



**2024
2025**

**PERMANENT
CARE AND ADOPTIVE
FAMILIES**

Annual Report

Our purpose

Supporting families and enriching the lives of children and young people who are unable to live with their birth parents by providing advocacy, support, resourcing, and information.

Permanent Care and Adoptive Families acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters, and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures, and to Elders both past and present.



PCA Families has a zero tolerance of child abuse, and we are committed to establishing and maintaining child safe environments.

We value and celebrate diversity in all of its forms and support inclusion of people from LGBTQI+ communities, people with disabilities, people from diverse cultural and linguistic communities, people with non-traditional family structures, and people with diverse religious beliefs and affiliations.

PCA Families is located on the traditional lands of the Boonwurrung and Wurundjeri Woi Wurrung peoples of the Kulin Nation.

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"Always a pleasure to deal with and the staff are always helpful and understanding."



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"Exceptional service. Can't thank you enough!"

Chair and CEO Report

It is with great pride and heartfelt appreciation that we present the 2024–2025 Annual Report for Permanent Care and Adoptive Families (PCA Families). This year has been one of growth, innovation, and deep connections with the families and young people we serve.

We welcomed **307** new members, bringing our total membership to 3,650, and supported **2,831** clients across our programs. These numbers reflect the trust placed in PCA Families and the strength of our community. Our overall satisfaction rating of 99.1% is a testament to the care, professionalism, and dedication of our team.

One of the standout achievements this year was the successful transition of the Flexible Funding Program to PCA Families. With improved systems and a dedicated finance team, we ensured 100% of allocated funds were distributed to carers - often within 24 hours for urgent needs. We also launched a new online portal, making it easier than ever for families to submit applications and track their funding requests.

Our Helpline service continued to be a lifeline for many, responding to 2,645 calls with compassion, clarity, and care. Whether it was emotional support, advocacy, or practical guidance, our Helpline team went above and beyond to ensure families felt heard and supported.

Our Better Futures and Homestretch Program continued to prosper, engaging 551 young people and completing 250 intakes. The team's creativity and compassion ensured every young person felt supported as they transition to independence.

This financial year the permanent care and special needs adoption component of the Carer Assistance Program (CAP) program moved to Foster Carer Association Victoria (FCAV), with PCA Families maintaining a role in referring carers into the program. PCA Families remain committed to working in partnership with FCAV and ensuring the ongoing success of the service.

PCA Families also delivered fifty communications to members, including newsletters and social media updates, with a 49.1% email open rate and over 170,000 people reached on Facebook. These efforts helped us stay connected and responsive to our community's needs.

Peer support remained a cornerstone of our work, with initiatives like the Table Talk Project, Dad's Group, and Life Story Workshops creating safe and meaningful spaces for connection, reflection, and growth. These programs remind us that healing and resilience often begin with shared stories and supportive relationships.

Behind the scenes, we have strengthened our systems, launched a new website, implemented new HR and CRM platforms, and developed new cyber security measures to protect our data and ensure safe digital environments for families and staff.



Chair and CEO Report cont'

PCA Families is also pleased to report a positive increase in revenue of 10% reflecting growing confidence in our services and strong financial stewardship. In addition, we have continued to advocate for better outcomes for families, participating in a ministerial roundtable, meetings with politicians and government representatives and sector collaborations.

The Board is especially proud to have developed our new Strategic Plan with the support of Non-Profit Training, which sets a clear and ambitious direction for the future. As we begin rolling out the plan, we look forward to shaping the next chapter of PCA Families with purpose, collaboration, and care.



PCA Families extends our deepest *thanks* to our strategic and proactive **volunteer Board**, whose thoughtful governance and **unwavering support** continue to shape our vision and impact.



To our energetic and impactful team, *thank you* for your **tireless work, compassion**, and **commitment to excellence** every single day. Your drive and care continue to shape the lives of families and young people in meaningful ways. *Thank you* also to our **volunteers, contractors** and **sector partners** for your ongoing support to PCA Families and the permanent care and adoption community.

A special thank you to Andy Dao (Finative), our exceptional finance partner, whose expertise, precision, and strategic insight have been instrumental in strengthening our financial systems, reporting, and outcomes.

We are also incredibly grateful to our funding bodies - Department of Families, Fairness and Housing (DFFH), Department of Health (DH), Carer Kafe, and Relationships Australia - for their ongoing support and partnership. Your investment in our work makes a real and lasting difference in the lives of children, young people, and families.

As we look ahead, we remain committed to listening, learning, and walking alongside our community.

Thank you for being part of this journey.

Warm regards,

Naomi Colville
Chair of the Board



Wendy Mason
Chief Executive Officer





Strategic Plan

Our Purpose

Supporting families and enriching the lives of children and young people who are unable to live with their birth parents by providing advocacy, support, resourcing, and information.

Our Intent

- Provide the support families need regardless of order at any time in their journey.
- Develop an informed, skilled workforce that is informed by lived experience.
- Partnering for research to evidence our advocacy and innovation.
- Effectively champion sector changes that ensure timely assessments of parents/carers offering permanency and stability.
- Children and young people are at the centre of all we do.
- Our service is known as the credible source of information

STRATEGIC PILLARS We will:	SUCCESS MEASURES
1. Partner for purpose	• Identify the number and types of partnerships to be formed. • Identify the measurable outcomes to be achieved. • Number of best practice initiatives and community engagements.
2. Influence change through evidence	• Number of research partnerships established, and research projects initiated and completed. • Increase in community awareness and understanding of PCA Families and family issues. • Feedback from families on innovative practices. • Recognition as a leader in the sector by government and stakeholders. • Number of innovative service delivery initiatives implemented. • Number of families, carers and young people accessing support services. • Average time taken for assessment and placement processes. • Recognition and trust ratings from families and stakeholders.
3. Create a vibrant future	• Number of governance and risk metrics tracked and evaluated. • Alignment of workforce skills with organisational purpose. • Adequacy of resources to meet aspirations and growth. • Frequency and outcomes of impact monitoring activities. • Employee engagement and retention rates. • Percentage of workforce trained and informed by lived/living experience. • Increase in the number of members. • Increase in access to resources and funding bodies.



Our Programs and Services Highlights

Phone Enquires and Helpline

- Total PCA Families calls 10,478
- 99.1% satisfaction rating for all calls
- 2645 Helpline calls

Flexible Funding

- 100% of funds expended
- 20 days wait times
- 5316 calls, 50.73% of all PCA Families calls
- 97.2% satisfaction rating

Organisational Development

- New Strategic Plan
- Implementation of Dynamics 365 CRM for Better Futures and Homestretch Programs
- New website goes live
- Implementation of Employment Hero HR system
- New Flexible Funding Portal
- Implementation of Phishing Software
- People and Culture Project
- Quality – review of all policies and review of Risk Register

Better Futures/Homestretch

- 250 intake sessions
- 2317.91 hours logged
- 100% of young people engaged have consented to the program
- 2,868 engagement activities
- 99.5% satisfaction rating

Membership

- 3650 members
- 307 new members

CAP

- 60 referrals to the CAP program

Peer Support

- 15 sessions with 277 attendances
- Adult Adoptees Lifestory Group
- Supported 3 Dad's
- Supported the establishment of early years playgroup in City of Frankston
- Launched the Table Talk Project in Geelong
- Sponsored: Mums Day lunch, Dad's Day lunch, children's Christmas party for playgroups

Members and Client Satisfaction

MEMBERS AND CLIENT SATISFACTION REPORT: 2024–2025

PCA Families continues to grow as a trusted support organisation for carers, adoptive parents, and professionals across Victoria and beyond. As of 2024/2025, total membership reached 3,650, with the majority being permanent carers (2,516), followed by intercountry adoptive parents (491) and kinship carers (149). This year, 307 new members joined, reflecting strong engagement across both metropolitan and regional Victoria, as well as some interstate interest.

Across all services, PCA Families supported 2,831 clients, with the Flexible Funding Program assisting the largest number (1,496), followed by the Helpline (808), Better Futures and Home Stretch (250), and Peer Support (277). It is important to note that some clients accessed multiple services.

Client satisfaction remains exceptionally high, with an overall satisfaction rating of 99.1% based on 370 responses. Individual program ratings were equally strong, including 100% satisfaction for the Helpline, 97.2% for Flexible Funding, and 99.5% for Better Futures and Home Stretch.

Feedback collected through post-service SMS surveys highlights the care, professionalism, and impact of PCA Families' staff. Clients consistently praised the team's responsiveness, clarity, and care - often noting that the support received made a tangible difference in their lives and the wellbeing of the children in their care.

This year, we also delivered 50 communications, including 7 newsletters to our members across various channels, ensuring consistent engagement and timely updates. Our email campaigns achieved a strong average open rate of 49.1% and a click-through rate of 3.1%, reflecting solid member interest. On social media, our Facebook content reached over 170,000 people, with 585,264 views and 3,111 link clicks, while our community continued to grow with 1,374 Facebook and 105 LinkedIn followers.



