Impact Report 2026



McCall

Live. Well. Together.

Acknowledgement of Country

McCall acknowledges the Traditional Custodians of the lands upon which we work. We also acknowledge their ongoing custodianship of the land and waterways and appreciate their cultural and spiritual connection to their ancestral land. We extend this respect and appreciation to all Aboriginal and Torres Strait Islander people, past and present.

Everybody

About This Report

The Impact Report is the consolidated Annual Report for McCall Foundation and McCall Services for the year 1 July 2025 to 30 June 2026.

It provides a snapshot of a significant year for McCall, bringing together our achievements, operations, financial performance and the stories and experiences of the people and communities connected with us. It also reflects our rich history while looking ahead to the next chapter for McCall.

This year's report marks an important step in how we start to tell the story of our impact. Alongside consolidated financial information and organisational data, we are beginning to build a clearer picture of the contribution McCall makes to people's lives and communities.

From next year, our Live. Well. Together. Social Impact Framework and measurement approach will enable us to go further, reporting more consistently on outcomes and demonstrating the social impact of our services, programs and broader work.

Our Impact Report is prepared for the people we support, families, team members, partners, advocates and stakeholders who are part of McCall's community and share in our vision for vibrant lives and vibrant communities.

Supporting people to live Vibrant Lives in Vibrant Communities.

is Welcome.

McCall is a public company limited by guarantee. Not for Profit charity, Public Benevolent Institution and endorsed as a Deductible Gift Recipient (DGR). Both entities are registered with the Australian Charity and Not for Profit Commission.

McCall Foundation

ABN: 73 058 889 679
Charity No: 12735

McCall Services

ABN: 11637 820 583
Charity No: CFN/25510

Registered Address Head Office

Unit 5/322 Annangrove Rd
Rouse Hill NSW 2156
P.O Box 406, Riverstone
NSW, 2765
T: (02) 9679 1031
E: admin@mccall.org.au
W: mccall.org.au



True inclusion is about making people feel welcome, valued and able to take part in everyday life.

Belinda Colombrita . CEO

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McCall

Vibrant Lives. Vibrant Communities.

A Year of Progress, Transformation and Purpose

The past year was a defining period for McCall. While the disability sector continued to navigate significant reform, workforce pressures and increasing regulatory expectations, we remained focused on our purpose of supporting people to live well and enjoy vibrant, connected lives in vibrant, connected communities.

During the year, the Board and Executive Leadership Team reaffirmed McCall's long-term direction through our Strategic Plan to 2033 and refreshed our Vision, Purpose and Values. This work reflects our commitment to remaining contemporary, sustainable and responsive to the evolving needs of people with disability, their families and the communities we serve. It provides a clear foundation for decision-making, service innovation and organisational growth over the coming decade.

A significant focus throughout the year was the continued development of the McCall Community Hub, the largest infrastructure project in our history. More than a building, the Hub represents a long-term investment in inclusion, participation and community connection. As construction progressed towards completion, substantial planning was undertaken to prepare for activation and ensure the Hub delivers meaningful social and community outcomes for generations to come.

While progress on the Hub has been significant, we also recognise that challenges remain. Access to the precinct continues to be affected by factors largely outside McCall's control. The rapid growth of the Box Hill region has been accompanied by considerable disruption arising from broader market conditions, including the appointment of administrators and receivers to several major development projects. Notably, three developments adjoining the Community Hub site have been directly impacted, creating uncertainty around the timing and delivery of surrounding roads, transport links and supporting infrastructure.

These challenges have affected not only McCall, but the wider Box Hill community, including residents, businesses, community organisations and developers. Despite these setbacks, McCall has continued to work proactively with councils, government agencies, developers, receivers and legal representatives to advocate for practical solutions and ensure the Community Hub can fulfil its intended role as a welcoming and accessible destination for the entire community.



FY2025/26 also marked a major milestone in our social impact journey. McCall developed and commenced implementation of the Live. Well. Together. framework and supporting Theory of Change, creating a shared approach to understanding, measuring and demonstrating the difference we make in the lives of participants, families and communities. This work moves us beyond measuring service activity alone and lays the foundation for future reporting against meaningful wellbeing outcomes.

