

pinarc
disability support
With you all the way

2026 Annual Report

Registered **NDIS** Provider

BABIES | KIDS | TEENS | ADULTS


Amy
Physiotherapist
pinarc
disability support

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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.



WITH YOU ALL THE WAY

pinarc
disability support
With you all the way

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



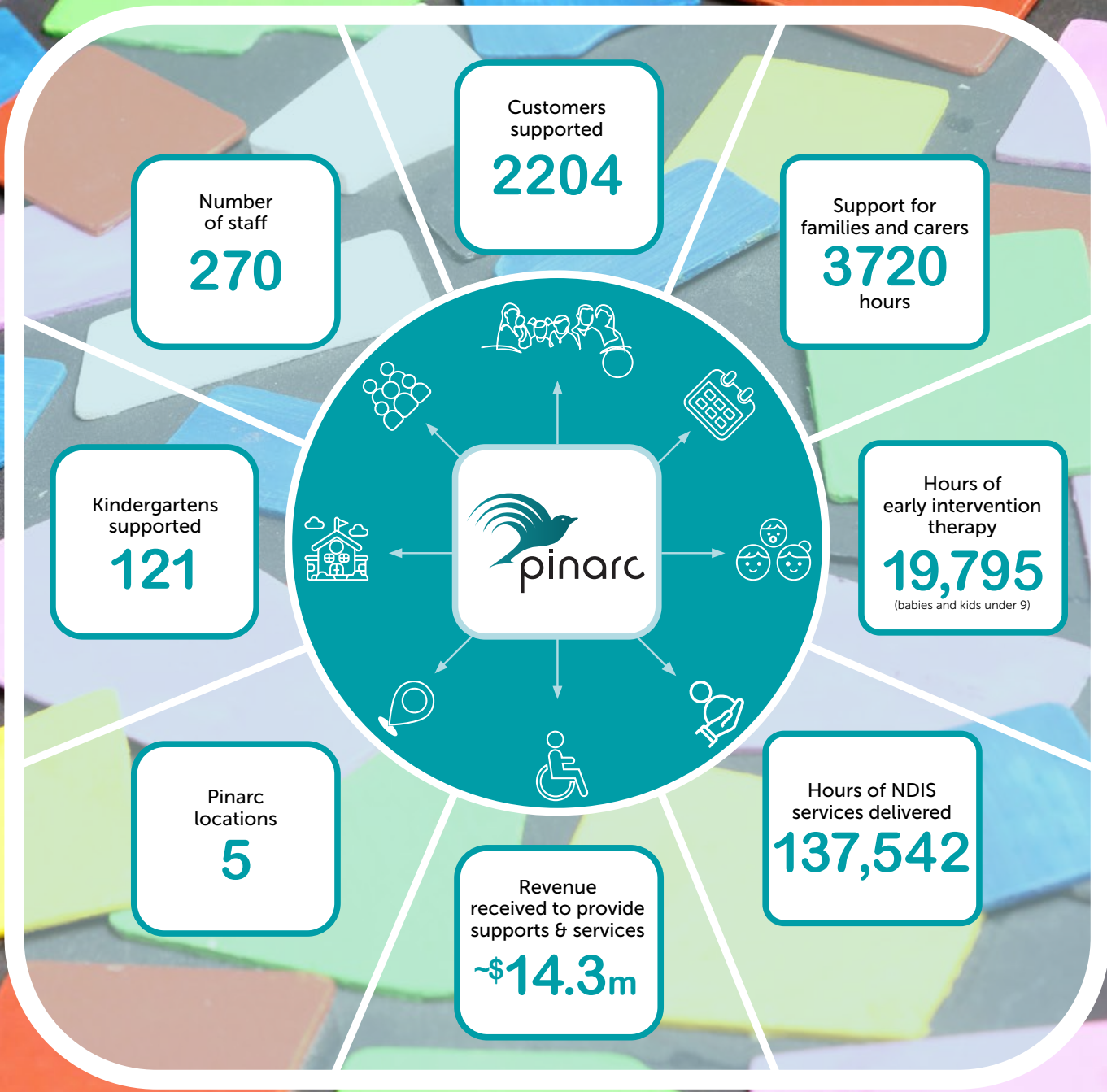




BABIES | KIDS | TEENS | ADULTS

Our Impact

We take pride in the positive difference we are making across our community and continue to focus on improving the quality and accessibility of our services and programs. As we look to the future, we are eager to continue this progress, helping our clients, their families and carers embrace opportunities that enhance their lives, while nurturing a supportive and rewarding workplace for our team.



Pinarc 2026 Board Members



Nicole Crocker
B.Acc
CPA

CHAIR

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.



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

TREASURER/SECRETARY

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 serves as Chair of the Finance Sub Committee and of the Quality, Risk & Safeguarding Sub Committee.



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

DEPUTY CHAIR

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.

Pinarc 2026 Board Members



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.



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

Eric is the Director Planning & Liveability at Wyndham City Council, one of the country's fastest growing communities with over 360,000 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.

SUB-COMMITTEES

- Finance
- Quality, Risk & Safeguarding
- Governance

ACKNOWLEDGEMENT

In June 2026 Kelly Sperl retired from the Pinarc Disability Support Board. We sincerely thank Kelly for her service and unique insights, and extend our best wishes to her and her family for the future.

Pinarc 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 & Compliance Manager
Kath Steenhuis

Finance Manager
Rebekah Desira
(not pictured)



Chair and Chief Executive Officer

We are pleased to present the 2026 Annual Report which reflects a year of considered growth, strategic investment, and organisational maturity. Throughout the year, we remained focused on strengthening governance, building capability, and delivering high-quality services that support people with disability, children, families, and communities across our region.



Pinarc continues to demonstrate strong leadership, sound stewardship, and a commitment to sustainable impact. During the year, we advanced our organisational structure, refined service delivery models, and embedded greater operational efficiency across the organisation. These initiatives have enhanced our ability to respond to an increasingly complex operating environment while positioning Pinarc for long-term sustainability and growth.

