



2025

Annual Report

Registered **NDIS** Provider

BABIES | KIDS | TEENS | ADULTS



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Values

PASSION

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

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.



Purpose

Enriching and empowering lives within the disability community.

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. Pinarc is committed to providing professional services that are welcoming, inclusive and supportive to people of all abilities, irrespective of ethnicity, faith, neurodiversity, sexual orientation and gender identity.



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, clinic and online sessions available

Planning and Support

- Plan Management
- Support Coordination
- Family and Carer Support

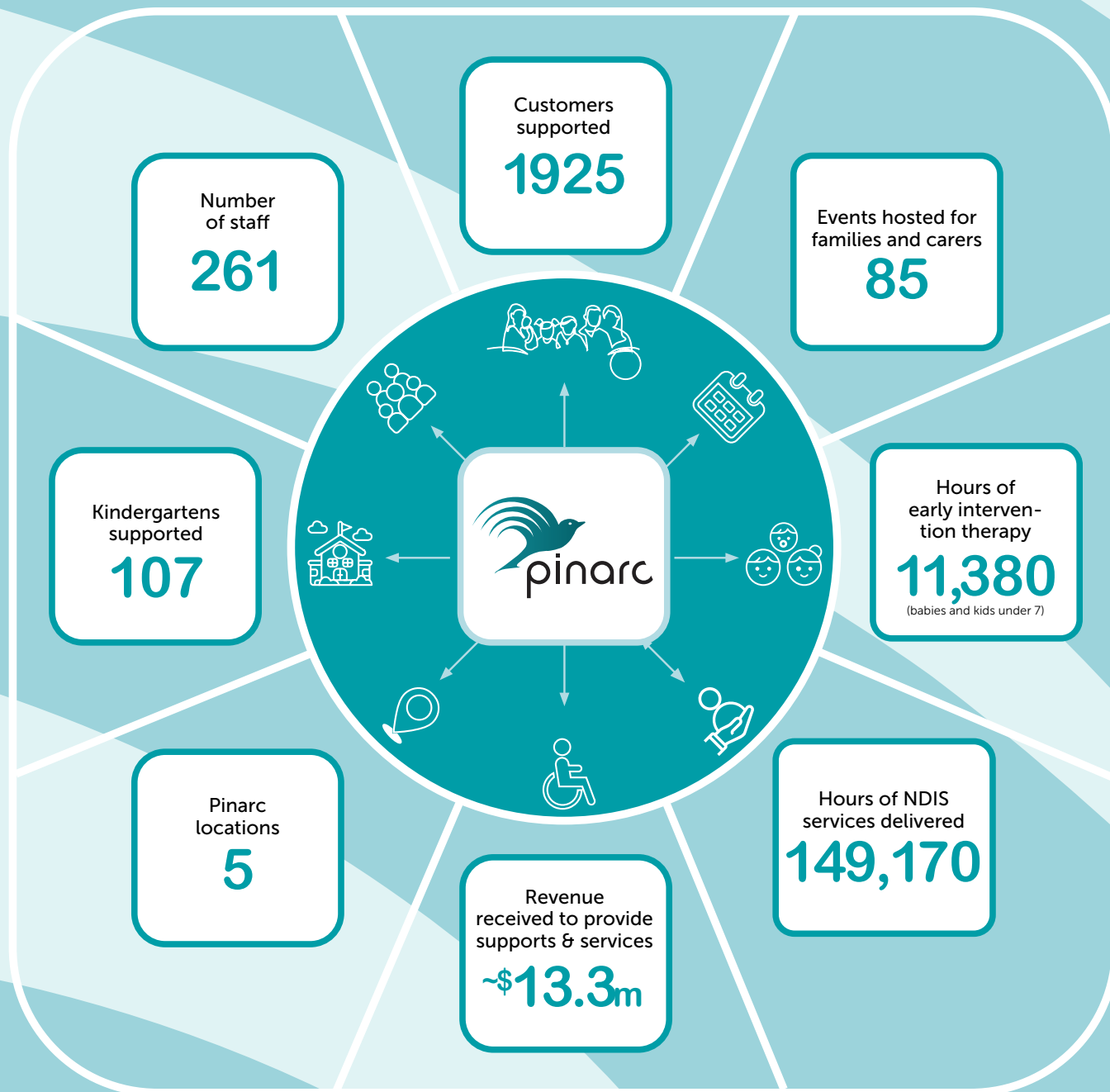
Group Programs

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



Our Impact

We are proud of the meaningful contributions we're making within our community and remain dedicated to enhancing the quality and accessibility of our services and programs. Looking ahead, we're excited to build on this positive momentum, supporting our customers, their families and carers to make the most of every opportunity to enrich their lives, while fostering a supportive and engaging workplace for our team.



Pinarc 2025 Board Members

CHAIR

Nicole Crocker
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.



TREASURER/SECRETARY

Kelly Spert
CA, MAICD

Kelly is a Chartered Accountant who has worked in industry for over 30 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 35 years. Kelly's finance and governance insights are particularly valued in her role as Chair of the Finance Sub Committee.