Members and Client Satisfaction

MEMBERS AND CLIENT SATISFACTION REPORT: 2024–2025 CONT'

Membership Profile

MEMBERSHIP CATEGORY	2024/2025
Permanent Carer	2516
Adoptive Parent - intercountry	491
Professional	188
Kinship Carer	149
Nothing stated	112
Awaiting permanent care or adoption placement	45
Foster Carer - other	40
Family Law Court Order Parent/Carer	38
Adoptive Parent - local	27
Other	21
Adoptee or previously under Permanent Care or Family Law Court Order	8
Foster Carer - long term order	6
TOTAL MEMBERS	3,650

NEW MEMBERS BY CATEGORY	2024/2025
Permanent Care/Family Law Court Order	155
Permanent Care and Kinship Care/Family Law Court Order	70
Awaiting Placement	26
Kinship	23
Professional	16
Adoptive	11
Foster Care	5
Adoptee or previously PCO	1
Special needs adoption	0
Total new members	307

Members and Client Satisfaction

MEMBERS AND CLIENT SATISFACTION REPORT: 2024–2025 CONT'

Membership Profile cont'

NEW MEMBERS BY STATE	2024/2025
Metropolitan Victoria	159
Regional Victoria	148
Queensland	9
New South Wales	8
Western Australia	1
ACT	0
Northern Territory	0
South Australia	0
Tasmania	0

"If more people were pleasant and helpful on the phone, the world would be a better place."



Members and Client Satisfaction

CLIENTS AND CLIENT SATISFACTION

TOTAL NUMBER OF CLIENTS	2024/2025
Flexible Funding	1496
Helpline	808
Better Futures and Homestretch	250
Peer Support	277
Total Number of Clients	2831

Note: numbers do not consider clients using multiple services

Client satisfaction

PROGRAM	YEAR TO DATE
Overall satisfaction rating	99.1% satisfied .09% unsatisfied
Total number of respondents	370
Satisfaction rating Helpline	100% satisfied 0% unsatisfied
Number of Helpline respondents	28
Satisfaction rating Flexible Funding	97.2% satisfied 2.8% unsatisfied
Number of Flexible Funding respondents	248
Satisfaction rating Better Futures and Homestretch	99.5% satisfied .5% unsatisfied
Number of Better Futures respondents	94

"As always, we are truly blessed to have the team at PCA Families looking after us. Thanks for your care and attention."

"Great customer service."

Members and Client Satisfaction



FEEDBACK FROM PCA FAMILIES MEMBERS AND CLIENTS

Zahra is the most amazing person to talk to. I'm so very grateful for all the help PCA offers us with the boys.

As always, we are truly blessed to have the team at PCA Families looking after us.

Thanks for your care and attention.

We are extremely grateful for the assistance received without it. Skyes operation could not go ahead.

If more people were pleasant and helpful on the telephone, the world would be a better place.

100% happy with the service. Would be lost without the help of this service. Thankyou Thankyou. Thank you.

Thank you for this service supporting children in permanent care with the added financial responsibilities that come with a child with multiple disabilities.

Yufei was very helpful and polite.

I am so grateful for the help you have given me for my grandson who has been in my care since he was six weeks old. He is autistic and turned 12 last Monday.

Keep up the good work, thank you. So much for all the help you give to our family.

It is always so easy to get through to speak to someone and the staff are all really helpful.

Every time I ring the helpline, they are so very helpful and always get me through what I need to get through.

Very pleasant call and the issue was resolved quickly.

Staff at PCAF are always helpful and on the ball. I sincerely appreciated Zahra's help and compassion!

Thank you for the support you provide for children who have been through a lot of trauma.

Always so easy talking to the Flexi Funding team.

Swift resolution. Engaging and customer focused.

Thank you for all you do. Being faced with a huge medical bill really frightened me so I very much appreciate all the help.

Thank you, it is not easy learning a new system, but I think I got there.

Yufei was polite and gave me good explanations of the process with Flexible Funding application.

Thank you so very much for all the help with our boys.

"Everyone I have spoken to has been very patient, helpful and respectful! Thank you!"

Without the help of Flexible Funding my grandson would not be getting tutoring to help him with his schooling, he also wouldn't get to learn his musical instrument, that is the only thing that gets him out the house could not be more grateful for your help.

Every phone call I've made to PCA families has been easy.

The staff are great, they explain everything I need to know and are very helpful. I never get off the phone feeling frustrated. Well done.

Members and Client Satisfaction



FEEDBACK FROM PCA FAMILIES MEMBERS AND CLIENTS CONT'

This will be the second time I've called and found your staff are very respectful and always say we will get back to you as soon as we can once they've taken details and that's exactly what they do.

It is always great talking to this service, I always find them very helpful, nothing is too much trouble. Great work guys.

Skye and I are very pleased you have been able to help at this time.

Much appreciation for your support for my grandkids.

As it was our first interaction with the service, I was pleasantly surprised.

Excellent, friendly and professional. Very helpful.

Good and you were nice, helpful, kind and everything very amazing.

The person I spoke to was extremely pleasant and very helpful. I could not find a fault with the system.

The query was well handled and promptly.

I am very grateful for the help in getting Declan assessed. It will be important for his future.

Jessie gave me the information I asked for in a very supportive way. Thank you.

Lovely polite lady answered my query.

Found to be very supportive and provide help when needed.

Fantastic team.

Called for information and the service was extremely helpful.

Kind and caring towards family in need of help.

The staff members were knowledgeable and helpful.

Beautiful people.

Great staff, and great service.

Great clear communication.

It's hard for me with phones and passwords etc. so being helped through it was wonderful.

Zahra is friendly and professional and proactive.

Lots of flexible solutions are offered.

Very satisfied with the assistance from Aliza and Effie. Wonderful caring staff.

"It is always great talking to this service, I always find them very helpful, nothing is too much trouble. Great work guys!"

Phone Enquires and Helpline

HELPLINE REPORT: 2024–2025

Over the past year, our Helpline's work has been defined by two core themes: support and advocacy. In response to rising cost-of-living pressures, we observed a significant increase in permanent carers seeking assistance. Many reached out for help accessing essential resources, managing emotional wellbeing, and navigating financial hardship. These needs shaped our service response and reinforced the importance of providing comprehensive emotional, practical, and systemic support.

To meet these growing demands, we delivered a multifaceted continuum of care, including:

- counselling referrals;
- support to access food vouchers;
- proactive advocacy, primarily with the Department of Families, Fairness and Housing (DFFH), to secure or increase financial support for carers; and
- enhanced Helpline responsiveness, including extended call durations to ensure compassionate support for carers facing complex or urgent situations.

These efforts reflect our commitment to meeting carers where they are - addressing both immediate needs and systemic barriers - to improve wellbeing and resilience through advocacy and direct support.

Key insights

- Call Volume: Overall calls increased to 10,478 in 2024/2025, up from 10,009 in 2023/2024.
- Helpline Growth: Helpline calls rose to 2,645, compared to 2,502 the previous year.
- High Satisfaction: An impressive 99.1% satisfaction rating was recorded.
- Rising Call Complexity: Calls increasingly involve emotional support, mental health referrals, and advocacy work.
- Systemic Gaps: Carers continue to face stress due to cost of living pressures and limited support, especially during court processes.
- Financial Advocacy: Significant time is spent on allowance reviews, funding issues, and administrative support.
- Emotional Strain: Longer calls and more counselling referrals reflect growing emotional and practical pressures on carers.
- Bridging Support Gaps: The Helpline plays a vital role in connecting carers to services after Child Protection involvement ends.

Phone Enquires and Helpline

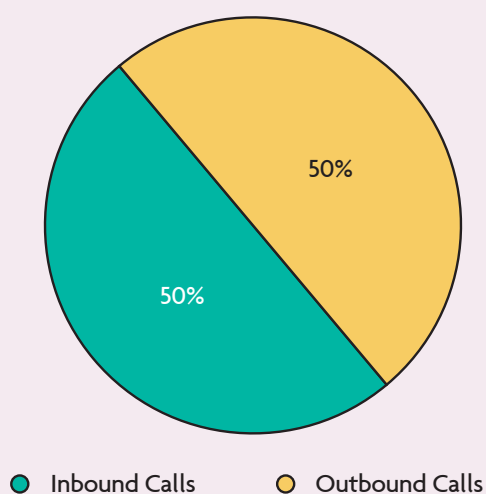
HELPLINE REPORT: 2024–2025 CONT'

AREA OF FOCUS	DATA SUMMARY
Distribution of calls by program.	Flexible Funding: 50.73% Helpline: 25.24% Better Futures Homestretch: 17.47%
Helpline, reasons for calls	Information: 42.23% Advocacy 17.20% Referrals: 14.37%
Advocacy actions	Letters of support: 246 DFFH engagement 217
Information provided	Financial support: 469 Child Protection System: 277
Referrals made	DFFH: 144 Centrelink: 99 Carer Assistance Program 60

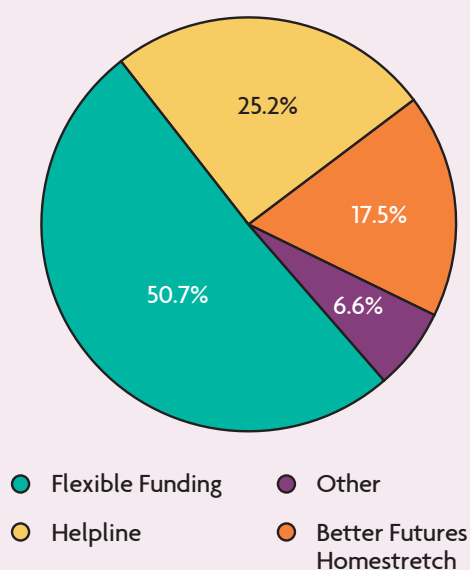
ENQUIRIES	2024/2025
Total number of inbound and outbound calls	10,478
Average length of all inbound calls	5mins 40 sec
Average length of all outbound calls	4mins 58 sec