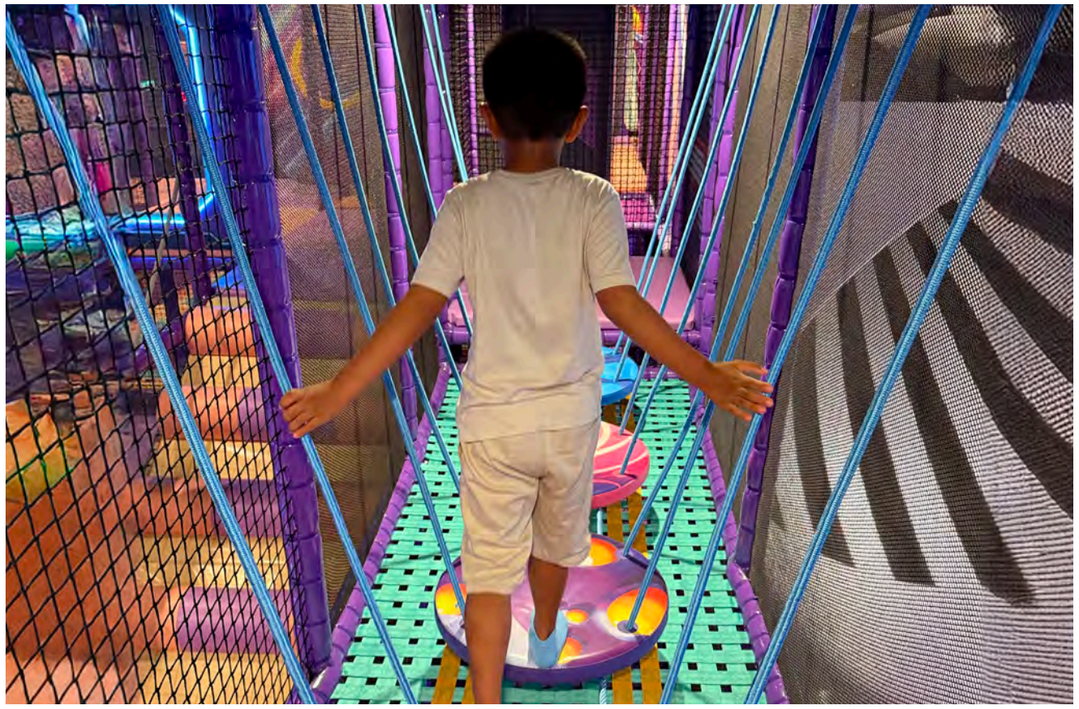
Recognising that quality services depend on a safe and capable workforce, we continued to strengthen our focus on psychosocial and psychological safety, employee wellbeing and leadership capability.

Throughout a period of significant organisational change, we remained committed to building a culture where people feel supported, respected and empowered to contribute their best. While change has at times created challenges for our workforce, these investments are strengthening both employee experience and participant outcomes for years to come.

The year also required significant preparation for the changing disability landscape. McCall actively responded to ongoing NDIS reforms, prepared for the introduction of the Thriving Kids program and Foundational Supports, and strengthened organisational readiness for new disability service practice standards and safeguarding requirements. Through these efforts, we have positioned McCall to continue delivering high-quality, evidence-based and person-centred services in an increasingly complex environment.

While we celebrate the progress achieved throughout the year, we also recognise the challenges faced by participants, families, employees and the broader sector.

This year aimed to lay the foundations: for our Community Hub, our social impact framework, our future service models and our long-term strategic direction. We enter the next chapter with confidence, guided by our renewed Vision, Purpose and Values and united in our commitment to creating vibrant lives and vibrant communities.



Most importantly, we extend our sincere thanks to McCall's participants and their families for their ongoing support, trust and partnership throughout the year.