DEPUTY CHAIR

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

Dermot is a Partner at Heinz Law and practices in Corporate and Commercial Law. Dermot provides legal services to clients operating across a range of industries including medical, construction, agricultural, renewable energy, property and property development, as well as not-for-profit providers of social and affordable housing. Dermot has a particular interest in property based commercial transactions. Dermot enjoys providing practical commercial solutions and having a meaningful contribution to the achievement of business objectives for all clients that he supports. Dermot's legal knowledge is especially valued in his role as Chair of the Governance Sub Committee.



MEMBER

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 Chief Corporate Services Officer for UFS Healthcare Ltd, a large healthcare organisation, and is enjoying the opportunity to utilise his knowledge and expertise to support the community through the Pinarc Board, where he also serves as Chair of the Quality, Risk & Safeguarding Sub Committee.



MEMBER

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 provided consulting services to various City of London financial services businesses, including Deutsche Bank. His local interests in addition to Pinarc include membership of various not-for-profit sports related groups.



MEMBER

Eric Braslis

B.A.A. Urban Planning (Toronto), MBA (Deakin)

Eric is the Director Planning & Liveability at Wyndham City, one of the country's fastest growing communities with over 300,000 residents. Previously Eric has been the CEO at both Golden Plains Shire and Gannawarra Shire Councils, and has held a number of senior executive roles at Ballarat, Hobsons Bay and Stonnington City Councils. Eric is a sitting member of the Victorian Building Appeals Board, has 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.



Pinarc 2025 Leadership Group



CHIEF EXECUTIVE
OFFICER
Peter Newsome

DEPUTY CEO & HEAD
OF SERVICE DELIVERY
Sara Cavanagh

CHIEF FINANCE
OFFICER
Shelley Wood

THERAPY EDUCATION
& SUPPORT MANAGER
Elin McPadden

PEOPLE &
CULTURE MANAGER
Kevin Stewart

QUALITY RISK &
SAFEGUARDING
Kath Steenhuis

Chair and Chief Executive Officer

As Board Chair and Chief Executive Officer of Pinarc, we are pleased to present this year's Annual Report continuing the strong foundations of previous years and reaffirming our unwavering commitment to delivering high-quality, impactful services to our communities.



Peter Newsome
Chief Executive Officer

Nicole Crocker
Chair

Over the past 12 months, Pinarc has continued to demonstrate strong leadership, sound stewardship, and deliberate strategic investment across all areas of our organisation. We have advanced our organisational design, refined our service delivery models, and embedded greater operational efficiency. These improvements have significantly enhanced our capacity to respond to the sector's evolving challenges, while strategically positioning Pinarc for long-term sustainability.

Demand for our services continues to grow, reinforcing our investment in attracting, retaining, developing a skilled workforce whose goals align with our important story, evident by seeing people choosing to join Pinarc!

It was also a year of celebration and accolades. We were honoured to be awarded winner of the Large Business Category for Federation University Commerce Ballarat Business Excellence Awards. This significant accolade reflects not just our work but also the investment we've made in our people, our programs, and our community!

Pinarc proudly marked its 25th Anniversary, celebrating this significant milestone alongside our community and stakeholders at our Golden Point campus. The event was a vibrant and memorable afternoon, featuring coffee by our guest barista from Cobbs Coffee, encounters with Grubby Gumboots' delightful farm animals, and a highlight that brought plenty of laughter, the ultimate challenge of dunking the CEO in the ice tank. It was a true celebration of 25 years of partnership, growth, and community spirit.

At Pinarc, we are driven by our customers, their families, and carers, who are at the heart of all we do. The event was covered across a wide range of print and media news, even landing the cover of *The Courier* newspaper!

Simultaneously we remained focused on our 2022-2025 Strategic Plan, which concluded in June 2025, while also collaborating with our Board on our incoming 2025-2028 Strategic Plan. We have deeply valued every bit of input from our community that informs >>



our perspectives; together we've faced numerous challenges, celebrated successes, and continuously strengthened our partnership. Our new strategic plan, taking us to 2028, will be unveiled later this year, representing our commitment to leading with resilience and innovation in an ever-changing landscape.

Recognising the importance of maintaining many strategic priorities simultaneously, Pinarc joined for the second year, a sector-wide benchmarking initiative through the Ability Roundtable. This participation provided valuable insights covering data from providers representing over 20% of all NDIS-registered payments. This extensive dataset offers a strong foundation for performance comparison and strategic planning.

To our customers and their families - you inspire us daily. Your resilience and strength motivate us to continually strive for better, ensuring that we create meaningful, positive impacts in your lives. Your trust in our services is a privilege we hold dearly.

To our Board and the incredible teams that form our community across our disability, education and therapy services -

your passion, dedication, and unwavering commitment to impact have been the cornerstone of our success. As we move forward together, we will continue to navigate challenges, celebrate achievements, and be stronger together.