CALLS BY PROGRAM	2024/2025
Better Futures & Homestretch	1830 calls 17.47%
Helpline	2645 calls 25.24%
Flexible Funding	5316 50.73%
Other	687 6.56%

Call Types Distribution



Phone Calls by Program



Phone Enquires and Helpline

HELPLINE REPORT: 2024–2025 CONT'

Main reasons for calls to Helpline

SERVICE PROVIDED	NUMBER	PERCENTAGE
Information	1117	42.23%
Advocacy	455	17.20%
Referrals	380	14.37%
Supports	247	9.34%
Administration	93	3.52%
Secondary Consultation	20	0.76%
No Support - Unsuccessful Contact	15	0.57%
Peer Support	9	0.34%
Child Safety Reporting	6	0.23%
Other	303	11.26%
Grand Total	2645	100%

WHAT INFORMATION DID WE PROVIDE?	COUNT
Financial Support Available for families and young people	469
Child Protection System	277
Other	229
Obtaining passports, Medicare cards, other important documents	106
Permanent Care Order Legal Issues	77
Parenting and Managing Child Behaviour Resources Available	63
Birth Family Contact	42
School and Education System	26
Adoption Legal Issues	14
Changing a child's legal name	9
Total	1312

Phone Enquires and Helpline

HELPLINE REPORT: 2024–2025 CONT'

Main reasons for calls to Helpline cont'

WHAT ADVOCACY ON BEHALF OF CLIENT DID WE PROVIDE?	COUNT
Letter of Support for funding/services	246
DFFH Engagement	217
Other	45
Managing Placement Breakdown	26
Total	543

WHAT REFERRALS TO EXTERNAL PROVIDERS DID WE MAKE?	COUNT
DFFH	144
Centrelink	91
Carer assistance program	60
PCAF internal referral	55
Community Service Operators (CSO's)	39
Orange door	23
Other	20
Counsellor (trauma informed)	11
Legal aid or children's court	11
Peak bodies (FCAV, KCV)	9
Relationship or parenting organisation	7
Allied health	6
Education provider	5
Carer gateway	3
Aboriginal Community Controlled org (ACCOs)	2
NDIS / disability support	2
Carer Kafe	1
Total	489

"Excellent customer service!"

Phone Enquires and Helpline

HELPLINE REPORT: 2024–2025 CONT'

Helpline Team

Effie Sougias (Senior Worker and Acting Programs Lead)
Jessie Lobley (Helpline Worker and Acting Senior Worker)
Aliza Verma (Temporary Helpline Worker)
Sanyukta (Sany) Mahajan (Temporary Helpline Worker)
Sizhu (Alicia) MU (Social Work Student from Melbourne University)

Farewell

Ray Carroll (Senior Worker)

"Always friendly and willing to help when they can."

Supporting Carers through the Carer Assistance Program

Over the past year, PCA Families referred 60 carers to the Carer Assistance Program (CAP), delivered by the Foster Care Association of Victoria (FCAV). This vital initiative offers free, short-term counselling to eligible foster, permanent, and kinship carers across Victoria.

PCA Families plays a key role in facilitating access to CAP by promoting the program and facilitating referrals into the program. This process assists Carers to connect with therapeutic services tailored to their unique needs. The primary reasons for referral included: challenging behaviours, mental health concerns, parental stress, grief and loss and risk of placement breakdown.

By collaborating with Foster Care Association Victoria and connecting Carers with CAP, PCA Families continues to advocate for accessible, high-quality mental health support for those providing care.



Flexible Funding Program

FLEXIBLE FUNDING PROGRAM REPORT: 2024–2025

The Flexible Funding Program supports families and children on Permanent Care Orders, Family Court Orders, or Special Needs Adoptions in Victoria, provided they receive a Victorian Care Allowance from the Department of Families, Fairness and Housing (DFFH). Delivered by PCA Families on behalf of the Victorian Government, the program provides targeted financial assistance to meet the diverse and evolving needs of carers and children.

A Year of Transformation and Growth

The 2024–2025 financial year marked a significant transformation for the Flexible Funding Program. On 1 December 2024, PCA Families assumed full responsibility for the program, including finance and reporting functions previously managed by OzChild. In preparation, PCA Families established a dedicated Flexible Finance Team, implemented robust financial systems, and launched a new online portal to streamline application submissions.

These changes have enhanced transparency, improved accuracy, and provided real-time budget visibility for both internal teams and carers. The integration of the accounting system with the CRM enabled seamless weekly reconciliations with 100% accuracy, while automated GST tracking and audit-ready workflows further strengthened financial governance.

Service Delivery and Responsiveness

All approved applications were processed within two business days, with urgent payments completed within 24 hours. Financial queries from carers and vendors were consistently addressed on the same day, significantly improving service responsiveness and building confidence in the system.

A dedicated banking facility was also established to manage high-volume payments. Interest income generated through this facility was reinvested directly into the Flexible Fund, further supporting carers.

Program Highlights

- Full program transition to PCA Families from 1 December 2024
- Launch of a new online application portal
- Establishment of a dedicated finance team and systems
- 100% of funds distributed to carers
- 5,316 calls received (50.73% of all PCA Families calls)
- 97.2% satisfaction rating
- Improved financial controls, real-time financial reporting, and daily budget monitoring
- Proactive resolution of historical invoice errors and improved financial controls

Flexible Funding Program

FLEXIBLE FUNDING PROGRAM REPORT: 2024–2025 CONT'

Key Insights and Outcomes

The program supported 1,442 children this year, including 1,217 existing clients and 225 new clients. Many families submitted multiple applications, reflecting the ongoing and evolving nature of their support needs.

Repeat engagement was a defining feature, with 54.5% of applications from existing clients and 6.9% from new clients, resulting in a total repeat use rate of 61.4%. This underscores the importance of tracking long-term engagement and ensuring continuity of care.

A total of 2,300 applications were paid, representing an increase of 8%, compared to 7.73% increase from the previous year—demonstrating consistent year-on-year increase and demand for financial support. Pending applications were primarily due to funding exhaustion, while cancelled applications were largely the result of insufficient documentation. Fifty-five applications were rejected, a notable

increase from 14 the previous year, reflecting both rising demand and tighter funding constraints. The average processing time was 20 days, with delays attributed to limited funding availability rather than inefficiencies in the processing system.

There were seven complaints or review requests, compared to two in the previous year. The increase was primarily due to applications being declined because of funding limitations or carers not seeking prior approval for reimbursements.

Financial Performance

The program operated with a total budget of \$2,981,294, of which \$2,981,242 was paid, leaving a minimal underspend of just \$51. This reflects exceptional budget alignment and operational control. While minor monthly fluctuations occurred - such as an overspend in October and an underspend in August - cumulative performance remained balanced due to improved grant management.



Flexible Funding Program

FLEXIBLE FUNDING PROGRAM REPORT: 2024–2025 CONT'

Spending Priorities

Funding was concentrated in key support areas:

- Educational Support: \$851,852 (29%)
- Therapeutic Needs: \$749,865 (25%)
- Health and Medical Needs: \$491,310 (16%)

These priorities are consistent with previous years and reflect the ongoing importance of education, mental health, and healthcare for children in permanent care. 95% of payments were under \$5,000, with 1,396 payments under \$1,000 and 816 between \$1,000 and \$5,000, indicating a strong need for low value items and targeted support.

The Aboriginal and Torres Strait Islander spend was \$224,360 and the non-Aboriginal and Torres Strait Islander spend was \$2,756,882 paid. This suggests underutilisation for Aboriginal and Torres Strait Islanders and over-utilisation among non-Aboriginal and Torres Strait Islander clients.

For Aboriginal and Torres Strait Islander clients, top funding categories included Therapeutic Needs, Educational Support, Health and Medical Needs, and Birth Family Access. For non-Aboriginal and Torres Strait Islander clients, the focus was on Educational and Therapeutic Support, Health and Medical Needs, Respite, and Birth Family Access.

There was a notable increase in Birth Family Access and Educational and Therapeutic Support in 2025, while Health and Medical Needs remained consistently high. These trends reflect a growing emphasis on culturally responsive and trauma-informed care.

PCA Families continues to partner with the Victorian Aboriginal Child and Community Agency to connect with community and ensure Aboriginal children and carers can Return to Country and participate in cultural events—essential components of identity, wellbeing, and connection.