Demand for our services continues to increase, reflecting both the trust placed in our organisation and the ongoing needs of our community. As a result, attracting, retaining, and developing a skilled and values-aligned workforce remains one of our highest priorities. Our people are central to our success, and we continue to invest in creating a strong culture that empowers staff to deliver meaningful outcomes for the individuals and families we support.

The 2026 financial year reinforced the importance of disciplined financial stewardship and strategic planning. Against a backdrop of ongoing sector reform, workforce pressures, and evolving funding arrangements, Pinarc maintained a clear focus on building organisational resilience while continuing to invest in people, systems, and infrastructure. We are pleased to report a year-end surplus of $253,000 reflecting prudent management, responsible decision-making, and the underlying strength of the organisation.

A significant milestone during the year was the launch of our Strategic Plan that will take us through to 2028, with the overarching goal: A trusted organisation that delivers measurable and sustainable impact through growth, long-term resilience, and community partnerships. This plan, developed through extensive consultation with stakeholders, provides a clear roadmap for the future and reflects the aspirations of the communities we serve.

Pinarc operates in communities that consistently demonstrate resilience, collaboration, and a commitment to supporting one another. We believe strong partnerships will remain essential to addressing future challenges and creating new opportunities.

To that end, we continue to strengthen relationships across government, industry, education, business, and community sectors, recognising that meaningful collaboration generates better outcomes.

Throughout the year, we implemented initiatives to strengthen financial planning, governance oversight to support evidence-based decision-making and strengthened >

Peter Newsome
Chief Executive Officer

Nicole Crocker
Chair

CHAIR AND CHIEF EXECUTIVE OFFICER

Board oversight. We also welcomed Kath Steenhuis into the pivotal role of Quality, Risk and Safeguarding Lead, further enhancing Pinarc's governance, compliance, quality assurance, and risk management capabilities. Governance and risk management remained key areas of focus. We completed a comprehensive review of our Delegations of Authority Framework, strengthened environmental due diligence processes, and introduced Pinarc's inaugural Organisational Risk Appetite Statement to guide the organisation. Together, these initiatives provide greater clarity around accountability, decision-making, and organisational risk management.

Our strong regional presence has enabled Pinarc to serve as a trusted voice during periods of sector change. Throughout the year, we continued to advocate for legislative and policy improvements, including enhancements to child safety notification requirements and regulatory reporting frameworks. These efforts have contributed to stronger governance practices and improved outcomes for vulnerable people within our communities. We are particularly proud that Pinarc has been selected as one of only 27 registered providers nationwide to participate in the Australian Government's Therapy Pricing and Quality Pilot. Through this initiative, participating organisations will collectively share in grant funding to inform the future design of therapy supports. The pilot represents an important opportunity to contribute directly to evidence-based pricing reform and ensure future funding models accurately reflect the costs, workforce requirements, quality standards, and participant outcomes associated with delivering high-quality therapy services.

To our customers and their families, thank you for the trust you place in Pinarc. Your resilience, determination, and achievements inspire us every day and remind us why our work matters. We remain committed to listening, learning, and continuously improving so that we can deliver services that create meaningful and lasting impact. To our Board, leadership group, employees, and volunteers, thank you for your dedication, professionalism, and unwavering commitment to our purpose. Your collective efforts continue to strengthen Pinarc and enable us to deliver positive outcomes across disability, education, and therapy services.

As we look to the future, we do so with confidence. Guided by our Strategic Plan, supported by strong governance and financial foundations, and driven by a shared commitment to community impact, Pinarc is well-positioned to navigate change, embrace opportunity, and continue making a meaningful difference in the lives of those we serve.

Nicole Crocker
Board Chair

Peter Newsome
Chief Executive Officer







Strategic Plan 2025 – 2028

Strategy Goal

A trusted organisation, that delivers measurable and sustainable impact through growth, long-term resilience, and community partnerships.

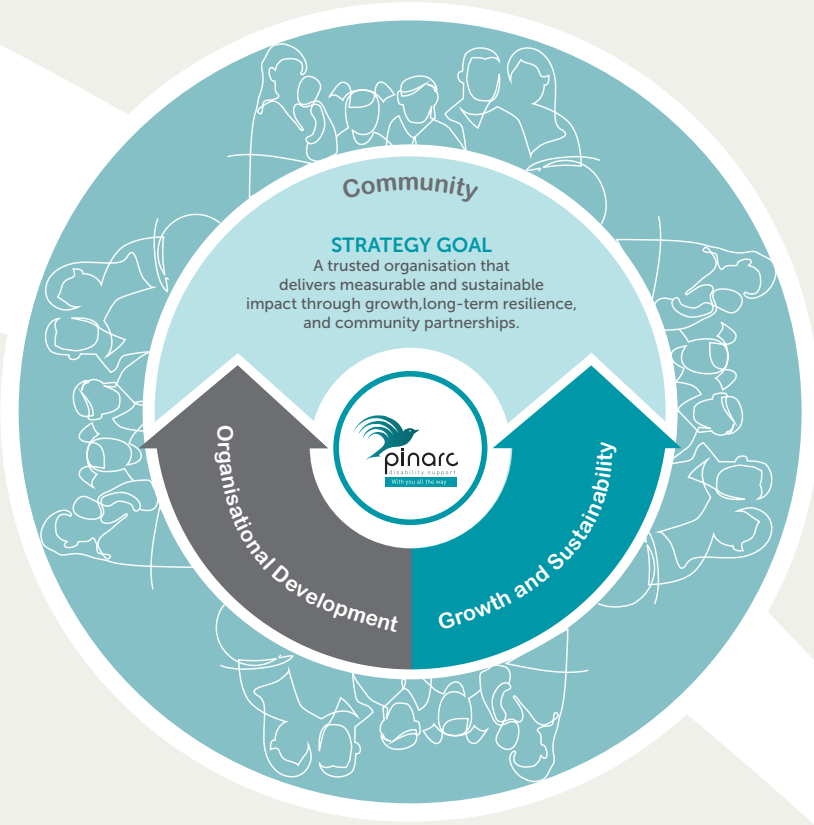
Our objective is to firmly establish Pinarc as a trusted advisor within the market recognised as a leader and specialist in our core domains of education, therapy, and disability services.