Nicole Crocker
Board Chair

Peter Newsome
Chief Executive Officer

“ This year has been about deepening our impact while positioning Pinarc for the future. By staying true to our purpose and investing in our people and services, we've not only responded to the sector's challenges we've proactively shaped our role within it. I'm proud of how far we've come and confident in the direction we're heading. ”
— Peter Newsome



Service Delivery

As head of service delivery at Pinarc, I have the privilege of overseeing a broad portfolio of programs and working across many teams. Central to this role is building strong, trusted relationships with our stakeholders, while guiding and supporting our staff to ensure that customers, their families and carers continue to receive high-quality services.



Sara Cavanagh
Deputy CEO
Head of Service Delivery

As I reflect on a year that contained both celebrations and challenges, the prevailing feeling is of a busy year well done.

Whilst celebrating our 25th anniversary with our community was a highlight, the many smaller achievements such as the successful implementation of the team leader structure in group programs, improved referral systems to enhance customer access to therapy, and growing our support for carers program, all contributed to the year's overall success.

Challenges during the year included navigating the many NDIS reforms, and through this I am reminded that advocacy is not just about policy, it's about people. Every campaign, submission, and conversation takes us closer to a more inclusive and responsive NDIS. At Pinarc we remain committed to amplifying the voices of those most impacted by NDIS reforms, to provide strong advocacy for them as the NDIS continues to announce changes.

At Pinarc we advocate at every level for people with disability, from meeting with politicians, joining campaigns with peak bodies, supporting customers at Administrative Appeals Tribunals (AAT) and often seeking grants to enable customers to continue to access the services

they need when funding falls short.

During 2025 NDIS announced new legislation with key changes to rules aimed at clarifying what the NDIS will fund, but rather than bringing clarity these changes have caused much confusion and anxiety. Customer concerns around the new rules included the new definition of NDIS Supports, as substitution rules are unclear; loss of flexibility in plans; and increased burden of proof. Our financial plan management and support coordination teams support daily discussions with customers about what their NDIS plan will cover.

Navigating and supporting families to undertake reviews of plans when funding is cut for no apparent rationale takes a significant amount of our time. Plan reviews continue to be a source of stress for most people, and families report long wait times for reassessments, inconsistent decisions, and pressure to justify every support with clinical evidence, even for long-standing needs.

At the end of each year I reflect on our goal to ensure that our customers, their families and carers receive the quality care and support they deserve, and I am proud of our teams' contributions to achieving this for 2024-25. ➡



Group Programs

The past 12 months has seen growth within Group Programs at both Golden Point and Pennyweight.



A review of our My Voice advocacy program gave customers the opportunity to express their goals for the program and initiate planning for its future direction. A highlight for the group was designing their own program “hoodie” which they all now wear with pride.

Staff training has been at the forefront across programs, with a focus on educating staff in complex skill areas including enteral feeding and supporting customers with severe dysphagia. The training, led by experienced allied health professionals, has been undertaken by coordinators and support workers to ensure that the customers we support are provided with the high level of care they deserve.

The working partnership between the Group Program team and the Therapy team continues to strengthen with a significant increase in the number of customers accessing the Pennyweight swimming pool for both recreation and therapy purposes, as well as increased land-based therapy sessions.

One new highlight at Pennyweight has been the Sensory Story group which sees customers read a well-known story together whilst experiencing sensory engagement by touching, hearing, smelling or seeing items that echo elements of the story. While they enjoyed ‘Alice in Wonderland’ together, the group experienced tactile sensations by putting their hands in cold blue spaghetti to give the sense of a river of tears, heard the sound of a ticking clock when the White Rabbit was late for an important date and were tempted by the scent of cake when Alice ate the ‘eat-me’ cake!

The laughter from this program has filled the halls of Pennyweight as the program has enthralled both customers and staff alike.

Improvements to the facilities at both Pennyweight and Golden Point have opened opportunities for new programs for customers. Upgrades to the woodwork shed at Golden Point have seen increased numbers accessing this program, including

customers from Pennyweight who travel over to join in the session. The new basketball court at Golden Point has also been a big hit, particularly with school holiday programs.

Looking ahead, the next 12 months offers more opportunities for growth including our new community access program, ALO Adventures, where customers and staff will enjoy planning trips to local attractions and some fun days out further afield. 🐾



Capacity Building

SUPPORT COORDINATION



Angie's* Journey to Receive Home & Living Support

Paula, one of our dedicated Support Coordination team, shared the story of one of her customers, Angie*, who has recently endured a 10-month journey to receive the appropriate level of Home & Living support she requires for everyday function.

Paula has supported Angie over several years and during a regular check-in with Angie she noted a sudden decline in capacity, suspected to be due to her living situation at that time. She followed up with Angie's family to submit a Change of Situation with the NDIS to enable Angie to get approval for separate Supported Disability Accommodation (SDA) and Supported Independent Living (SIL) funding. This process needed to be escalated four times before a NDIS Planner was appointed who then enabled interim funding to prevent homelessness for Angie, as her previous provider had ended services. At this point the

NDIS also acknowledged that Angie's support requirements had changed from a 3:1 ratio to a 1:1 ratio for her care, validating her decline in capacity.