Your confidence in McCall, your willingness to share your experiences and your continued engagement help shape the way we deliver services, make decisions and plan for the future. We recognise that this has been a year of change across both McCall and the broader disability sector, and we are grateful for the patience, feedback and encouragement you have provided as we continue to strengthen our services and prepare for the opportunities ahead.

We also acknowledge the important role families and supporters play in advocating for participants, working alongside our teams and helping us remain focused on what matters most: enabling people to live well, build connection and participate in their communities.

To our employees, volunteers, Board and broader McCall team, we remain deeply grateful for your commitment and dedication. Your work supports the trust placed in us by participants and families every day.

As we look towards the future, we do so with optimism and confidence. While challenges remain, particularly as the disability sector continues to evolve and as we work with stakeholders to overcome the external factors affecting access to the Community Hub precinct, we remain united by a shared vision and purpose. Together, we are building on nearly seventy years of history while creating the foundations for the next generation of impact.

Thank you for your continued trust, support and belief in what we can achieve together.

Vibrant Lives. Vibrant Communities.



Dan Reeve
Chair



Belinda Colombrita
CEO

A Heartfelt Thank You to Dan Reeve

Celebrating 15 Years of Leadership and Service



Thank you, Dan, for your leadership, your commitment and the lasting contribution you have made to McCall.

As Dan Reeve prepares to step down as Chair of McCall Foundation and McCall Services at the 2026 Annual General Meeting, we take this opportunity to recognise his outstanding contribution to McCall over more than 15 years.

Dan joined the Board in April 2011 and was appointed Chair in November 2019. Throughout his tenure, he has provided thoughtful leadership, sound governance and a steadfast commitment to McCall's purpose and the people and communities we support.

His time as Chair has coincided with a remarkable period of change, growth and transformation. Dan has played an important role in guiding McCall's strategic direction, including the establishment of its separate Foundation and Services entities, strengthening governance and creating a framework for long-term sustainability.

One of the most significant developments during his leadership has been the vision and progress towards establishing McCall's new Community Hub at Box Hill. This landmark project represents an important investment in McCall's future, creating an inclusive place where people can access services, build connections and participate in community life for generations to come.

Dan guided McCall through the COVID-19 pandemic, significant sector reform and complex property matters. His calm leadership, sound judgement and genuine care for McCall and its people provided invaluable support to the Board and CEO, while maintaining a clear focus on McCall's long-term future.

Beyond his professional expertise and leadership, Dan has brought a deeply personal connection to McCall. His late brother Paul was a McCall resident, and this family connection has given Dan a valuable understanding of the importance of quality support, belonging and community.

As we look towards the future, Dan leaves McCall with a clear strategic direction, a strengthened organisational foundation and an exciting new chapter ahead.

In a fitting recognition of his 15 years of dedicated service, the new Boardroom in the heritage-listed Nelson Hall at the Box Hill Community Hub has been named in Dan's honour. Dan was visibly moved when the announcement was made, a special moment that reflected both his personal connection to McCall and the enormous contribution he has made over the years.

The Dan Reeve Boardroom will serve as a lasting acknowledgement of his leadership and commitment to McCall, within a place that represents so much of the organisation's future.

On behalf of the participants, Boards, Executive Team, team members and the wider McCall community, we extend our heartfelt thanks to Dan for his dedication, generosity, wisdom and many years of service.

Remembering Those We Have Lost

During the year, McCall experienced the loss of three much-loved individuals. We remember them with warmth and gratitude for the friendships, connections and contributions they made to the lives of those around them.

Remembering Phil Venn

We remember Phil Venn, a resident of Elizabeth Street, who passed away on the 19th January 2026 at Blacktown Hospital.

Phil was a valued member of the McCall community and will be fondly remembered by his housemates and the team members who knew and supported him.

We extend our heartfelt condolences to Phil's family, friends and everyone whose life he touched.



Remembering Josh Lowe

We also remember Josh Lowe, who passed away on the 24th December 2025, surrounded by his loving family.

Josh joined McCall in early 2023 as a Recreational and Lifestyle Officer in the Northwest and became a valued and much-loved member of our team.

Josh's kindness and contribution to McCall will be remembered by his colleagues and the many people whose lives he touched.