Flexible Funding Program

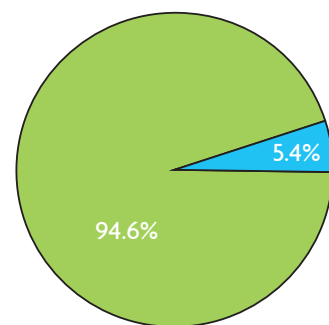
FLEXIBLE FUNDING FINANCIAL YEAR

EXECUTIVE SUMMARY AS OF 30 JUNE 2025

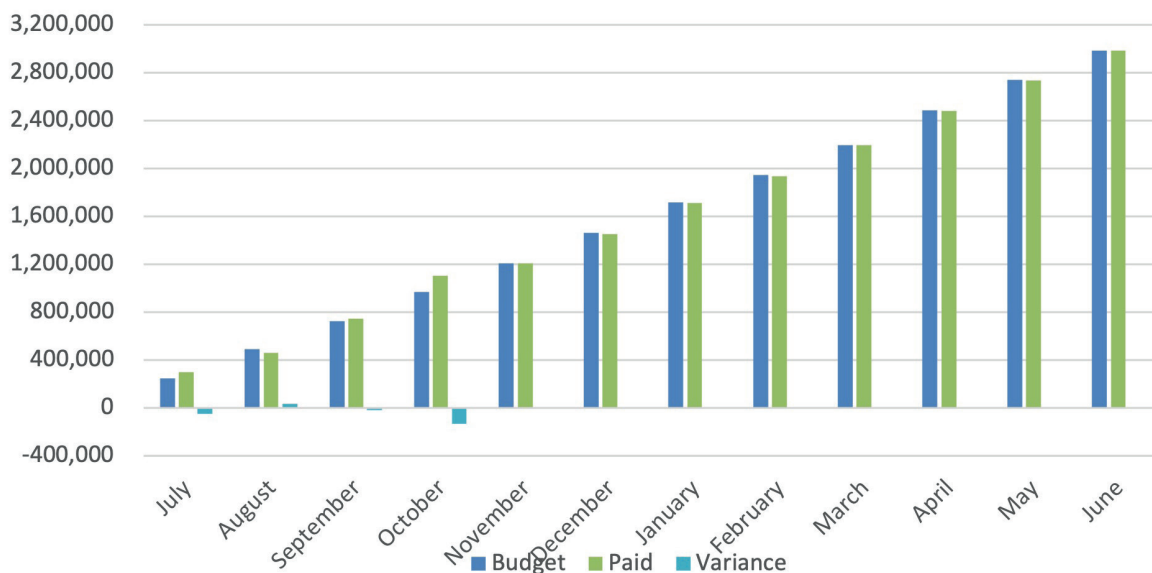
Flexible funding for existing permanent care placements

Performance against client spend budget as of 30 June 2025 Paid Amount Distribution

CLIENT	BUDGET	PAID	VARIANCE
● ATSI	342,849	224,360	118,489
● Non ATSI	2,638,445	2,756,882	(118,437)
Total	2,981,294	2,981,242	51



Cumulative Spend Against Budget



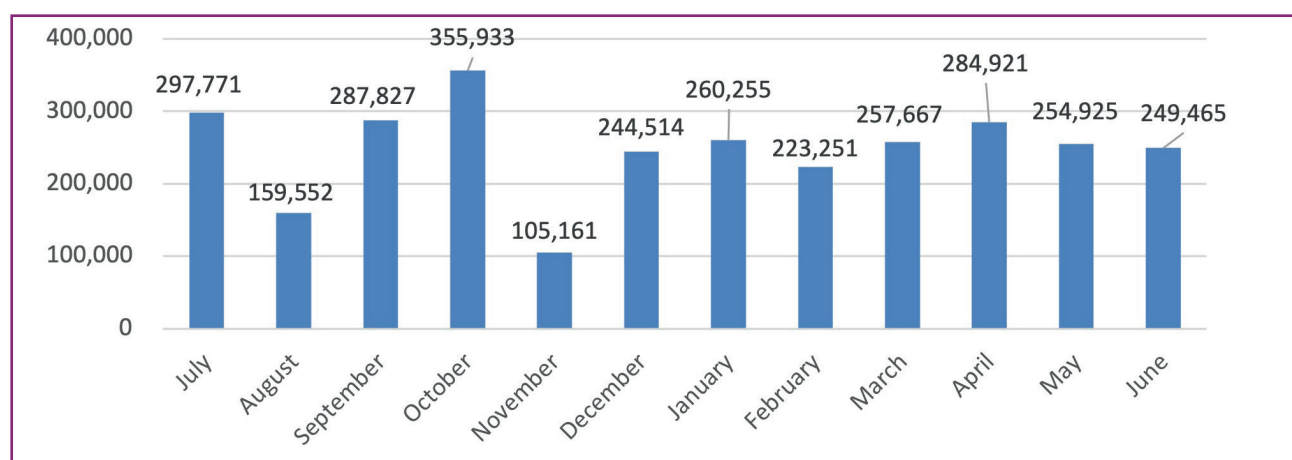
Comment

To 30 June 2025, the program has released \$2,981,242 of funding to clients against a budget of \$2,981,294. This has resulted in an underspend of \$51. The program achieved almost exact alignment with the budget overall, demonstrating strong forecasting and operational control.

Flexible Funding Program

FLEXIBLE FUNDING FINANCIAL YEAR EXECUTIVE SUMMARY AS OF 30 JUNE 2025

Total Spend By Month



Spend against Category as of 30 June 2025

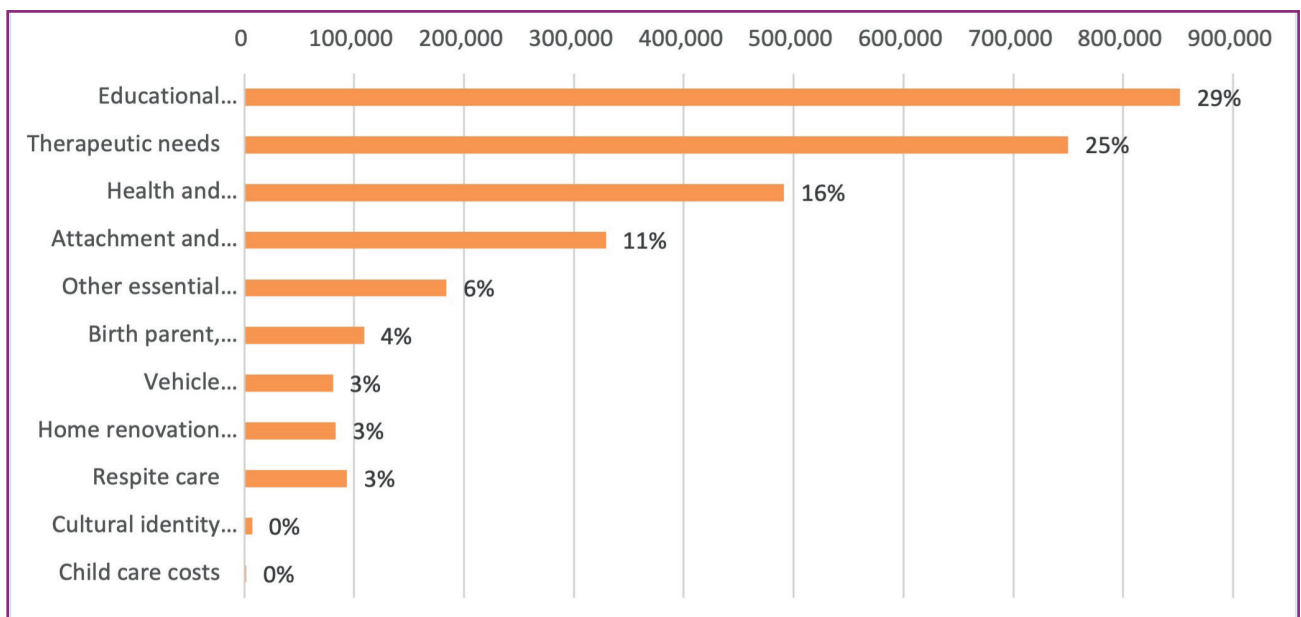
FUNDING CATEGORIES	ATSI	NON ATSI	ALL
Educational support	68,679	783,173	851,852
Therapeutic needs	59,707	690,158	749,865
Health and medical needs	29,529	461,781	491,310
Attachment and Continuity of Care	29,861	299,240	329,101
Other essential services	14,001	170,128	184,128
Birth parent, sibling and family access and/or contact	16,196	92,689	108,885
Vehicle requirements	4,203	76,470	80,673
Home renovation requirements	495	82,735	83,230
Respite care	1,689	91,662	93,351
Cultural identity needs	0	7,158	7,158
Child care costs	0	1,689	1,689
Total	224,360	2,756,882	2,981,242



Flexible Funding Program

FLEXIBLE FUNDING FINANCIAL YEAR EXECUTIVE SUMMARY AS OF 30 JUNE 2025

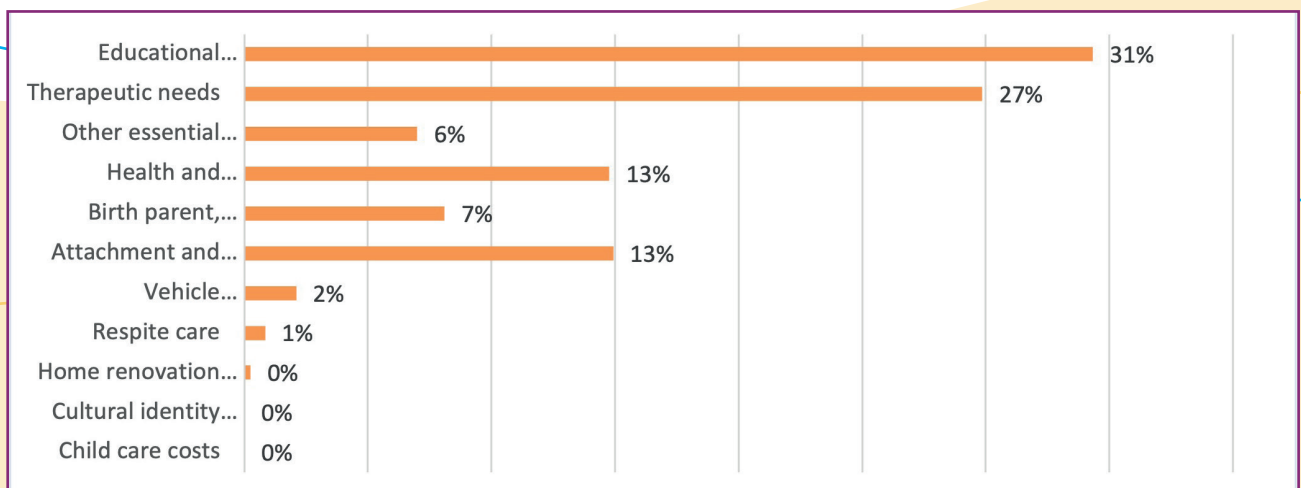
Percentage of Spend by Category



Comment

As of 30 June 2025, Educational Support (29%) and Therapeutic Needs (25%) dominate spend, indicating that families' top priorities are education stability and mental health/wellbeing. Health and Medical Needs (16%) are also significant, suggesting a continued demand for health-related support.