- Delivering high-quality, customer-centric programs
- Partnering with key stakeholders to amplify our impact
- Exploring new opportunities that align with our strengths and market demands

This focus leverages our robust capabilities, positioning us for sustainable growth and alignment with emerging government policies.

Strategic Rationale

- **Trust:** Signals transparency, integrity, and reliable services to all stakeholders
- **Growth:** Commits to expanding reach, capacity, and impact to meet community needs
- **Resilience:** Focuses on financial sustainability, environmental awareness, and a commitment to partnerships



Framework

The Strategic Plan is anchored in three central themes that will guide the organisation's future position, sharpen focus, and amplify impact. These themes establish a clear framework to ensure the long-term sustainability of Pinarc's important narrative.

Community

- Customers, Families, and Carers
- Workforce
- Stakeholders

Organisational Development

- Operational excellence
- Infrastructure
- Systems and Controls

Growth and Sustainability

- Growth Markets
- Pathways
- Partnerships

Service Delivery

As I reflect on the achievements of the past year, I am reminded that our greatest strength lies not in our programs, processes, or plans, but in our people. Every day, the dedication, compassion, and professionalism of our staff, volunteers, leaders, and partners create meaningful opportunities for the individuals and families we support.



While the disability sector continues to experience significant change and uncertainty, Pinarc remains well positioned because of our shared commitment to quality, innovation, and person-centred practice. Together, we have demonstrated resilience, embraced new challenges, and remained focused on achieving positive outcomes for our participants and communities.

SHAPING THE FUTURE OF THERAPY SERVICES

During the year, Pinarc Disability Support was selected as one of only 27 registered disability service providers across Australia to participate in the National Disability Insurance Agency's (NDIA) Quality Supports Program Therapy Pilot. As a regional provider delivering services across Ballarat, Melton and Western Victoria, Pinarc brings a critical perspective to the pilot. Regional service delivery presents unique challenges, including increased travel demands, workforce shortages, and lower client density compared with metropolitan areas.

The program focuses on collecting real-world operational data from participating organisations, including service delivery models, workforce structures, participant outcomes and the true costs associated with achieving positive outcomes for people with disability. Through this contribution, Pinarc is advocating for high-quality therapy supports and helping to shape future funding models with our practical experience.

Our participation in the pilot aligns with commitment to innovation and continuous improvement. The project also contributes to Pinarc's long-term sustainability objectives. By sharing accurate data about the costs of delivering therapy services in regional communities, the organisation is advocating for pricing structures that enable quality services to remain accessible to participants while supporting provider viability. This work is particularly important for ensuring the ongoing availability of essential services such as occupational therapy, speech pathology and physiotherapy across regional Victoria.

Being selected for this national initiative reinforces Pinarc's reputation as a trusted and high-quality disability service provider. More importantly, it provides a platform for the voices and experiences of regional communities to be represented in conversations that will shape the future of disability support across Australia.

Sara Cavanagh
Deputy CEO
Head of Service Delivery



Group Programs

Over the past year, Group Programs have continued to strengthen participation, inclusion and positive outcomes for customers through a renewed focus on staff capability and the development of new program opportunities.

Staff training has been a key priority, ensuring team members are confident, consistent and well equipped to support diverse customer needs. Training has supported improved planning, communication, risk awareness and person-centred practice across group activities.

New programs including wheelchair dance, social bingo and creative writing have been introduced in response to customer interests, feedback and emerging service priorities. These initiatives have broadened the range of activities available, encouraged skill development, and provided further opportunities for social connection, creativity and community participation.

Program planning has also placed greater emphasis on accessibility, safety and meaningful engagement. Collaboration between Pinarc therapy teams and Group Program staff has also been an important focus throughout the year. Working together has strengthened links between therapeutic goals and group program planning, helping staff better understand individual customer needs and identify practical ways to support participation. This shared approach has improved communication, encouraged consistent strategies across settings, and supported families to feel more connected, informed and confident in the programs their family members attend.

Overall, the year has reflected steady growth and a strong commitment to quality improvement. Continued investment in staff training and responsive program development will remain central to ensuring group programs are effective, engaging and aligned with customer goals in the year ahead.









Beth Taylor
Team Leader - Group Programs

Capacity Building

The past year has brought significant change for both **Support Coordination** and **Plan Management**, with rising demand for advocacy and system navigation occurring alongside major NDIS reform.

Participants faced funding shortfalls, delayed approvals and growing complexity across disability, health, education, housing and community services. As reforms to planning, eligibility, funding and foundational support pathways continue to emerge, the critical role that Support Coordinators and Plan Managers provide participants and families has been highlighted. Despite the challenging environment, both our Support Coordination team and Plan Management team remain vital in helping our customers exercise informed choice and control, navigate complex service environments and connect with the services that support meaningful, inclusive lives.

SUPPORT COORDINATION

Penne has had the privilege of working alongside Cheryl and Billie as their Support Coordinator since March 2021. When Penne first met them, the sisters were living with their foster carer and attending the specialist school.

As Cheryl and Billie completed their schooling, they were supported to begin thinking about what life after school could look like, including the exciting step of moving out of home for the first time. Their NDIS plans were reviewed to ensure they had the right funding in place for the supports they needed to live safely and as independently as possible.

After exploring Supported Independent Living providers and suitable property options in their local community, Cheryl and Billie found a home that felt right for them. Taking this significant step, they moved out for the first time and are now happily living together with the right supports in place.

Both Cheryl and Billie are working part time and enjoy attending social groups when they are not at work. For Cheryl, living out of home has been an important confidence-building experience. She enjoys sharing a safe and supported home with her sister and continues to build her skills and independence with daily living tasks.

Billie has also grown in confidence, particularly in expressing her needs, preferences and choices. She is more comfortable using public transport and has developed greater confidence in new social situations. Billie is proud of how far she has come, and both her and Cheryl's achievements reflect the positive impact of the right support at the right time.





Therapy, Education and Support

Over the past year, Therapy Education and Support experienced significant growth across our Lucas and Melton clinics, strengthening our capacity to respond to the needs of the communities we serve.