Following this, Paula guided Angie and her family through the process of obtaining all the reports required for a Home & Living Assessment, which included reports from an Occupational Therapist, Psychologist, and Behavioural Therapist, along with carers impact reports, medical reports, and customer incident reports from programs.

To support Angie through the process Paula continued to diligently document all communication with NDIS, attend regular care team meetings, and maintain regular consultation with Angie and her family. The complex intersecting processes required by the NDIS Home & Living Assessment resulted in documentation not being fully reviewed by the NDIS which caused a further significant delay in receiving an outcome. After a very long 10-month process Angie finally received

the news that an increase in funding had been approved to support SDA and assistance with daily living. This outcome gives Angie security that her accommodation and daily living needs will be met in an ongoing capacity.

Paula reminds us that these NDIS decisions impact people's real lives, they are not just theoretical discussions. The complexity in navigating NDIS systems is hard enough, but when you consider the complicated lives of some customer's that the NDIS is designed to support, it adds layers of difficulty for them to navigate. One major barrier for customer's navigating the NDIS is the inability to deal consistently with the same personnel at NDIS, with contact usually funnelled through a centralised contact number and follow up at the discretion of the NDIS.

Angie and her family are so thankful for guidance they have received from Paula through this process, as without her they feel that it could have ended very differently. ➡

**Name changed for privacy*



Therapy, Education and Support

There have been some wonderful new initiatives within our therapy, education and support services and it's gratifying to see our staff and customers embrace these opportunities.



Elin McPadden
Therapy Education and Support Manager



THERAPY

This year, we were excited to roll out our first Peer Assisted Learning Model Student Clinic for three speech pathology and two occupational therapy students. Feedback from the participating students showed that they now feel ready to enter the workforce with confidence, and the clients that received the support from the students praised the quality of intervention provided, that they otherwise would not have had access to if not for the student clinic.

We continue to develop working relationships with multiple schools where we can provide ongoing full days of therapy, observation, and training tailored to the students and teachers at their school.

We welcomed the introduction of the sensory stories group program at Pennyweight. This program, developed by a Pinarc speech pathologist and occupational therapist, has been tailored to each customer's communication style and interests. The weekly program, run by a therapy assistant and support workers, has allowed customers

to explore their environment and share experiences in new and exciting ways.

A highlight of our Melton clinic has been the implementation of the Melton Playgroup for children with high physical needs, supported by the additional respite for carers grant. Led by two of our therapists, this playgroup enables families to meet other families with children with similar needs, and it has been a joy to watch these children access their environment in diverse ways and have the families connect with one another.



EDUCATION

With the Central Highlands now offering 118 funded kindergarten services across our region and the Ararat region transitioning to 30 hours of funded kindergarten for 4-year-olds it has been a big year for our Kindergarten Inclusion Support (KIS) and Preschool Field Officer (PSFO) teams.

In January we were excited to host our Kindergarten Additional Assistants (KAA) professional development day for over 60 >>

Therapy, Education and Support

of our KAAs. This granted us the opportunity to meet in person, create relationships, share stories, and learn from two experts, partnering with psychologist Melanie Stewart from Moving Mountains and play therapist Maria Hannah. This opportunity to provide additional professional development in the key areas that our wonderful KAAs work in every day was a celebration of the support they bring to children in funded kindergartens.

We followed this up with the creation of twenty Early Childhood Wellbeing videos that the KAAs can access at any time as these topics come up in their role. Our educational advisor Anita Turner was able to provide one-on-one KAA mentoring in kindergartens which was a welcome addition to their continuing learning.

Requests for our Specialist Consultancy in the kindergartens is at a record high again this year, indicating the ongoing need to ensure we support inclusive environments for all children.

Our Preschool Field Officers have had another record high year of referrals from educators seeking assistance with from our program. We were pleased to host 45 educators in person

for our PSFO information session which also allowed for services to meet and share their own knowledge. With over 80 services already referring to the program this year alone the PSFOs continue to provide a much-needed service as the Best Start, Best Life reforms continue to roll out across the state. ➡



Noah is a delightful almost 4-year-old little boy who has the rare genetic condition Tessadori-van Haaften neurodevelopmental syndrome. He been supported by Pinarc Melton with occupational therapy, speech pathology and physiotherapy since the age of 7 months. The team at Pinarc have been there to help and support Noah throughout all his milestones, from sitting and crawling, right through his love-hate relationship with his nasal-gastric tube to now eating through a combination of PEG and solids. Noah is currently working towards self-play, walking & communication through a speech device with the continued support of his Pinarc team.



Jasmine is full of fun and giggles and loves to come to Pinarc to 'play' with Amy, her physiotherapist. Together they work towards her goals to improve her balance, core strength and endurance. Jasmine's favourite activity is her hydrotherapy sessions, where she can jump, float and paddle around, all while improving her core strength. During her other therapy sessions she enjoys playing games such as hide and seek, chasey and bouncing on the mini trampoline. Physical play is an integral part of a therapists toolbox, and it is wonderful to see the excellent outcomes that can be achieved when it is integrated to support a child's development.