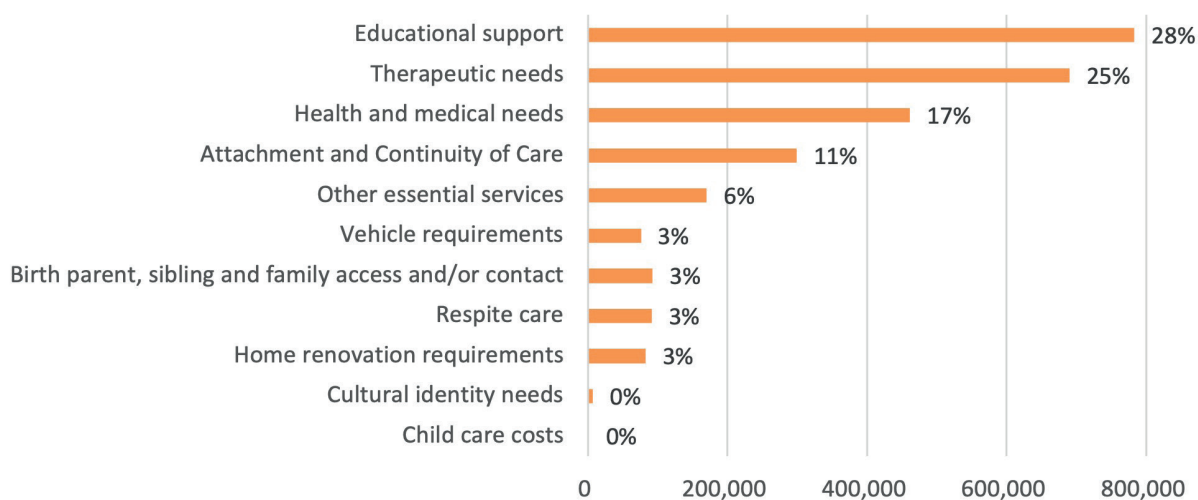
ATSI Percentage of Spend by Category



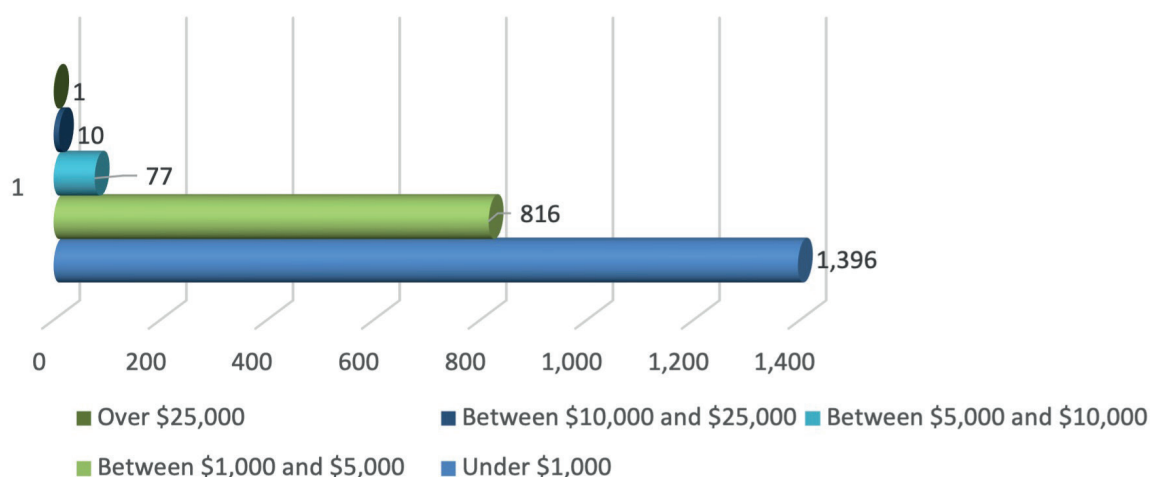
Flexible Funding Program

FLEXIBLE FUNDING FINANCIAL YEAR EXECUTIVE SUMMARY AS OF 30 JUNE 2025

Non ATSI Percentage of Spend by Category



Payment Ranges (Financial Year 2025)



Comment

As of 30 June 2025, Educational Support (29%) and Therapeutic Needs (25%) dominate spend, indicating that families' top priorities are education stability and mental health/wellbeing. Health and Medical Needs (16%) are also significant, suggesting a continued demand for health-related support.

Flexible Funding Program

**FLEXIBLE FUNDING FINANCIAL YEAR
EXECUTIVE SUMMARY AS OF 30 JUNE 2025**

Flexible Funding Team

Zahra Shire (Senior Worker)
Yufei Wang (Assessment Officer)
Romina Perera (Assessment Officer)
Yi (Zoe) Zhong (Social Worker Student on placement
Melbourne University)

Flexible Funding Finance Team

Andy Dao (Flexible Funding Finance Manager)
Sufiati (Sufi) Sufiati (Accounts Payable Office)

Farewell

Virginia Papadopoulos (Assessment Officer)

*"Always so easy
talking to the Flexi
Funding team."*



Better Futures and Homestretch Program

BETTER FUTURES AND HOMESTRETCH PROGRAM REPORT: 2024–2025

Better Futures and Home Stretch are Victorian Government initiatives, funded by the Department of Families, Fairness and Housing (DFFH), designed to support young people on permanent care orders as they transition into adulthood. From the age of 15 years and 9 months, eligible young people are offered tailored support to build independence and prepare for adult life. PCA Families proudly serves as the statewide Intake and Access Service, acting as the central entry point into these programs and referring consenting young people to one of 30 service providers across Victoria.

Program Highlights

- Engagement Activities: 2,818
- Intakes Completed: 250
- 100% of young people consent to a referral to a provider
- Client Satisfaction: 98.7%
- Implementation of Dynamics 365

This year's outcomes reflect the team's commitment to meeting the diverse needs of young people with compassion, creativity, and professionalism. Every challenge was met with thoughtful problem-solving, and every goal pursued with a shared focus on improving systems and expanding access.

Strengthening Engagement and Access

Throughout the year, the program completed 250 intakes, an increase of 30 from the previous year. This steady increase accompanied with all young people who complete an intake consenting to a referral to a Better Futures and Homestretch service provider, demonstrates consistent trust in the program from both young people and carers.

Outreach efforts were significantly expanded and diversified this year and included:

- 1,159 letters sent.
- Face-to-face sessions surged from just 5 last year to 46 this year.
- Information sessions doubled from 2 to 4.
- 365 SMS messages and 899 emails (tripled from the previous year)
- 396 follow-up calls (doubled from the previous year).

In total, staff logged 2,317.91 hours of engagement, reflecting the depth and intensity of support provided. Additionally, 363 new cases were referred by DFFH over the year. Currently, the program is working to engage 551 eligible young people, broken down as follows:

- 225 aged 15 years 9 months to 17 years
- 138 aged 17 to 18 years
- 188 aged 18 to 21 years

Given the significant increase in both engagement hours and referral volumes, it will be important to monitor this trend closely in the year ahead, particularly the impact on wait times.

Better Futures and Homestretch Program

BETTER FUTURES AND HOMESTRETCH PROGRAM REPORT: 2024–2025 CONT'

Client feedback

To support young people with complex needs, the program has successfully implemented tailored Social Stories (short descriptive personalised stories that use simple language and visuals) to help young people with complex needs to understand the purpose of their intake session and the nature of their consent. These personalised approaches have proven highly effective, with young people expressing their enthusiasm and confidence about joining the program.

One carer shared the following heartfelt feedback after an intake meeting:

"Thanks so much for yesterday's meeting. You have made the start of the process smooth, and your level of care and attention has been outstanding. You are doing fantastic work."

System Improvements and Sector Collaboration

The implementation of the new customer relationship management system (CRM), Dynamics 365 database this year:

- streamlined intake and referral processes, ensuring young people are connected to the right services quickly and efficiently; and
- improved communication, coordination, engagement and follow-up so that staff can engage more consistently with young people and carers

Collaboration

Program staff have also contributed to sector development by:

- presenting at the National Kinship, Permanent and Foster Care Conference and attending the Home Stretch Symposium;
- participating in the Better Futures and Home Stretch Governance Group and Communities of Practice; and
- engaging in training delivered by Raising Expectations and the CREATE Foundation.

The Team's compassion, professionalism and purpose driven approach continue to be pivotal to the success of the program.

Better Futures and Home Stretch Team:

Rachael Munywarara (Senior Worker)
Mia Jennings (Intake and Engagement Officer))
Victoria Tilley (Intake and Engagement Officer)

Peer Support and Advocacy



PEER SUPPORT AND ADVOCACY REPORT: 2024–2025

Our peer support services are designed to foster connections and create a platform for parents and carers to come together in a safe and supportive space, where they can share the unique and common experiences of raising children through permanent care, kinship care, and adoption.