This growth was reflected not only in expanded service delivery, but also in the continued development of a skilled, sustainable and supportive workforce. It was also a year of celebration, with seven of our therapists commencing maternity leave, a wonderful milestone for each of these team members and their families.

Alongside this, we continued to build a strong and sustainable team. A key workforce achievement was the recruitment of nine new graduate therapists across both clinics. In Melton, this included three Speech Pathologists and one Occupational Therapist, while Lucas welcomed three Occupational Therapists and two Speech Pathologists. These early career clinicians have brought enthusiasm, fresh perspectives and valuable skills to the organisation, while also contributing to the development of a strong future workforce.

To support this continued growth, we also welcomed six experienced therapists across the Lucas and Melton clinics. Their clinical expertise has strengthened service capability, expanded mentoring opportunities and enhanced the support available to staff and clients. This combination of graduate and experienced clinicians has supported a balanced team structure and helped build our capacity across disciplines.

In Melton, leadership capacity was further enhanced through the introduction of a job-sharing Team Leader model, with a Speech Pathologist and an Occupational Therapist sharing the role. This innovative approach has strengthened discipline-specific leadership and increased support for clinicians across both professions.

Service delivery also expanded significantly, with the Melton office now providing therapy services to adults as well as paediatric clients. This extension has enabled the service to respond to a broader range of community needs and improve access to support across the lifespan. We also expanded the Allied Health student clinic to Melton with two final year Occupational Therapy students offering targeted goal-based blocks of therapy to clients.

The team was also pleased to participate in the NDIS Quality Supports Program Therapy Pilot, providing an opportunity to contribute practical expertise and sector insights into the delivery of high-quality therapy supports. >

Elin McPadden
Therapy Education & Support Manager

Our Kindergarten Inclusion Support (KIS) team and Preschool Field Officers (PSFOs) continued to grow their Department of Education work, supporting an increasing number of funded kindergarten programs across the Central Highlands region.

The PSFO team has grown to four staff, helping us support the expansion of funded kindergarten programs in the region, now numbering 120. Relationship building remains central to this work as we support, guide and coach educators to create inclusive learning environments for children and families.

We were excited to see two of the first Early Learning Victoria centres open in the Central Highlands region this year, in Teesdale (Barribina) and Clunes (Wirmal), as part of the Victorian Department of Education's "Best Start, Best Life" reforms. These reforms include free kindergarten for three- and four-year-old children in funded kindergartens, the staged increase of four-year-old kindergarten to a 30-hour-per-week program of play-based learning, and the rollout of 50 new government-owned early learning and childcare centres across Victoria.

Our teams look forward to continuing their collaborative work with the region's kindergartens to support early childhood learning outcomes.

Together, these achievements reflect a year of growth, adaptation and strengthened partnerships across our therapy, education and inclusion services.









IMPACT STORIES



Eleanor is a delightful almost-7-year-old who approaches each paediatric physiotherapy session with enthusiasm, curiosity and a wonderful sense of fun. She particularly enjoys using her energetic creativity to design obstacle courses, often helping choose the equipment, layout and imaginative theme for each session. These obstacle courses provide motivating opportunities to practise balance, coordination, strength, motor planning and safe movement in a playful way. With gentle encouragement and activities tailored to her interests, Eleanor is able to stay engaged, try new challenges and celebrate small achievements along the way. Her sessions highlight how play-based therapy can support confidence, participation and enjoyment while helping children build practical movement skills in a positive environment.



Abigail is an energetic 6-year-old, with Osteogenesis Imperfecta. Abigail's physiotherapist Amy often struggles to get a word in during their therapy sessions, as Abby loves to share the excitement of her world! Abby particularly enjoys working on the paediatric Pilates reformer, where movement can be adapted to support her strength, control and confidence in a safe and engaging way. The reformer provides opportunities to practise graded resistance, coordination, postural control and lower-limb activation while keeping therapy playful and motivating. Pinarc's investment in Pilates reformers is helping therapists offer more flexible, tailored treatment options, supporting customers like Abby to build skills, confidence and independence as they work towards their goals.



Quality, Risk and Safeguarding

Since joining Pinarc in July 2025, it has been a privilege to lead the Quality, Risk and Safeguarding portfolio.



At Pinarc, we build trust and confidence through continuous improvement which is supported through strong governance, and effective risk management and safeguarding practices that enable teams to identify new opportunities. A significant achievement this past year has been the development of PinPoint, a central SharePoint platform designed to improve access to policies, procedures, and key documents. Launched in October 2025, PinPoint provides all staff with a clear pathway to access the information and tools they need, supporting consistency, confidence and alignment in our ways of working.

A key focus of this portfolio throughout the year has been strengthening our approach to Continuous Quality Improvement and reinforcing that quality is everyone's responsibility. Through the implementation of regular service stream meetings and a new Opportunity for Improvement process, we have strengthened how we identify, capture and respond to opportunities that improve our services, systems and practices.

The introduction of updated Work Health and Safety regulations including a greater focus on psychological health and incident reporting, has also been an important area of attention. While supporting the wellbeing and safety of our people has long been embedded in Pinarc's approach, the updated requirements provide an opportunity to further strengthen awareness of workplace risks, reporting pathways and shared understanding of responsibilities. We will continue to monitor and respond to these requirements, ensuring our practices continue supporting a safe and supportive environment.

Our Child Safety Policy Suite review was another significant milestone, supporting our aspiration to move from "Good to Great" in child safety practices. Completed in June 2026, the review strengthened our frameworks and processes, reinforcing the systems and practices that support the safety and wellbeing of children and young people.

Looking ahead, we will continue our pro-active approach to quality and safeguarding through ongoing review, collaboration and evidence-informed improvements. This will include embedding continuous improvement practices, strengthening risk management processes and working alongside our teams to ensure our systems enable effective practice and remain responsive to emerging challenges and evolving needs.

Kath Steenhuis
Quality & Compliance Manager



Parent Support Program

Pinarc's Parent Support Program continues to provide regular, up to date information for parent/guardian carers, alongside many opportunities for parent/guardian carers to connect and take a break.

