amazing".









PINARC LUCAS  
Wadawurrung Country  
1828 Sturt Street,  
Alfredton

PINARC BONSHAW  
Wadawurrung Country  
300 Tait Street,  
Bonshaw

PINARC PENNYWEIGHT  
Wadawurrung Country  
222 Otway Street South,  
Ballarat East

PINARC GOLDEN POINT  
Wadawurrung Country  
120 English Street,  
Ballarat

PINARC MELTON  
Wurundjeri Country  
48 Palmerston Street,  
Melton

Pinarc Disability Support Inc  
(Victoria) ABN 42 761 925 547  
The liability of Pinarc Disability  
Support Inc ARBN 630 354 826  
members is limited.

1800 PINARC (1800 746 272)  
e: [admin@pinarc.org.au](mailto:admin@pinarc.org.au)  
[www.pinarc.org.au](http://www.pinarc.org.au)

BABIES | KIDS | TEENS | ADULTS