Remembering Vincent

Vincent, a resident of Cranbourne House, passed away on the 2nd January 2026 at Hawkesbury Hospital, with his family by his side.

Vincent joined the Cranbourne House community in early 2024 and quickly embraced life alongside his housemates, David, Clive and John.

Vincent's warmth, friendship and companionship will be remembered with great affection by his housemates, our team members and his family.

We extend our deepest sympathies to the families, friends, housemates and colleagues of Phil, Josh and Vincent.

Each was an important part of the McCall community, and each will be remembered with great fondness.

A Changing Disability Services Environment



The Australian disability services sector continues to undergo significant reform as governments seek to strengthen the NDIS, improve participant experiences and safeguards, and ensure its long-term sustainability.

Since joining the NSW rollout of the NDIS in 2016, McCall has operated within an increasingly participant-led, market-based and regulated environment. Providers are expected to demonstrate quality, outcomes and value while responding to workforce pressures, changing funding arrangements and increasing regulatory requirements.

During 2025–26, the pace of change continued as governments progressed reforms arising from the Independent Review of the NDIS, the Disability Royal Commission and subsequent changes to the NDIS Act.

For McCall, this environment requires strong governance and continued adaptability, while keeping the needs, rights and experiences of participants and families at the centre of decision making.

Understanding the Recent NDIS Reform

The Independent Review of the NDIS provided a significant blueprint for reform, with 26 recommendations and 139 supporting actions spanning the NDIS and the broader disability support system. The Review called for a more unified system of support for people with disability, stronger markets and safeguards, clearer accountability and greater availability of supports outside individual NDIS plans.

The subsequent Disability Reform Roadmap established a coordinated approach across Australian governments to progress changes to the NDIS, Foundational Supports and responses to the Disability Royal Commission.

In April 2026, the Australian Government outlined further proposed reforms focused on the long-term sustainability of the NDIS, including changes to eligibility and assessment, stronger integrity measures and increased expectations around provider quality and accountability.

For McCall, the direction of reform reinforces the importance of evidence-based service delivery, strong governance and safeguarding, workforce capability, accurate documentation and the ability to demonstrate meaningful outcomes.



Changes to Housing and Living Supports

Housing and living supports are also experiencing significant regulatory change. Following national consultation, the NDIS Quality and Safeguards Commission progressed reforms to strengthen oversight of supported accommodation, including new Practice Standards for Supported Independent Living and mandatory registration of Supported Independent Living (SIL) providers from 1 July 2026.

Work is also continuing on the practical separation of SIL and Specialist Disability Accommodation, with an increased focus on participant rights, choice, safeguards and potential conflicts of interest.

These changes are particularly relevant to McCall as both a provider of Home & Living supports and, through McCall Foundation, an owner of disability accommodation.

Thriving Kids and Foundational Supports

Another significant development is the introduction of Thriving Kids, part of the broader move towards Foundational Supports outside the NDIS.

Governments have committed $4 billion over five years to Thriving Kids, jointly funded by the Commonwealth and states and territories. The program will support children aged eight and under with developmental delay and/or autism with low to moderate support needs, with a focus on earlier support in everyday settings where children live, learn and play.

The first services are expected to commence from 1 October 2026, with full rollout by 1 January 2028. Children with permanent and significant disability, including those with high support needs, will continue to be eligible for the NDIS under applicable eligibility arrangements.

For McCall, these reforms may influence how children's services are funded, commissioned and delivered in the future. They also create opportunities to strengthen relationships with schools, early childhood services, community organisations and other mainstream partners.

What This Means for McCall

While the scale of reform creates uncertainty, it also provides greater clarity about the capabilities disability providers will increasingly need.

Strengthening partnerships and referral pathways across mainstream and community services.

Continuing to embed human rights and supported decision making across services.

Improving our ability to measure and demonstrate outcomes.

Monitoring changes to SIL, SDA and future accommodation models.

McCall is preparing for this changing environment by focusing on:

Strengthening governance, safeguarding, compliance and risk management.