This financial year, over 120 parent/guardian carers received individual support or attended a support group meeting. Many more participated in information sessions and Support for Carers events such as the annual carer retreat, movie sessions, lunches, bowling and more.

Parent Support Program Coordinator, Rebecca Paton, has been recognised as an important resource, not only for parent carers but also for other professionals in the sector. Her monthly updates are shared widely through local organisations and are highly regarded. Rebecca has presented at network meetings of Specialist Disability Practitioners, the Early Childhood Sector, and Carer Support organisations.

She has also provided direct information and guidance to several industry professionals supporting parent carers. These strong partnerships help Pinarc to stay up to date with reliable information for the families we support and to ensure high-quality support for all parent carers in our community.

> "The Pinarc Parent Support Program is a very valuable resource to me as a parent/carer. It provides emotional support in a safe group setting and is a useful information source."
> *– Parent Carer*











Rebecca Paton
Parent Support Program Coordinator

IMPACT STORIES



Michael has been part of the Pinarc community since he was five, first joining holiday programs, youth groups and camps, and now attending the Independent Living Skills group program since leaving school. For Michael, Pinarc is a place to spend time with friends, connect with supportive staff and try new experiences.

His favourite activities are woodwork and cooking, and has been proud to learn practical skills such as using tools in the woodwork shed, including dowelling. At home, he even recreated an apple crumble he learned to make at Pinarc, adding his own twist with frozen banana.

Michael says being around different people, learning new skills and seeing old friends are what keep him coming back. His message to others is simple: "You will learn new skills, get help from friendly staff, and have lots of fun."



Sienna has been attending Pinarc since 2022. During this time Sienna has developed a wonderful working relationship with Sydney, her Occupational Therapist, as well as with other therapists she has seen there over the years. Their mix of professionalism, playfulness and empathy has worked brilliantly for Sienna, who had previously experienced a lot of anxiety in therapy. This warm, caring atmosphere has been a big factor in helping her to make some positive leaps in her social and emotional development.

Sienna's condition also affects her fine and gross motor skills so keeping her active and enjoying the sensations of movement in her body has been a big part of the sessions. This has been helped by having access to larger rooms and a wide range of therapeutic equipment where Sienna loves to move and express herself.

Sienna shared her thoughts about coming to Pinarc: "It is pretty fun! I love 'Catch the Fox'. When I first went there, I was amazed because it was so cool."

People and Culture

In 2025-26, People and Culture continued to focus on what matters most at Pinarc: our people and the people we serve. This annual report provides an opportunity to acknowledge and celebrate the Pinarc team and the important role they play in supporting people with disability, their families and the broader community.



Kevin Stewart
People & Culture Manager

CELEBRATING OUR PEOPLE

Our People and Culture approach remains grounded in creating a workplace where every person feels valued, included, supported, inspired and able to grow. Through purposeful investment in workforce capability, wellbeing, compliance, leadership and engagement, we have continued to strengthen the foundations needed to deliver safe, respectful, person-centred and high-quality supports.

RECRUITMENT

Attracting, retaining and developing skilled people remained a key priority in a competitive disability services employment market. Pinarc continued to benefit from its strong reputation, values-based culture, positive student and placement experiences, and the advocacy of employees who recommend Pinarc as a meaningful and supportive place to work. Pleasingly, recruitment activity supported an 18% growth in our therapy team, strengthening our capacity to deliver timely, high-quality supports.

LEARNING & DEVELOPMENT

Pinarc also continued to support workforce capability through onboarding, training, supervision support and compliance oversight. Training had a particular focus on strengthening workforce knowledge and confidence in keeping children and vulnerable people safe. Maintaining a capable and compliant workforce is essential in the NDIS environment, and continued attention was given to mandatory checks, worker screening, induction requirements, child safety obligations, policy awareness and role-specific learning.

SAFETY & WELLBEING

The wellbeing and safety of our people remained a core priority, with a strong focus on the psychosocial safety of our workforce. Pinarc continued to promote a workplace where employees are encouraged to seek support, raise concerns early, treat one another respectfully and contribute to an environment that is safe, inclusive and psychologically healthy.

On behalf of People and Culture, thank you to every member of the Pinarc team for your contribution throughout 2025-26. Your care, skill, professionalism and commitment make a meaningful difference every day. Our people continue to drive Pinarc's success and, most importantly, help create better outcomes for the people and families we support.



Volunteer Program

This year, we celebrated an important milestone as our volunteer Savannah marked five years of service with Pinarc. Her ongoing contribution reflects the value of inclusive volunteering and the positive impact that meaningful volunteer opportunities can have for both individuals and organisations.



Based at our Lucas clinic, Savannah is a reliable and valued member of the team. She provides practical support across a range of everyday tasks that help our services run efficiently. From sorting and organising our LEGO resources for therapy programs, to preparing and duplicating materials, or creating lanyards for new kindergarten staff, Savannah consistently approaches each task with care and attention to detail.

Savannah also brings her own skills and interests to her volunteer role. Her 3D-printed creations are always a talking point, highlighting the diverse talents that volunteers contribute to our organisation. Just as importantly, the relationships she has built with staff over the past five years demonstrate how volunteering creates genuine opportunities for connection, participation, and belonging.

At Pinarc, we believe volunteering should be meaningful for everyone. Savannah's journey is an example of how creating inclusive opportunities enables people to make valuable contributions while developing confidence, skills, and lasting relationships within their community.

We sincerely thank Savannah for her commitment, generosity, and five years of dedicated service. Her contribution has made a meaningful difference to our team, and we look forward to continuing to work alongside her in the years ahead.