Pinarc Celebrates 25 Years



Pinarc was formed in 1999 when four disability focused organisations came together to “meet unmet needs” in the community and strongly advocate for people with a disability.

The original organisations were:

Playhouse, Interchange, Noah’s Arc, and Recreation Connection

Since this amalgamation, Pinarc has built on the strength that each organisation brought, to become the holistic organisation we are today, supporting customers from birth across their lifespan. We are also proud that we still have employees from these original organisations working with us!

On International Day of People with Disability (3 December), Pinarc proudly celebrated this milestone anniversary at a special event held at our Golden Point campus. Over 100 customers, staff, friends and families joined us for a delicious lunch sourced from local restaurants and trucks, and amazing barista made coffee provided by our friend Brendan from Cobbs Coffee.

During the day we were all entertained by the gorgeous farm animals from Grubby Gumboots Mobile Farm and we had a lot of fun dunking our CEO Peter, Deputy CEO Sara, support worker Austin and physiotherapist Amy!

Thank you to all our customers, families and friends who have stayed the journey with us, including our wonderful customer David who has been a regular at Pennyweight for all that time. Special thanks go to our volunteer David Chye who worked with our cooking group at Golden Point to bake the special celebration cookies, and to our Volunteer Coordinator Rachael who worked with customers Gail, James and Louise to decorate them! 🐦



Quality, Risk and Safeguarding



In an ever-evolving sector, our NDIS registration provides vital reassurance to our customers, their families, and carers. It affirms that we are equipped and trusted to deliver high-quality supports and services that meet their needs. This remains one of our core value propositions.

We are proud to have successfully completed our mid-cycle NDIS Certification Audit this year. These audits are a critical opportunity to demonstrate our ongoing compliance with NDIS Practice Standards and regulatory expectations.

As part of the NDIS Quality and Safeguarding Framework, we participate in independent quality audits every 18 months. These audits assess our systems, policies, and procedures to ensure they meet current standards and legislative requirements.

Importantly, the audit process includes direct feedback from an independent selection of

customers, families, and carers, verifying that the services we provide are not only meeting but aligning with their expectations. Our staff are also assessed on their practice, professionalism, and understanding of safe, respectful, and person-centred support. This ensures all our services uphold dignity, promote choice and control, and reflect best-practice care.



FOCUSED ON CHILD SAFETY

The safety and wellbeing of children must be a commitment for every organisation working with or around children. At Pinarc, we are unwavering in our responsibility to be a truly child-focused organisation, with child safety at the centre of everything we do.

Throughout the year, we have elevated our focus on child safety under a dedicated initiative titled Good to Great. This important work ensures we do not rest on compliance alone but continue to build a culture where children's voices are heard, their rights are upheld, and safeguarding is embedded in all aspects of our service delivery.

Our ongoing efforts reflect a strategic commitment to continuous improvement, ensuring that child safety remains visible, actionable, and a shared responsibility across all levels of the organisation.



OCCUPATIONAL HEALTH AND SAFETY

Our team of staff Health and Safety Representatives are firmly embedded across the organisation and have led many initiatives in this important area. Notably, consultation and their input has led to improvements in the ways we report incidents, enabling better outcomes through enhanced data review.

Earlier this year we welcomed strategic visits from WorkSafe Victoria representatives as part of their sector-wide focus on social, community and health services. It was gratifying to hear that they identified no areas of concern at Pinarc and to also gain insight from them on the incoming reforms that will improve action on and responses to psychosocial hazards in the workplace. ➡



Parent Support Program

In a year of significant change to the NDIS, the Pinarc Parent Support Program continues to provide support, social connection and information to parent carers of children with disabilities across the Central Highlands region. In times of change, information provision is paramount.



Rebecca Paton
Parent Support Program
Coordinator

In her 10 years in the role of Parent Support Program Coordinator, Rebecca has seen many different processes for funding and supports available to families. She believes that the recent changes to the NDIS are some of the most significant in number and in scope since its inception. The Pinarc Parent Support program provides dedicated information sessions and informal discussions at support group meetings, to ensure these changes are communicated to families in ways that are directly relevant to them.

For those, unable to attend sessions in person, the monthly Parent Support Updates include information and resources for families to help them understand the new NDIS processes and what they will mean for them now and in the future.

Periods of change and uncertainty can be very stressful for families, so we are grateful for the continued support of the Victorian Government for both the Strengthening Parent Support Program and The Support for Carers Program. They have continued to provide invaluable opportunities for social connection and respite activities for carers and their families, including our annual Carers Retreat, social events and chances to try new activities. 🐦



Ben's Speech Pathologist & Key Worker Georgia has been an integral part of his journey over the past three years, particularly helping with his transition to school this year. Having the support of a Key Worker who can help with everything from attending team care meetings, supporting us to advocate for Ben, preparing follow up emails and reports, has made what once seemed impossible, possible! Ben is now thriving in school and has glowing reports of a successful transition! His confidence continues to grow as his communication improves through both verbal and alternative augmentative technology, and he is developing independence with managing his eating and drinking at school. The team at Pinarc are like family to us and their support has been amazing.