In 2024–2025, a total of 277 attendances were recorded across a range of peer support sessions and targeted programs.

A small grant from Carer Kafe enabled the successful delivery of the Table Talk Project, a 10-week pilot program held in Geelong that supported families to strengthen relationships through shared meals and structured conversation. The program demonstrated strong outcomes in improving communication and connection within families.

With support from Relationships Australia, PCA Families also launched the Adult Adoptees Life Story sessions, offering six group sessions both online and in person. These sessions provided a safe and supportive space for adult adoptees to explore identity, belonging, and personal narrative.

The Dad's Group Project, funded by the Department of Health - Maternal and Child Health, continued to grow in its second year. Two local Dad's Groups were established, alongside two presentations for fathers, with a combined 72 attendances. Additionally, six dads were supported to access the DadConnect Digital Annual Subscription, an initiative of the Dads Group based in Queensland.

While the number of peer support sessions decreased this year, the focus has shifted toward more targeted, high-impact programs that respond to the evolving needs of the community. Limited funding remains the primary barrier to expanding peer support opportunities.



Peer Support and Advocacy

TABLE TALK PROJECT

Strengthening Family Connection Through Conversation



From May to August 2025, PCA Families partnered with The Table Talk Project, with joint funding from Carer Kafe and PCA Families, to deliver a 10-week pilot program designed to strengthen family connection through shared meals and meaningful conversation. The initiative supported 18 carers, parents, and children across six families in the Geelong region.

Each week, families gathered for dinner at home, guided by the Back at the Table web app. This digital tool offered a structured format - entrée (meal), main course (conversation starters), and dessert (reflection and check-in) - to encourage thoughtful dialogue and emotional connection.

Families submitted reflections via the app, contributing to a rich dataset used to evaluate the program's impact. Over the course of the program, families participated in more than 60 home meals, submitted over 1,200 data responses, and attended three community dinners:

- the opening dinner introduced the program and built rapport among participants;
- the midpoint dinner provided a space to share progress and address challenges; and
- the celebration dinner marked the conclusion of the program, allowing families to reflect on their experiences and celebrate their growth.

Peer Support and Advocacy

TABLE TALK PROJECT

Strengthening Family Connection Through Conversation cont'

Key Outcomes

The structured approach helped reduce chaos at mealtimes, improved turn-taking, and fostered deeper emotional connection. Families described the experience as “fun,” “connecting,” and “helpful,” with children especially enjoying imaginative prompts and parents valuing the simplicity and effectiveness of the app.

83.3% of participants reported improved family conversations

100% felt more listened to and understood

86% felt closer after completing the program

83.3% intend to continue using the Table Talk tools weekly

Participant Feedback

Parents shared:

- “Our family has come closer. We have now embedded the TTP tools into our family routine.”
- “Communicating with a teen became easier.”
- “TTP was great because of the structured turn-taking that is inclusive.”
- “Without TTP, dinners would be chaotic and loud, with everyone on devices.”

Children said:

- “We listen to each other.”
- “It’s quiet and people pay attention.”
- “I get a turn to talk, and I love it when the family are nodding.”

The program demonstrated that small, consistent practices - like sitting down together and using structured conversation starters - can lead to meaningful improvements in family communication and connection. While most families responded positively, a few noted challenges with heavier topics or family dynamics, highlighting the need for further tailored support for neurodivergent or trauma-impacted households.

Our sincere thanks go to Neil Milton, Founder and Project Manager of the Table Talk Project.

Peer Support and Advocacy

DADS' GROUP PROGRAM

Building Connection, Confidence and Community

In its second year, the Dads' Group Program, delivered by PCA Families and funded through the Department of Health – Maternal and Child Health - Dad's Group Grant Program, continued to evolve as a vital initiative supporting permanent care, kinship care, and adoption Dad's.

The program is designed to provide safe, interactive peer-to-peer settings that actively engage Dads in meaningful ways. It aims to foster connection, enhance understanding of early childhood development and available services, promote healthy behaviours and self-care, and strengthen parenting confidence. Through targeted engagement and peer support, the program helps reduce social isolation while building knowledge, resilience, and a sense of belonging within the care and parenting community.

During 2024–2025, PCA Families delivered 11 sessions and events, with 98 attendances and an estimated 67 children and family members participating. This year, the focus shifted toward informal, social gatherings rather than structured sessions, in response to participant preferences. Recognising the need for flexible and inclusive approaches, PCA Families introduced several new engagement strategies, including:

- offering free subscriptions to the DadConnect Digital Program;
- collaborating with established services such as Dad's Table and Dad's Group; and
- supporting Dads at a local level to organise informal social activities such as bowling, coffee catchups, and relaxed, family-friendly meetups.

Activities were delivered across:

Geelong - Lands of the Wadawurrung People

Bendigo - Lands of the Dja Dja Wurrung People

Ballarat - Lands of the Wadawurrung and Dja Dja Wurrung Peoples

Dandenong - Lands of Bunurong People

Merri-bek – Lands of the Wurundjeri Woi People





Peer Support and Advocacy

DADS' GROUP PROGRAM

Building Connection, Confidence and Community

Key Outcomes

The program delivered strong outcomes, with dads reporting:

- increased awareness of child development milestones and available support services;
- improved understanding of neurodiversity and trauma-informed care;
- Greater confidence in navigating the service system, with many accessing the PCA Families Helpline for support;
- increased use of positive parenting strategies and stress management techniques;
- boosted parenting confidence through engagement with guest speakers;
- Strengthened local networks and reduced isolation through peer to peer sharing;
- improved emotional wellbeing through informal social catchups; and
- a stronger sense of connection to their local communities and the broader care and adoption community.

The Dads' Group Program continues to adapt in response to feedback from Dads, offering flexible, inclusive, and impactful support for Dads navigating the complexities of care and parenting. With strong outcomes and steady engagement, PCA Families remains committed to expanding this initiative and advocating for increased funding to address ongoing needs.

We gratefully acknowledge the contributions of Dad's Group, Dad's Table, Keystone Counselling, Monash University (Dr Luke Smith), and Lisa Palmer (Guest Speaker) for their support and collaboration.



Peer Support and Advocacy

INTERCOUNTRY ADOPTEES AND PARENTS LIFE STORY WORKSHOPS Creating Space for Connection, Reflection and Growth

In early 2025, PCA Families delivered a series of Life Story Workshops for Adoptive Parents, funded through the Intercountry Adoptee and Family Support Service – Small Grants and Bursaries Program. As the number of intercountry adoptive parents actively seeking support continues to decline, it is increasingly important to adapt and tailor the Life Story program to meet the evolving needs of this community. Facilitated by Linda Cooke, the program was originally designed to educate parents about the value of life story work in adoption. However, it evolved into something deeper—an opportunity for connection, vulnerability, and shared understanding.

The workshops were structured around a thematic approach titled Themes in Adoption Through a Life Story Lens, allowing for flexible participation and deeper engagement. Across six sessions—three held online and three in person at a Melbourne inner-city library—parents of intercountry adopted children and adults explored themes of identity, grief, behaviour, and belonging. Attendance at the in-person sessions had a higher and more consistent attendance (average of 11). The in-person sessions fostered strong connections among participants, with rich conversations around grief, loss, and the impact of pre-adoption experiences on behaviour. The online sessions provided a safe space for storytelling and reflection.

Key Outcomes

- Parents gained a deeper understanding of how to initiate and navigate difficult conversations with their children.
- Life story tools and neuroscience-based strategies helped interpret behaviors and emotional responses.
- The workshops helped normalise adoptive parenting experiences, reducing isolation and fostering peer support.
- Parents of younger children expressed a need for more practical parenting strategies, while those with emerging adults valued hearing from older adoptees.

Participant Feedback

Feedback from the in-person group was overwhelmingly positive:

- “Content brilliantly put together to incorporate younger and older adoptees.”
- “Warm, relational, safe.”
- “I appreciated the conversation that was generated by engaging in the content together.”

Peer Support and Advocacy

INTERCOUNTRY ADOPTEES AND PARENTS LIFE STORY WORKSHOPS Creating Space for Connection, Reflection and Growth cont'

Participants highlighted the importance of peer connection, the value of shared experiences, and the need for continued learning. Several expressed interest in ongoing workshops, with 11 parents keen to continue the journey.

The Life Story Workshops demonstrated the power of shared storytelling, education, and safe spaces in supporting adoptive families. PCA Families remains committed to creating opportunities for connection and growth and looks forward to building on the success of this initiative in future programs.

PCA Families would like to thank Linda Cooke and Relationships Australia.

One-Off Learning Events: Building Knowledge, Strengthening Care

In addition, PCA Families the following education sessions were provided to equip carers with practical tools, expert insights, and support to navigate the complexities of caregiving with confidence. PCA Families would like to thank all of the presenters for their generosity and participation in the sessions.

LEARNING EVENT	PRESENTER
Trauma Informed Classrooms	Dr Emily Berger, Monash University
Unlocking Mysteries of the teenage brain	Jacinta Geary, Relationships Victoria
Understanding Grief and Loss	Louise Hall, MacKillop
Parenting Children with challenging behaviours	Dr Suzi Riess, RCH
Trust-Based Relational Intervention (TBRI)	Kerri Chard
I sound like my Mum or Dad	Luke Smith, Monash Uni
Responding to Challenging behaviours	Lisa Palmer- Keystone Counselling and Consulting



Peer Support and Advocacy

CELEBRATING COMMUNITY THROUGH CONNECTION

Playgroup End of Year Party

PCA Families was proud to support the All Ways Playgroup end of year party, held at Glen Education's McKinnon Kindergarten. The event welcomed approximately 100 carers, parents, and children, creating a joyful and inclusive space for families to connect and celebrate.