Rachael M Brown
Workforce Partner

> "Volunteering at Pinarc means I get to have time out of my home, I gain experience working with others, and I learn about workplace socialising – yes I like to talk!"
> *– Savannah*



Thank you to all of our staff and supporters

> Together, we are building a stronger and more sustainable organisation, contributing to better outcomes for our communities.
> *– Peter Newsome*

Length of Service

25+ Years

Carina Lewis
Denita Robson
Susan Thomas

20+ Years

Sara Cavanagh
Tanya Davi
Rhiannon Dodge
Peter Milton
Lyndsey Noakes
Kelly Oakley
Cassandra Thiel
Kaye Thompson

15+ Years

Allison Bykersma
Deborah Fernandez
Fiona Greenbank
Helen Henry
Deanne Howlett
Lynette Lock
Barbara Steenhuis
Bethany Taylor
Sarah Trew
Julie Van Mourik

Pinarc Values Award Winners

July 2025
Nicole Herreen

August 2025
Yvonne Newton
Amanial Arefaine

September 2025
Brie Kamp

October 2025
Pauleen Penuela

November/ December 2025
Amy Waters

February 2026
Penne Dowling

March 2026
Melanie Bodiam

April 2026
Kiah Guinea
Sydney Whytcross
Paula Blake
Delvene Barber
Fiona Curwood
Michelle Wood
Renee Harvey

May 2026
David Weston

June 2026
Michael Bird
Peyton Dodds

Donations and Support

Bunnings, Ballarat
John Chessum-Grant
Benjamin Demonsani
Amber Dugulele
Sebastian Guy
Jasmine Hellyar
James Iles, iPlanning
Faye Johnson
Kmart, Delacombe
Glenyis McIver estate
Maci Rieniets
Summer Russell
Archer Russell
Simplicity Funerals, Melton
Benjamin Sortino
Spotlight, Ballarat
Noah Stewart
Stoneman Family
Marlee Tink
Janet Torney

Facilities

Throughout the year Pinarc continued to invest in our facilities, technology and fleet to create safe, welcoming and accessible environments for customers, families, carers and staff.

These projects enhanced the quality of our service delivery while ensuring our sites remained safe, functional and responsive to the changing needs of our customers. Careful planning allowed improvements to be completed with minimal disruption to services and programs.

AT LUCAS, improvements to the fleet compound, car park and outdoor areas enhanced safety, accessibility and site amenity. Recreational and therapy resources were also expanded, including the installation of a basketball ring for the gym, partially funded through a generous donation, and new Pilates equipment. These enhancements created more engaging spaces that support customer wellbeing and participation across our programs.

AT PENNYWEIGHT, works focused on improving accessibility, security and customer comfort. Upgraded entry access, improved lighting, the installation of sliding doors and the refurbishment of bathrooms created a more contemporary environment that promotes dignity, independence and ease of access for customers.

AT MELTON, investment in presentation technology, cabinetry and storage improved the functionality of program spaces, ensuring staff have well-organised, practical resources to support high-quality service delivery.

AT GOLDEN POINT, significant improvements balanced the preservation of our heritage building with enhancements to customer and program spaces. Heating and cooling upgrades, new floor coverings, outdoor basketball seating, furniture and cabinetry improved comfort, safety and the long-term functionality of the site.

Technology and fleet renewal also remained a priority throughout the year. As our teams expanded across sites, ongoing investment in our fleet strengthened the reliability, sustainability and efficiency of transport for staff travelling to appointments and for customers accessing Pinarc programs and community activities.

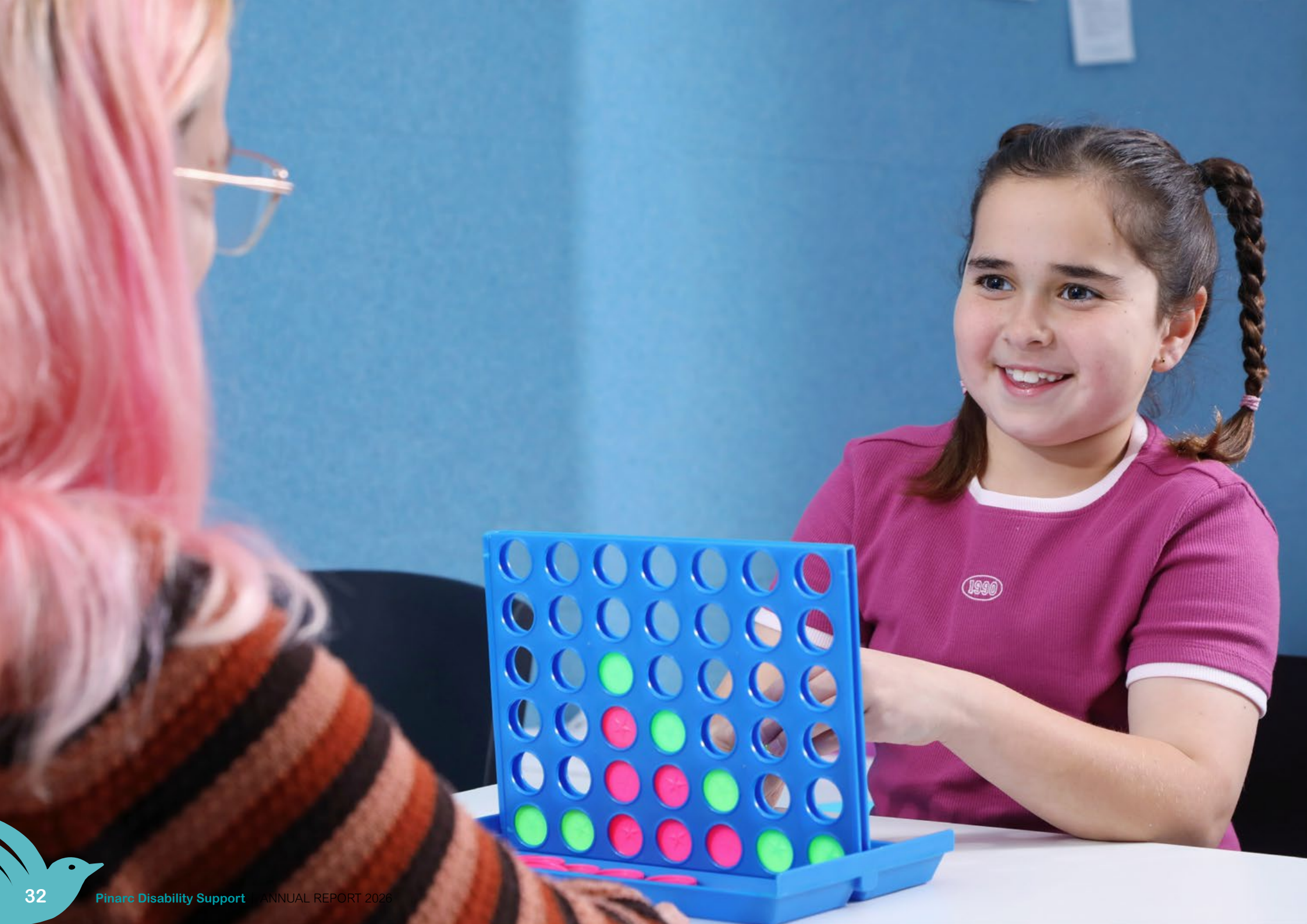
These investments reflect Pinarc's ongoing commitment to providing safe, accessible and welcoming environments that enable customers to participate, connect and achieve their goals.