Marlee first came to Pinarc for early intervention and has recently returned as a teenager to access therapy services. Marlee lives with an exceedingly rare chromosome duplication. This small piece of extra genetic material may be small on paper, but its impact is immense. With their expert knowledge and collaborative approach, Pinarc's therapists are supporting every aspect of Marlee's development helping plan for a future filled with possibility. Pinarc's parent support sessions have also benefited her parents to make informed decisions. Marlee's diagnosis may explain her needs, but it doesn't define her and with Pinarc's support, her spirit shines and her future is bright!

People and Culture

Our People and Culture report gives us the opportunity to celebrate the collective achievements of our incredible staff, volunteers, and students across the organisation.



Kevin Stewart
People & Culture Manager

In recent years Pinarc has adopted a 'Better Together' theme to support engagement and alignment with our commitment to placing our people and customers at the centre of everything we do. We listened to our staff and heard very clearly what is important to them and the kind of workplace they wanted to be a part of. Our people and culture strategy has at its core, a commitment to ongoing purposeful investment in our people so that that everyone, across all work roles and locations, is valued, included, supported, and inspired.

The return on this targeted and sustained investment in our people has been monumental for Pinarc and the customers we serve. Key examples of these benefits from a 'people metrics' perspective are:

RECRUITMENT: Attracting top talent across the organisation on the back of our profile and reputation growth, positive student experiences, employee referrals and testimonials.

PERFORMANCE: Pursuing a shared purpose and passion in a culture that values collaboration, open communication, diversity

and creative problem solving has enabled us to lift productivity and customer impact across teams.

WELLBEING AND SAFETY: Holding ourselves and each other accountable for ensuring that our behaviour and actions always meet the standards required of Pinarc team members makes for a safe, inclusive, compassionate and nurturing place to work.

RETENTION: Our people choosing to stay connected to 'their' workplace, knowing that they will be able to pursue their career with an employer that truly values them and shares their passion for enhancing the lives of people with a disability.

By prioritising well-being, job satisfaction, and engagement, we have enabled and empowered our workforce to strengthen our culture, drive innovation and build sustainable growth in reach and capacity to deliver customer-centred services that make a positive difference in the lives of our customers and their families. ➡

OUR PEOPLE DRIVE OUR SUCCESS!





“ Together, we’ve built an inclusive community that empowers and supports individuals with disabilities, fostering a culture of empathy and understanding. ”

Business Excellence Award Winner

Pinarc was honoured to accept the Nevett Wilkinson Frawley Large Business Award at the 2024 Federation University Commerce Ballarat Business Excellence Awards. This award is a well-deserved recognition of the important work our teams undertake across our sites and services.

Being nominated for the Business Excellence Awards gave us the opportunity to reflect on 'what we do', 'why we do it' and 'how well are we meeting our customers expectations'. Given that this opportunity was in the same year we celebrated 25 years of service, it was an exciting time to evaluate our organisation, our strategic plan and our future direction. It also enabled us to articulate how we meet and exceed quality indicators, how we support our staff to both deliver quality services and maintain their work life balance, and how we engage with stakeholders to advocate for better outcomes for the disability community. We look forward to integrating our learnings from this experience into our next strategic plan.

It was wonderful to celebrate this accolade at the awards dinner with a broad selection of Pinarc staff, from our Board to our frontline support workers, we had a great representation from across the organisation. ➡



Volunteer Program

Young volunteers are making a powerful impact across Pinarc programs, enhancing our services, encouraging participation, and creating meaningful opportunities for engaging activities.



Rachael M Brown
Workforce Partner

The 2025 Victorian State of Volunteering report revealed that 69.4% of young people actively volunteer. At Pinarc, this trend is reflected with 30% of our volunteers now aged under 20 years of age.

Our dedicated group of young volunteers bring energy, compassion, and fresh perspectives to our programs. Their involvement is not only shaping their own futures but also positively influencing the lives of our customers, which supports our aim that volunteering should be a mutually beneficial relationship.

Many young volunteers are exploring careers in the disability sector, and their volunteering provides an invaluable insight and hands-on learning experience, with some already transitioning to paid employment with Pinarc.