We extend our sincere thanks to Glen Education who generously donated the venue for the event.

Mother's Day Lunch

PCA Families also proudly sponsored the annual Adoptive and Permanent Care Mother's Day Lunch, hosted by the Victorian Adoption and Permanent Care Parents Support Group. This special event brought together around 50 mothers, offering a warm and supportive environment to share experiences and build community.

A heartfelt thank you to Shae Baxter and Kellie Burns for organising these well-regarded events which everyone looks forward to each year.

Home Based Care Playgroup

PCA Families, along with Foster Care Association Victoria, supported the Frankston City Council (Children's Services Team) to establish an out-of-home care playgroup, creating a safe, welcoming and supportive space for children and their carers/parents to come together to play, socialise and connect in a safe and inclusive environment local community.

Our sincere appreciation goes to Elaine Turner, Georgina Devereaux, Kate Guiney, and Belinda Hounslow from the Children's Services Team.



Peer Support and Advocacy



ADVOCACY

PCA Families Advocacy Overview

PCA Families advocates with and on behalf of members and clients - both at an individual level through client services and as a representative body - responding to themes and issues raised by permanent care, kinship care, and adoptive families. We prioritise direct participation from families with lived experience to inform our advocacy and campaigns and to influence meaningful change. Our advocacy is underpinned by research and the best available evidence, and we aim to present tangible solutions to existing policy challenges.

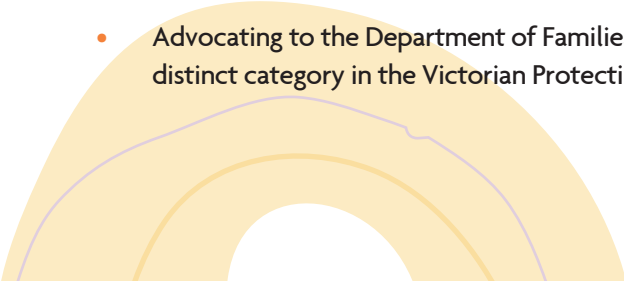
PCA Families Participates in Ministerial Roundtable with Hon. Lizzie Blandthorn MP

PCA Families was honored to attend a Ministerial Roundtable hosted by the Hon. Lizzie Blandthorn MP, held in Frankston on 9 October 2024. This important event, organised by the Department of Families, Fairness and Housing (DFFH), brought together a small group of Permanent Carers and Foster Carers to share their lived experiences and insights.

The roundtable focused on the unique challenges and opportunities faced by carers of children aged 0–12. It provided a valuable platform for Carers to speak directly with the Minister about the realities of parenting children in permanent care and foster care. The session focused on difficulties in navigating the service system, challenges in obtaining essential documentation, the need for trauma-informed early learning and education services and better training support for professionals and the importance of timely, clear, and accessible information.

We extend our heartfelt thanks to all the carers/parents who participated and generously shared their experiences. Your voices are instrumental in shaping policy and improving the systems that support children and families.

Other advocacy activities:

- Partnering with the Foster Care Association of Victoria in the ongoing campaign to increase the Victorian Care Allowance administered by the Department of Families, Fairness and Housing.
 - Advocating to the Department of Families, Fairness and Housing for an increase in the Flexible Funding Program allocation for carers.
 - Advocating to Child Protection within the Department of Families, Fairness and Housing for individual carers to have their Victorian Care Allowance level reviewed and adjusted in response to changes in the complexity of the child's needs.
 - Advocating to the Department of Families, Fairness and Housing for the inclusion of Permanent Care as a distinct category in the Victorian Protecting Children Awards.
- 

Collaborations and Organisational Development

ORGANISATIONAL GROWTH AND SECTOR ENGAGEMENT

Throughout 2024–2025, PCA Families undertook a range of strategic projects and sector collaborations that strengthened our internal systems, expanded our service capacity, and deepened our engagement with the broader care and adoption community. From the development of new strategic and operational plans to the successful transition of the Flexible Funding Program, the organisation has continued to invest in innovation, infrastructure, and people. Our partnerships with government, community organisations, and sector leaders have enabled us to contribute meaningfully to policy, practice, and service delivery. At the same time, our commitment to professional development has ensured that staff are equipped with the knowledge and tools to support families with compassion and expertise. The following highlights reflect a year of progress, collaboration, and impact.

Key Projects

- Development of new Strategic and Operational Plans
- Transition of the Flexible Funding Program to PCA Families
- Development and implementation of Better Futures/Homestretch CRM (Dynamics 365)
- Enhancements to PCA Families CRM to support the transition of the Flexible Funding Program/development of new Flexible Funding Portal
- Implementation of Employment Hero (HR system)
- New website went live
- Implementation of Phishing (cyber security training)
- HR - People and Culture Project
- Quality – update of all organisational policies and strategic risk register
- Brand awareness marketing campaign



Collaborations and Organisational Development



Collaborations

Government & Departmental Engagements

- Department of Families, Fairness and Housing (Funding and Service Agreement meetings)
- Department of Families, Fairness and Housing (Regional Child Protection meetings)
- Department of Health, Child and Maternal Health team meetings, Dad's Group Project
- Hon. Lizzie Blandthorn – Minister for Children and Minister for Disability
- Paul Edbrooke – Parliamentary Secretary to the Treasurer and for Mental Health and Suicide Prevention
- Roma Britnell – Shadow Minister for Children (South-West Coast)

Governance & Alliance Groups

- Adoption Victoria Manager's Group
- Better Futures Community of Practice
- Better Futures Governance Group
- Better Futures State-wide Evaluation Group
- Carer KaFÉ Governance Group
- Kinship Care Network
- National Kinship, Permanent and Foster Care Conference 2024
- Permanent Care Alliance (Flexible Funding)
- Statewide Child Protection Alliance
- Statewide Permanent Care Services

Community & Sector Partnerships

- Anglicare
- Berry Street
- Brotherhood of St. Laurence
- Centre of Excellence in Child and Family Welfare
- CREATE Foundation
- Dad's Group (Queensland)
- Foster Care Association Victoria
- Frankston City Council
- Glen Education
- Kinship Care Victoria
- Men's Table (Queensland)
- Meri
- OzChild
- Relationship's Australia
- Table Talk Project
- Vanish
- Victorian Aboriginal Child and Community Agency

Placements & Hosted Programs

- Melbourne University Social Work placements (2 hosted)
- Tri Peaks Mentoring Program

Consults and Contractors

- Brennan IT
- BrightLabs / Bright Labs
- Crowe Australasia
- Finative
- GetNEXT
- Non-Profit Training Consulting
- Renew HR
- Working Well Together Consulting

Collaborations and Organisational Development

Building our knowledge

100% of staff have learning and development plans and have attended:

Conferences

- National Kinship, Permanent and Foster Care Conference 2024
- THRIVE 2023 A Home and Healing for Every Child hosted by Adopt Change
- The Homestretch Symposium

Professional Development Training

- Associations Forum webinars
- Better Futures Communities of Practice training sessions
- Better Futures: An Introduction to Coaching and Delivering the Better Futures Service
- Caring for Neurodivergent Children – Affirm with Me via Anglicare Victoria
- Centre of Excellence in Child and Family Welfare webinars
- CRISP (DFFH database for BFHS)
- Cultural Awareness online training
- Cyber Security Online Training
- Diploma in Child, Youth and Family Intervention
- Fetal Alcohol Spectrum Disorders (NoFASD)
- Fire Warden Training

- First Aid Training
- Grief and Loss
- Group and individual clinical supervision sessions
- Mindfulness
- Introduction to Privacy in the Victorian Public Sector
- Supporting Children in Care: Navigating the Child Protection System and Promoting Early Learning
- The Dual Nature of Complex Trauma: Navigating Its Effects on Clients and Professionals
- The Impact of Placement Instability on Education for Children & Young People in OOH – Raising Expectations
- Trauma Informed Approaches
- Trauma Responsive Leadership
- Trust-Based Relational Intervention (TBRI)
- Vicarious Trauma
- Youth Mental Health First Aid

PCAF 2024/2025 presentations

- National Kinship, Permanent and Foster Care Conference 2024
- THRIVE 2023 A Home and Healing for Every Child hosted by Adopt Change
- Presentation at training session for prospective permanent carers – DFFH Permanent Care Program Box Hill
- Presentation to DFFH OOH Team
- Department of Justice - Adoption Victoria
- Meli Carers and Staff
- Child Protection Permanent Care Team – Barwon
- National Kinship, Permanent and Foster Carer Conference
- Adopt Change National Conference

"As always, we are truly blessed to have the team at PCA Families looking after us. Thanks for your care and attention."

Financial Report

FINANCIAL REPORT: 2024–2025

PCA Families is pleased to present relevant extracts of the audited financial statements for the year ended 30 June 2025. The audit was conducted by Crowe Australasia, an external and independent audit and accounting firm. The financial statements give a true and fair view of the financial position of PCA Families as of 30th June 2025.

OVERVIEW

The organisation reported total revenue of **\$1,416,354.89** and generated a surplus of **\$2,258**.

An increase in revenue from 2023/2024 is primarily due to the increase in the Flexible Funding Program (Administration component), Carer Kafe and the Intercountry Adoptee and Family Support Service – ICAFSS small grants and the annual indexation.