Preparing for new commissioning and funding approaches, including Foundational Supports.

Strengthening workforce capability and service quality.

Using data and technology to improve service delivery and organisational sustainability.

Together, these priorities are helping McCall prepare for a disability services environment that will increasingly expect providers to demonstrate not only what services they deliver, but the quality, outcomes and value those services contribute to people's lives.







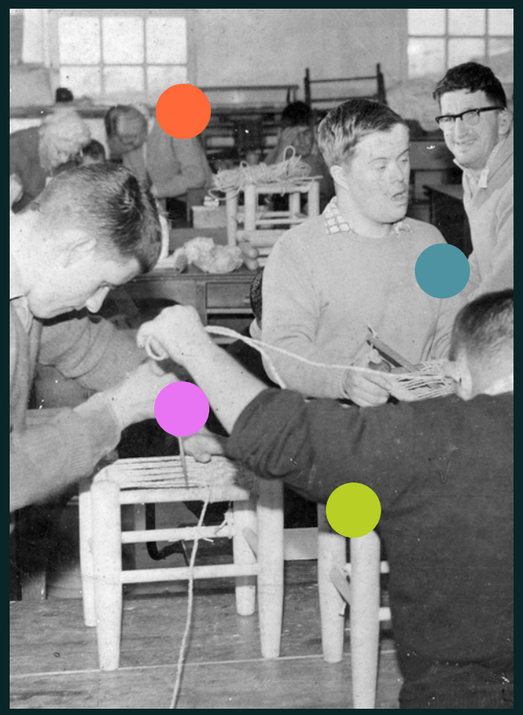







Vibrant Lives. Vibrant Communities.

About McCall





McCall began with a simple but powerful idea; that everyone deserves the chance to live a good life.

In 1954, a group of parents came together with a vision, to create something that didn't yet exist. They wanted a safe, supportive place where their children with diverse abilities could live and thrive. They wanted them to feel at home, be able to connect with others, and feel a sense of belonging. With the generosity of Sir William McCall, who donated land in Box Hill, and the determination of families and volunteers, they built that place themselves – laying the foundations for a community shaped by care, inclusion and possibility.

More than 60 years on, that same spirit continues. What began as one residence has grown into a network of homes, and services, supporting people across Western Sydney to live with independence and choice, so that they can enjoy full lives and feel part of a community.

Today, McCall continues to build on that legacy, creating new and innovative ways to support people to live well together and experience more of what brings a sense of connection and belonging.

With the development and launch of a new community hub, home to a range of wellbeing facilities and services, event spaces, cafe, gallery, pool and swim school, we are creating a place for the whole community to enjoy. McCall provides a diverse range of services, supports and experiences that help people build independence, develop skills, enjoy meaningful connections and participate in their communities.

From the very beginning McCall has been driven to create opportunities, and places, for people to live full lives, and feel that they belong – and that story continues today.

Our Vision

Vibrant Lives. Vibrant Communities.

McCall Foundation Purpose

Creating the spaces infrastructure and resources for people to live well together.

McCall Services Purpose

Supporting people to live well and enjoy vibrant lives in vibrant communities.

Our Values

Achieve	Always use our skills and knowledge to the best of our ability to achieve great outcomes for everyone.
Belong	Strive to create environments where barriers are removed and opportunities are explored.
Inclusive	Our focus is to include all people.
Leader	Lead by example by creating a culture of influence, honesty, passion, dedication and empathy.
Integrity	Demonstrate sound moral and ethical principles every minute of the day regardless of who might be watching.
Teamwork	Embrace the notion that "two heads are better than one" to collaboratively work towards a common goal.
You	Always take care of you.

Our Business Structure

McCall
FOUNDATION

Corporate Services

The strong foundations behind McCall Foundation, supporting responsible investment, effective governance and the development of places and resources that create lasting value for people and communities.

- Compliance, Quality & Risk
- Governance
- Work, Health & Safety
- People & Culture
- Finance & Administration
- Business Development
- Information Technology
- Property & Assets
- Marketing & Communications

McCall operates through two entities – McCall Foundation and McCall Services, each with a distinct purpose and responsibilities, working towards our shared vision of Vibrant Lives. Vibrant Communities.