Looking ahead, the Facilities team will continue to prioritise investment in our sites, technology and fleet to ensure our infrastructure remains aligned with organisational growth, customer needs and the delivery of high-quality services.



Sue Davis & Byron Abbott
Facilities Team


Registered NDIS Provider
pinarc
BABIES
KIDS
TEENS
ADULTS
pinarc



Finance

The 2026 financial year reinforced Pinarc's commitment to disciplined financial stewardship, strategic planning and sustainable investment in people, systems and infrastructure. Against a backdrop of ongoing sector reform and an evolving funding environment, Pinarc remained focused on building organisational resilience while delivering a strong financial result, recording a year-end surplus.



Operationally, we enhanced financial planning, governance and organisational capability through expanded scenario modelling across revenue, workforce and expenditure, together with continued refinement of financial and ICT reporting. These improvements provided greater visibility for the Executive and Board, supporting effective and informed decision-making across the organisation.

A significant focus during the year was strengthening Pinarc's organisational capability through improved systems, and financial controls. We commissioned an independent review of our core business systems to assess our current capability and inform future investment priorities. ICT governance and managed services continued to evolve, providing greater oversight of technology performance, cybersecurity and infrastructure while delivering improved value from our technology investments.

Payroll, procurement and financial stewardship continued to improve, strengthening compliance, efficiency and organisational capability. We introduced salary packaging for casual employees, prepared the organisation for payday superannuation, enhanced corporate credit card controls, integrated existing supplier verification directly into systems and redesigned supplier onboarding and contractor management processes. Within Financial Plan Management, we successfully adapted to the rollout of funding period changes, ensuring a smooth transition while maintaining high levels of customer service and financial governance.

Finance continued to work collaboratively across the organisation to ensure capital investment remained aligned with strategic priorities. During the year, $456k was invested across facilities, technology and fleet, strengthening Pinarc's capacity to deliver safe, accessible and sustainable services for customers and staff. These achievements reflect the strong collaboration between Finance, Facilities and operational teams to improve organisational capability, and deliver better outcomes.

Looking ahead to FY27, our focus will be on progressing the recommendations arising from the independent systems review, continuing to strengthen financial sustainability and ensuring our planning remains responsive to sector reform, changing customer needs and Pinarc's strategic priorities.

Shelley Wood
Chief Finance Officer

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 2026

INCOME	2026	2025
Contract Income	10,261,560	9,523,760
Client Fees	15,899	6,707
Operating Grants	4,044,469	3,769,151
Sundry Income	2,570	5,308
TOTAL INCOME	**14,324,498**	**13,304,926**
EXPENDITURE		
Client Activities	(3,848)	(4,625)
Corporate Expenses	(1,239,784)	(1,212,392)
Employee Benefits Expense	(12,328,992)	(11,274,561)
Professional Development	(96,862)	(93,646)
Program Costs	(107,336)	(90,717)
Travel	(104,347)	(89,063)
TOTAL EXPENDITURE	**(13,881,169)**	**(12,765,004)**
OPERATING SURPLUS BEFORE CAPITAL ITEMS	**443,329**	**539,922**

CAPITAL INCOME	2026	2025
Income from Investments	131,212	134,791
Donations	20,659	5,685
TOTAL CAPITAL INCOME	**151,871**	**140,476**
CAPITAL EXPENDITURE		
Depreciation	(377,019)	(396,577)
Profit/(Loss) on Disposal of Property Plant and Equipment	35,454	2,136
TOTAL CAPITAL EXPENDITURE	**(341,565)**	**(394,441)**
CAPITAL SURPLUS/(DEFICIT) FOR THE YEAR	(189,694)	(253,965)
NET SURPLUS/(DEFICIT) FOR THE YEAR	253,635	285,957
OTHER COMPREHENSIVE INCOME		
Items that will not be reclassified to profit or loss		
Revaluation of Investments	(4,911)	19,007
Revaluation of Land and Buildings	-	(517,961)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**248,724**	**(212,997)**

Statement of Financial Position
for the Year Ended 30 June 2026

CURRENT ASSETS	2026	2025
Cash and Cash Equivalents	151,415	91,328
Trade and Other Receivables	57,036	65,326
Investments	3,080,666	3,105,692
Prepayments	470,777	448,717
TOTAL CURRENT ASSETS	**3,759,894**	**3,711,063**

NON-CURRENT ASSETS		
Property, Plant and Equipment	8,034,203	7,988,669
Investments	316,683	321,595
Rental Bond	20,000	20,000
TOTAL NON CURRENT ASSETS	**8,370,886**	**8,330,264**
TOTAL ASSETS	**12,130,780**	**12,041,327**

CURRENT LIABILITIES	2026	2025
Trade and Other Payables	556,114	782,087
Borrowings	-	-
Lease Liabilities	109,110	99,859
Short-term Provisions	1,250,316	1,179,261
Grants Received in Advance	555,112	497,501
TOTAL CURRENT LIABILITIES	**2,470,652**	**2,558,710**

NON-CURRENT LIABILITIES		
Lease Liabilities	37,703	147,083
Long-term Provisions	91,052	52,885
TOTAL NON-CURRENT LIABILITIES	**128,755**	**199,968**
TOTAL LIABILITIES	**2,599,407**	**2,758,678**
NET ASSETS	**9,531,373**	**9,282,649**

EQUITY		
Reserves	2,284,120	2,289,031
Retained Earnings	7,247,253	6,993,618
TOTAL EQUITY	**9,531,373**	**9,282,649**









My Voice

My Voice proudly hosted a Masquerade Ball in celebration of International Day of People with Disability.