Their commitment to Pinarc demonstrates that age is no barrier to making a meaningful difference to enrich the lives of people living with disability and contributing to the development of inclusive, welcoming communities. 🌊



Thank you to all of our staff and supporters

Length of Service

25+ Years

Carina Lewis
Denita Robson
Susan Thomas
Julie Turner
Julianne O'Keane

20+ Years

Sara Cavanagh
Tanya Davi
Peter Milton
Lyndsey Noakes
Kelly Oakley
Catherine Stoney
Cassandra Thiel

15+ Years

Jennifer Crisp
Rhiannon Dodge
Deborah Fernandez
Fiona Greenbank
Helen Henry
Deanne Howlett
Lynette Lock
Jodie Romeo
Barbara Steenhuis

Bethany Taylor
Kaye Thompson
Julie Van Mourik
Antoinette Whytcross

Donations and Support

Jeanette Carpenter
Ryder Collins & Erin Longbottom
Greta Congleton
Jane Dewildt
Adrian Doyle
Amanda Edwards
Kate Gittings
Rubie Hunter
Hunter Family
James Iles, IPlanning
Charles Kennedy, Colliers Ballarat
Kimani Ladner
Fiona Newsome
Simplicity Funerals, Melton
Benjamin Sortino
Alyssa Stevens & Mason Stevens
Stoneman Family
Janet Torney

Customer Service Award Winners

July 2024

Laura McCarthy

August 2024

Jordan Landells

September 2024

Rebekah Williams

October 2024

Amy Waters
Charlotte Bertelsen

November 2024

Paula Blake

December/ January 2025

Amy Waters

February 2025

Georgia Stafford

March 2025

Mel Bodiam
Mara Wojtan
Annie Branch
Zaiga Meadows

April 2025

Merrilyn Sim

May 2025

Sarah Cannon

June 2025

Amy Brockman

“ When you have a child with a disability it's important to be surrounded by a village and Pinarc have provided us with the support and hope that our child's future is going to be bright. ”

Facilities

In 2025, we continued to deliver significant investment across all Pinarc sites, with works focused on creating contemporary, safe, functional, and welcoming environments for our customers, families, carers, staff, and the community. Each project was carefully planned to enhance spaces while allowing services and programs to operate without disruption.



AT LUCAS, a major carpark expansion increased capacity to 100 spaces, adding dedicated client parking bays, improved disability access, and safer entry points. Inside, a significant refurbishment was completed including upgrades to improve the kitchen, heating and cooling facilities, and refresh amenities. We installed shade sails to create more usable outdoor spaces.

New therapy spaces, including the fit out the warehouse into a multipurpose space to support gym programs, were created to cater for service growth, alongside additional workstations to accommodate growing teams. A new rear exit door and secure fleet compound with swipe access was introduced, further improving site safety and accessibility.

GOLDEN POINT benefited from a major roof restoration to the main building supported by a Victorian Heritage Restoration Fund grant of \$15,000 and the replacement of the woodwork program room roof. An adjustable basketball half court was also installed, partially funded by a generous prior-year donation, creating new recreation opportunities for customers and inviting greater community participation.

Sue Davis & Byron Abbott
Facilities Team

AT PENNYWEIGHT, work began on a built-in BBQ area for customers and staff to enjoy, along with expanded CCTV coverage and refreshed furniture to enhance program spaces.

AT MELTON, investment continued in new program equipment, improved climate control, and upgraded staff amenities to support a comfortable and functional working environment.

We also continued modernising and expanding our vehicle fleet to support program delivery and improve accessibility for customers. These works reflect our ongoing investment in facilities that not only meet immediate needs but also position Pinarc to grow and adapt in the years ahead. ➡





“ We are proud of our team’s unwavering commitment to quality and their continued dedication to making a positive difference every day. ”



Finance

The 2025 financial year was marked by continued operational discipline, targeted investment, and measured growth, resulting in a positive year end surplus. This result reflects Pinarc's ability to adapt to evolving sector challenges while delivering sustainable financial outcomes.



Shelley Wood
Chief Finance Officer

Scheduled revaluations of owned buildings coupled with the fixed asset stocktake have strengthened our planning for the future, with this year's capital program completed in full to deliver upgrades that enhance services and create better spaces for customers and staff.

Operationally, new efficiencies were embedded across finance, plan management, facilities integration, and ICT governance. The finance system now supports purchase contract management, streamlining approvals and improving oversight of recurring expenditure. We introduced and strengthened formal finance and ICT reports with clear metrics, enhancing oversight of technology, security, and infrastructure improvements while supporting informed decision making.

Plan Management achieved 30% growth during the year, supported by streamlined processes and improved statement delivery tools. This demonstrates the scalability and efficiency of our systems and service model. Targeted marketing also identified program capacity opportunities, helping increase utilisation and diversify revenue streams.

Strategic investment in hybrid fleet vehicles, rollout of fleet management technology

and system improvements continues to underpin service delivery and sustainability. Initiatives such as integrating the facilities portfolio into centralised prioritisation processes, improving site communication, and digitising maintenance requests are reducing administrative burden and improving responsiveness.

Looking forward, Pinarc will implement its new three-year strategic plan with a strong focus on sustainable growth, service model adaptation, and ensuring our sites and capital resources are optimally used to meet customer needs.

ICT priorities identified in the plan will commence in FY26, including reviews of core systems such as CRM and payroll/HR, enhancements to cybersecurity, and exploring opportunities to use AI and automation to further strengthen financial modelling, reporting and service delivery.