McCall Foundation

Incorporated in 1993, McCall Foundation is responsible for managing and developing McCall's property assets, infrastructure and investments to support long-term sustainability and community benefit.

Guided by its purpose, creating the spaces, infrastructure and resources for people to live well together, the Foundation oversees property ownership, leasing arrangements and future development opportunities, including the McCall Community Hub at Box Hill.

Through responsible investment and asset management, the Foundation helps create places and opportunities that benefit people and communities, now and into the future.

McCall Services

With a history dating back to 1953, McCall Services steered by the McCall Services Board delivers a diverse range of disability, allied health and community services across Northwest and Southwest Sydney.

Through Allied Health, Community Programs, Home & Living, Support Coordination, School Leaver Employment Supports and inclusive play experiences, McCall Services supports people to build skills, develop independence, enjoy meaningful experiences and participate in their communities.

Specialist Disability Accommodation

We invest in quality, accessible homes designed for people with higher support needs.

Thoughtfully designed environments support greater independence, safety and everyday living, creating places where people can feel at home and part of their community.

Inclusive Community Spaces

McCall Foundation owns and develops property assets and infrastructure that support community services and long-term sustainability. These include the McCall Community Hub, Box Hill House, Allied Health premises in Leumeah, and community facilities across McGraths Hill, Rouse Hill and Campbelltown, creating spaces for people to live well together.

McCall
SERVICES

Corporate Services

The strong foundations behind McCall, supporting our teams to work well and helping create the conditions for vibrant lives and vibrant communities.

- Compliance, Quality & Risk
- Governance
- Work, Health & Safety
- People & Culture
- Finance & Administration
- Business Development
- Information Technology
- Property & Assets
- Marketing & Communications
- Engagement & Intake

Allied Health

Our Allied Health team supports people to improve their health, wellbeing and independence. Through assessment, therapy and practical support, our practitioners help people build skills, work towards their goals, support recovery and reablement, and participate more fully in everyday life.

- Early Intervention
- Occupational Therapy
- Exercise Physiology
- Speech Therapy
- Physiotherapy

Support Coordination

We help people navigate the NDIS with greater confidence, understand their options and make informed choices about their supports. Working alongside participants and their families, we help turn plans into practical support that reflects individual goals and priorities.

- Psychosocial Recovery Coaching
- Coordination of Supports

Recreational Activities

Our Community Programs create opportunities to get involved, build friendships and enjoy new experiences. Through hands-on activities and time out in the community, people can discover new interests, build skills, experience joy and strengthen their sense of connection and belonging.

- School Holiday Programs
- Inclusive Play Centres
- Employment Supports
- Centre Based Supports

Supported Independent Living

Our Home and Living supports help residents live well, make their own choices and pursue what matters to them. Whether it's cooking, travelling, enjoying hobbies, spending time with friends or simply feeling at home, support is shaped around each person's interests, goals and everyday life.

- Independent Living Options
- Centre Based Supports
- Respite
- Drop-in Supports