Filled with music, laughter and connection, the evening brought people together to celebrate inclusion and the strength of community. The event was led by My Voice, our inspiring self-advocacy group based at our Golden Point campus, who took responsibility for every stage of the planning. They surveyed people to understand what kind of event would be most popular, considered how to make it accessible, visited venues to assess their suitability, and developed a budget that kept ticket prices affordable while covering costs.

Once the planning was complete, the creativity began. Invitations were designed and shared with friends, families and the community through social media. On the day of the ball everyone contributed to decorating and setting up at our chosen venue, the North Ballarat Sports Club. The result was a vibrant and welcoming evening where guests arrived dressed to impress, with many striking masks adding to the sense of occasion.

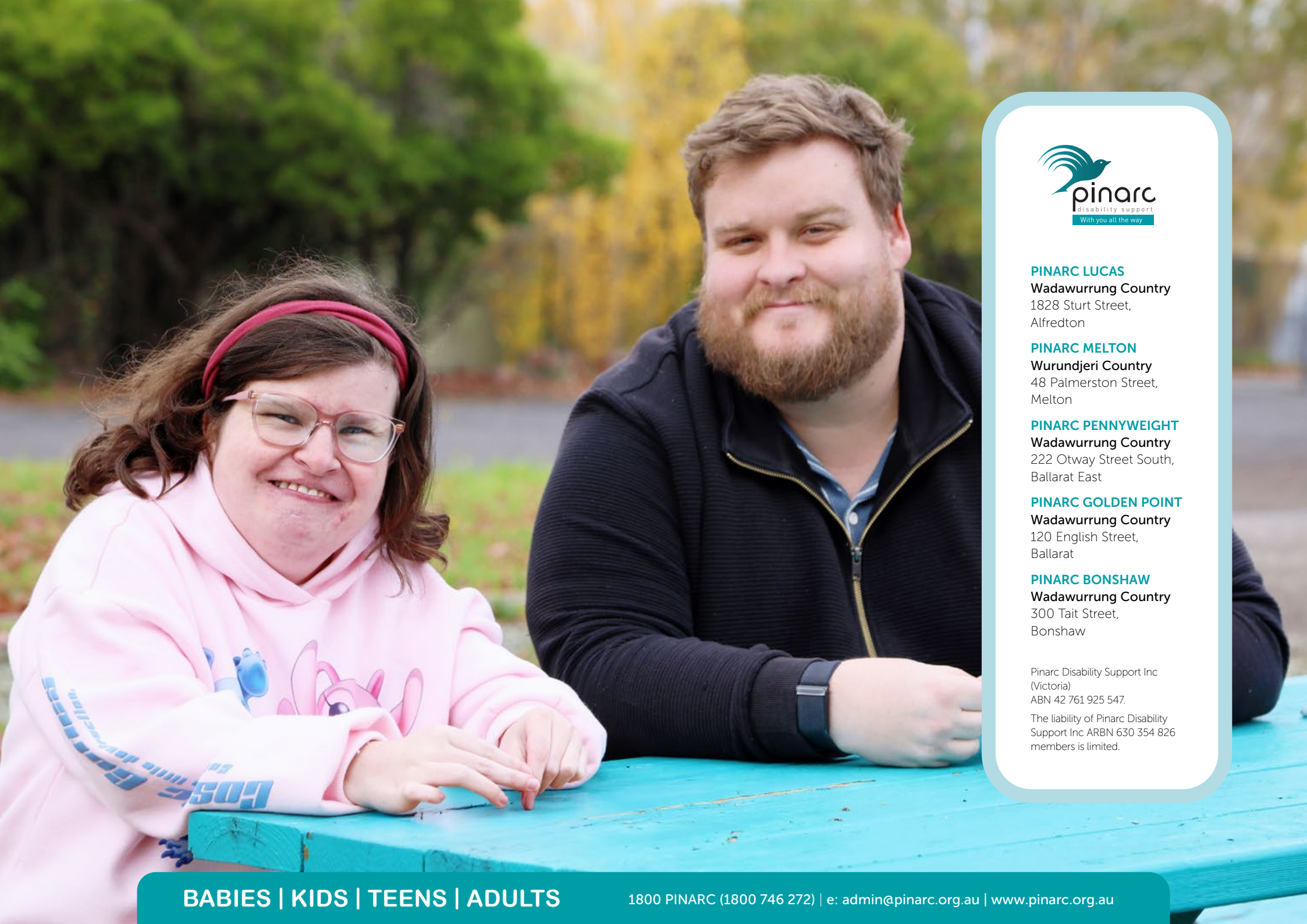
The music helped make the night truly memorable. Playjarism performed a lively selection of much-loved songs which quickly filled the dance floor. Special guest DJ Corey then kept the celebration going with an energetic set that had guests dancing throughout the evening.

The evening also featured a fantastic range of door prizes, including beautiful artwork donated by indigenous artist Lowanna Clarke. We are grateful to all the generous donors, entertainers and supporters who contributed prizes and helped make the celebration such a success. Most importantly, we thank every guest who attended and the dedicated members of My Voice, whose leadership and teamwork brought this special event to life.

With thanks to our generous supporters

- Ballarat Wildlife Park
- Balloon Hype
- Beechworth Bakery
- Lowanna Clarke
- DJ Corey Kamp
- Mars Confectionary
- Mia and Talbot
- Mode Property Styling
- North Ballarat Sports Club
- Pancake Kitchen
- Playjarism
- Springhill Farm
- UFS Healthcare
- Xtreme Bounce





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disability support
With you all the way

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.

BABIES | KIDS | TEENS | ADULTS

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