We will also continue to monitor sector reforms, use forward modelling, and apply data driven planning to support decisions on service expansion or consolidation, ensuring resources remain closely aligned to strategic objectives. ➡



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



Statement of Comprehensive Income for the Year Ended 30 June 2025

INCOME	2025	2024
Contract Income	9,523,760	9,067,415
Client Fees	6,707	14,353
Operating Grants	3,769,151	3,590,330
Sundry Income	5,308	13,051
TOTAL INCOME	13,304,926	12,685,149
EXPENDITURE		
Client Activities	(4,625)	(3,748)
Corporate Expenses	(1,212,392)	(1,139,944)
Employee Benefits Expense	(11,274,561)	(10,361,979)
Professional Development	(93,646)	(87,739)
Program Costs	(90,717)	(66,234)
Travel	(89,063)	(69,592)
TOTAL EXPENDITURE	(12,765,004)	(11,729,236)
OPERATING SURPLUS BEFORE CAPITAL ITEMS	539,922	955,913

CAPITAL INCOME	2025	2024
Income from Investments	134,791	145,273
Donations	5,685	43,660
TOTAL CAPITAL INCOME	140,476	188,933
CAPITAL EXPENDITURE		
Depreciation	(396,577)	(384,302)
Profit/(Loss) on Disposal of Property Plant and Equipment	2,136	25,845
TOTAL CAPITAL EXPENDITURE	(394,441)	(358,457)
CAPITAL SURPLUS/(DEFICIT) FOR THE YEAR	(253,965)	(169,524)
NET SURPLUS/(DEFICIT) FOR THE YEAR	285,957	786,389
OTHER COMPREHENSIVE INCOME		
<i>Items that will not be reclassified to profit or loss</i>		
Revaluation of Investments	19,007	3,555
Revaluation of Land and Buildings	(517,961)	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(212,997)	789,944



Statement of Financial Position for the Year Ended 30 June 2025

CURRENT ASSETS	2025	2024
Cash and Cash Equivalents	91,328	118,279
Trade and Other Receivables	65,326	85,639
Investments	3,105,692	4,042,242
Prepayments	448,717	214,998
TOTAL CURRENT ASSETS	3,711,063	4,461,158
NON-CURRENT ASSETS		
Property, Plant and Equipment	7,988,669	7,282,865
Investments	321,595	302,587
Rental Bond	20,000	20,000
TOTAL NON CURRENT ASSETS	8,330,264	7,605,452
TOTAL ASSETS	12,041,327	12,066,610

CURRENT LIABILITIES	2025	2024
Trade and Other Payables	782,087	772,001
Borrowings	-	-
Lease Liabilities	99,859	35,990
Short-term Provisions	1,179,261	1,023,933
Grants Received in Advance	497,501	672,952
TOTAL CURRENT LIABILITIES	2,558,710	2,504,876
NON-CURRENT LIABILITIES		
Lease Liabilities	147,083	8,779
Long-term Provisions	52,885	57,309
TOTAL NON-CURRENT LIABILITIES	199,968	66,088
TOTAL LIABILITIES	2,758,678	2,570,964
NET ASSETS	9,282,649	9,495,646
EQUITY		
Reserves	2,289,031	2,784,430
Retained Earnings	6,993,618	6,711,216
TOTAL EQUITY	9,282,649	9,495,646

Maci is a bright and lively young girl who enjoys learning at school and playing with her friends and family. Maci uses a variety of ways to communicate, including sign language (Auslan), using an augmentative and alternative communication device (it looks a lot like an iPad!) and sometimes her voice. Maci loves that she can teach her friends sign language and they can communicate this way together. She is excited to communicate with her friends and classmates, and with the support of her Speech Pathologist Amelia she is gaining confidence everyday in her ability to communicate in the ways that works best for her.



John is an amazing young boy who is passionate, expressive, and full of energy! He loves trains and cars and thrives when given opportunities to share the things he enjoys. During his therapy sessions, John has been working towards communication goals both verbally and using his TouchChat alternative communication device. John's family shared that his key worker and physiotherapist, Amy, has been essential to his continuing development, supporting him to receive to assistive technology through the NDIS and working with him to develop his independence. John loves his sessions with Amy so much that he never wants them to end!



“ Our key worker has been instrumental in supporting our grandson overcome his obstacles to reach his goals. ”



PINARC LUCAS

Wadawurrung Country
1828 Sturt Street,
Alfredton

PINARC MELTON

Wurundjeri Country
48 Palmerston Street,
Melton

PINARC PENNYWEIGHT

Wadawurrung Country
222 Otway Street South,
Ballarat East

PINARC GOLDEN POINT

Wadawurrung Country
120 English Street,
Ballarat

PINARC BONSHAW

Wadawurrung Country
300 Tait Street,
Bonshaw

Pinarc Disability Support Inc
(Victoria)
ABN 42 761 925 547.

The liability of Pinarc Disability
Support Inc ARBN 630 354 826
members is limited.