Growing Our Reach

McCall at a Glance

639
Participants and Clients Supported

219
Employees and Allied Health Contractors

2,331
Staff Training Courses Completed

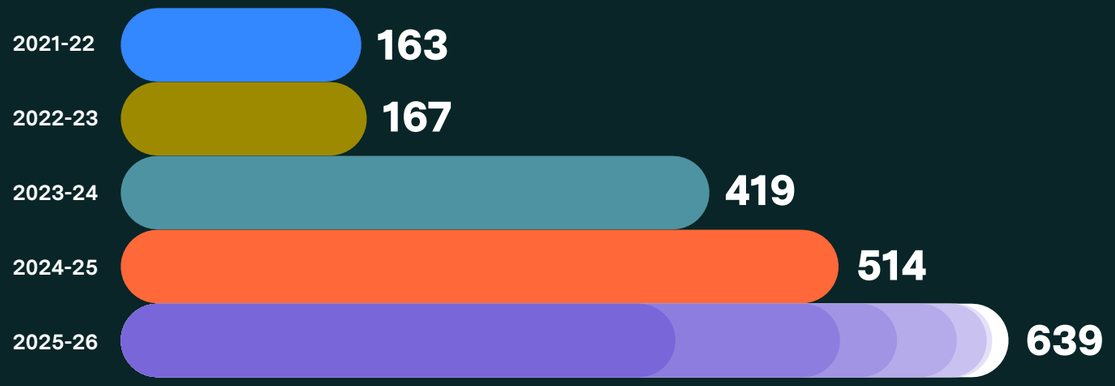
$110,451,870
Assets Managed

15
McCall Locations
(Including McCall Foundation Properties)

2
Shine Shed Inclusive Play & Celebration Centres

Demand for McCall services continues to grow. In 2025–26, McCall recorded 639 service activations, up from 514 the previous year, reflecting continued growth across our services and communities.

At FY year end, a further 23 people were on service waitlists, highlighting both growing demand and the importance of continuing to build capacity across McCall.



639
Total
2025-26
Includes 23 people on the waitlist for supports at the community hub.

388
Allied Health

121
NDIS Support Coordination

42
Supported Independent Living

44
Community Programs

28
Specialist Disability Accommodation

4
Employment Services

12
School Holiday Programs

Data note: The 2024–25 figure has been corrected to 514 following a reporting issue associated with a technology system change. Figures represent service activations rather than unique participants, as some people access more than one McCall service.

FY2025-26 Highlights

McCall Services

Growth

639 service activations across McCall Services, up from 514 in 2024–25, with a further 23 people on service waitlists at FY year end.

Allied Health continued to grow, with overall revenue increasing 16% and Northwest Allied Health revenue increasing 54%, supporting greater access and service capacity.

Services

Greater access across Western Sydney, including the expansion of Allied Health services, continued development of Community Programs across Northwest and Southwest Sydney, and strengthened pathways into McCall through Engagement and Support Coordination.

Supporting greater independence, including people progressing towards more independent living arrangements and one Home & Living resident moving from shared accommodation into their own home without ongoing formal supports.

People

Investment in workforce capability and wellbeing, with continued focus on leadership development, supervision, training, psychological and psychosocial safety, and supporting team members through organisational change.

Governance

Strong quality and safeguarding performance, with McCall's NDIS Commission mid-term audit identifying zero non-conformances and zero improvement actions.

Across Our Strategy

Live. Well. Together. moved from concept towards implementation, with McCall establishing its Theory of Change and social impact measurement framework and preparing pilots across Home & Living, Allied Health, Community Programs and Support Coordination.

McCall Foundation

Impact

The Community Hub moved closer to completion, bringing McCall's largest infrastructure investment to its final stages and preparing a new destination for services, wellbeing, participation and community connection.

Ross House, Box Hill House and Nelson Hall were developed, preserving important heritage assets and creating new opportunities for community and commercial use.

Invest

Major investment in enabling infrastructure, with Stage 1 roadworks substantially completed, including Gardiner Drive and Mezzomo Street, creating the future access network for the Community Hub.

Strengthening the Southwest property footprint, with McCall Foundation purchasing and refurbishing 5 Kingsclare Street, Leumeah, creating a dedicated home for Allied Health and capacity for future expansion.

Influence

Advocating for the future of the Box Hill precinct, working with Council, government, developers and other stakeholders to progress access and infrastructure required for the Hub and the growing local community.

Grow

Preparing for future accommodation, with remediation completed at Cranbourne Street, Riverstone, progressing plans to create four residential lots for potential future housing development.

Actively managing the property portfolio for future growth, including the sale of three Grantham Farm lots unsuitable for SDA/SIL, securing a new five-year commercial lease in Campbelltown and reviewing assets affected by future consolidation at the Hub

Measuring the Difference We Make



During 2025–26, McCall took an important step towards more consistently understanding and demonstrating the difference our work makes in people's lives and communities.