Flexible Funding Carer Spend: 80% of funds provided to Carers are not recognised as PCA Families revenue, because PCA Families does not control how those funds are spent. Instead, they are accounted for as a financial asset with an offsetting liability. This ensures the financial statements reflect that PCA Families' role is limited to administering the program.

Interest on Flexible Funding Carer Funds:

Any interest earned on the 80% of carer funding must be allocated back to the carers' pool and is not available to PCA Families. Therefore, no interest income is recognised by PCA Families for these funds.

We have incurred additional unbudgeted administration through picking up the complete administration of the Flexible Funding Program and investing in our Human Resources processes.

Overall, we remain in a strong financial position, with \$633,567 of retained earnings. This is comprised of an assets base of \$909,020, of which \$303,352 is in cash and cash equivalents, offset by total liabilities worth \$275,453.

A copy of our full set of financial statements are available on the PCA Families website:

About Us | PCAF





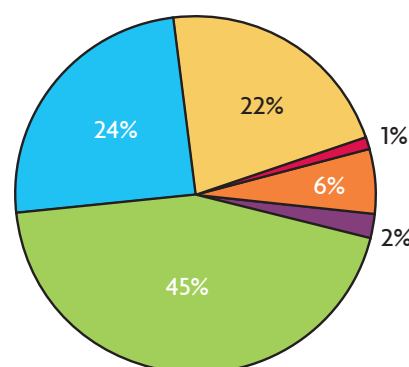
Financial Report

FINANCIAL REPORT: 2024–2025 CONT'

Revenue

Government funding, Department of Families, Fairness and Housing represent the main source of income throughout 2024/25.

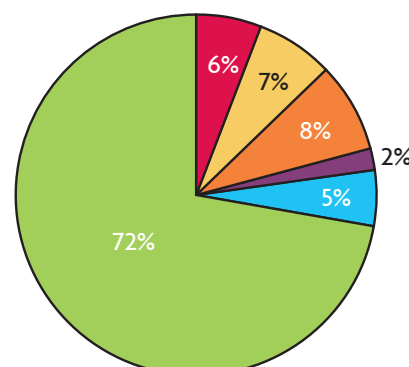
	%	2025	2024
● Flexifunding	45%	663,655.80	503,608.55
● Helpline	24%	366,615.15	354,046.47
● Better Future	22%	322,626.73	311,493.84
● Carer Assistance Program	1%	15000.00	94,903.88
● Other	6%	88,286.26	68,838.95
● Interest	2%	27,844.75	16,788.15
		1,484,028.69	1,349,679.84



Expenditure

The year has seen a continued commitment to investing in people and systems to safeguard the future of the organisation. Significant investment in our People and Culture Project and IT systems.

	%	2025	2024
● Accounting & Audit	6%	89,424.07	39,889.64
● IT & Websites	7%	103,030.04	113,748.67
● General Administration	8%	112,299.93	104,342.02
● Professional Development	2%	31,107.55	32,365.49
● Program Costs	5%	73,244.02	107,568.87
● Staff Costs	72%	1,072,665.66	939,807.51
		1,481,771.27	1,337,722.20



Financial Report

FINANCIAL REPORT: 2024–2025 CONT'

Profit and Loss

For the year ended 30 June 2025

ACCOUNT	2025	2024
TRADING INCOME		
DFFH - Better Futures	322,626.73	311,493.84
DFFH - FlexiFund Recurrent	651,297.03	503,608.55
DFFH - Helpline	366,615.15	354,046.47
DFFH Carer Assistance Program	15,000.00	94,903.88
DGR Gift Income	1,219.02	1,933.61
Other Grants	30,274.55	29,300.00
Other Income	16,963.64	0.00
TAC Insurance Reimbursement	12,358.77	0.00
Total Trading Income	1,416,354.89	1,295,286.35
GROSS PROFIT	1,416,354.89	1,295,286.35
OTHER INCOME		
Interest	27,844.75	16,788.15
Other Federal Government Revenue	38,611.05	37,287.34
Training Income	1,218.00	318.00
Total Other Income	67,673.80	54,393.49
OPERATING EXPENSES		
Accounting Fees	82,424.07	33,059.64
Audit Fees	7,000.00	6,830.00
Bank Charges	606.79	336.05
Board/Governance Expenses	20,014.27	13,430.38
Carer Assistance Program Expenses	0.00	79,086.57
Computer Expenses	103,030.04	113,748.67
Contractors Other	77,319.10	0.00
Depreciation	8,405.03	8,264.77
Employee Health, Safety, and Wellbeing	5,263.58	3,220.90
Equipment Hire	543.50	1,500.00
Events & Fundraising Expenses	131.30	120.43
Flexifunding admin cost	17,394.00	0.00
Grant Expense	25,292.35	26,360.88
Insurance	2,936.99	2,671.34
Marketing	8,548.62	0.00
Office Expenses	12,432.37	14,106.20
Peer Support Costs	1,319.26	18,438.69
Phone, Fax & Internet	12,433.85	11,659.71
Post, Freight & Courier	1,938.16	1,044.15
Recruitment Expense	19,591.15	2,365.36
Rent & Outgoings	8,986.40	5,198.97
Right of Use Depreciation Expense	32,630.40	32,630.40
Right of Use Interest Expense	2,290.50	3,881.37
S&W Annual & LSL Leave Expense	3,967.28	11,784.56
S&W Salaries and Wages	864,831.99	812,480.03
S&W Superannuation	93,641.35	86,496.70
S&W Workers' Compensation	27,642.36	25,825.32
Subcontractors	28,619.51	0.00
Subscriptions	1,443.77	3,168.73
Training & Development - Staff	11,093.28	18,935.11
Volunteer Costs	0.00	1,077.27
Total Operating Expenses	1,481,771.27	1,337,722.20
NET PROFIT	2,257.42	11,957.64

Our People and Partners

**To our members,
you are at the heart of everything we do.**
Your generosity in sharing your experiences and
insights throughout the year has shaped this
Annual Report and continues to guide our work.
We are deeply grateful for your openness,
courage, and trust.



PCA Families Board

Office Bearers

- Naomi Colville – Chair
- Chris Lockwood
– Deputy Chair
- Kris Peach – Secretary

Directors

- Kellie Burns
- Judy Gouldbourn
- Dashiell Lawrence
- Anson Le
- Lynette Landy
- Tracey McKay

Our staff

- Wendy Mason – Chief Executive Officer
- Effie Sougias – Acting Programs Lead, Helpline Senior Worker
- Tish McLean-Neil – Project Officer
- Deborah Hunt – Governance, Membership and Office Manager
- Rachael Munywarara – Senior Worker, Better Futures and Homestretch
- Zahra Shire – Senior Worker, Flexible Funding
- Andy Dao – Flexible Funding Finance Manager
(and Contractor for PCA Families Finance)
- Jessie Lobley – Helpline Support Worker and Acting Senior Worker Helpline
- Sanyukta Mahajan -Helpline Worker (Temporary)
- Romina Perera – Flexible Funding Assessment Officer
- Yufei Wang – Flexible Funding, Assessment Officer
- Sufi Sufiati – Flexible Funding, Accounts Payable Officer
- Mia Jennings – Better Futures and Homestretch, Intake and Engagement Officer
- Victoria Tilley – Better Futures and Homestretch, Intake and Engagement Officer

Farewelled

- Paula Westhead – Operations Manager
- Ray Carroll – Helpline Senior Worker
- Virginia Papadopoulos – Flexible Funding, Assessment Officer.

Thank-you also to Aliza Verma (Temporary Helpline Worker), Sizhu (Alicia) MU (Social Work Student from Melbourne University) and Yi (Zoe) Zhong (Social Worker Student on placement, Melbourne University).



Our People and Partners

Our volunteers

Thank you to our dedicated volunteers for their ongoing support and commitment to permanent carers and adoptive families.

Our Consultants and Suppliers

- Assist EAP
- Brennan Information Technology
- Bright Labs
- Brighten Services Cleaning
- CFC Underwriting Limited
- Community Data Solutions
- Crowe Australasia Ltd.
- Dads Group
- Fernware Pty Ltd
- Finative Pty Ltd
- GetNEXT
- Glen Education
- KLC Recruitment
- Men's Table
- Non-profit Training
- Relationships Australia Victoria
- Renew HR
- The Marketing Business
- Working Well Together

Our pro-bono support

Our sincere appreciation to Steven Troeth, Gadens Lawyers for the invaluable ongoing support to PCA Families.

Government

- Minister for Children of Victoria – Lizzie Blandthorn MLC
- Shadow Minister for Child Protection – Ms. Roma Britnell
- Paul Edbrooke, Member for Frankston
- Department of Families Fairness Housing, including Peta McCammon, Mary Kyrios, David Atkinson, Kati Krsevan, Geneva Green, Catherine Gibson and Natalie Collings.
- Department of Health, Maternal and Child Health.
- Department of Justice and Community Services – Adoption Services Victoria

Our sector partners and collaborators

We extend our sincere thanks to the many sector partners and key stakeholders who collaborate with us throughout the year. While there are too many to mention individually, each organisation plays a vital role in supporting children, young people, and families. We deeply value the work you do and the strength of our partnerships, which continue to enrich the community across Victoria and beyond.

Donors

We also extend our sincere *thanks* to those who have made donations throughout the year. **Your support strengthens our ability to respond, advocate, and grow.**

We would like to thank and acknowledge the support of



Families,
Fairness
and Housing