Our Live. Well. Together. Social Impact Framework and Theory of Change provide a shared approach for understanding the outcomes we want to contribute to and how our services, places and resources can help create positive change.

The framework will help McCall move beyond measuring what we do, such as services delivered or people supported, to better understand what changes as a result. This includes the progress people make towards their goals, their experiences and outcomes, and our broader contribution to vibrant lives and vibrant communities.

From Impact Framework to Measurement

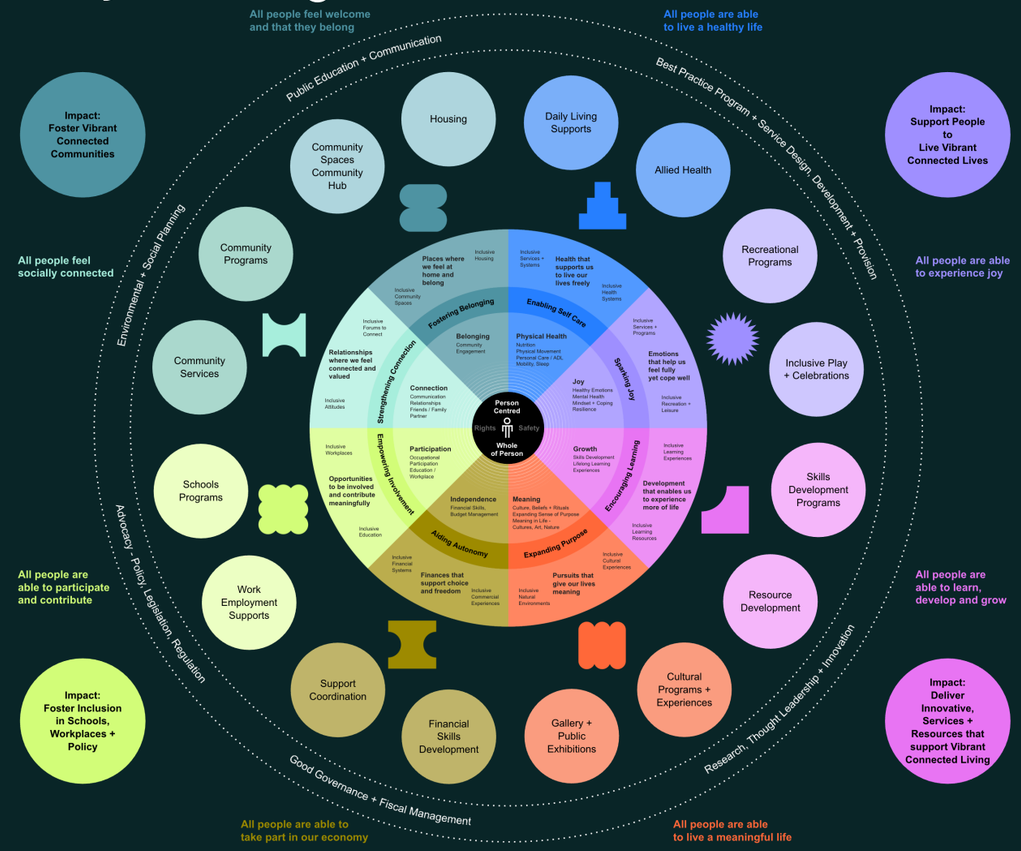
During the year, work progressed on developing the measurement approach that will bring Live. Well. Together. into practice.

This includes establishing consistent approaches to goal setting and outcome measurement, identifying existing sources of information and developing baseline and follow-up measures that can show change over time.

Rather than creating an entirely separate measurement system, the approach will draw on information already captured through McCall's participant, quality, feedback and goal-tracking systems wherever possible.

Pilot measurement will begin across Home & Living, Allied Health and Support Coordination, allowing McCall to test and refine the approach before it is introduced more broadly.

Theory of Change



Live. Well. Together. celebrates what makes us all uniquely us. We each bring different experiences, interests and abilities, and move through the world with unique minds, bodies and spirits. While every life is an original, there are common aspects of wellbeing that help us live well and make our individual and shared lives meaningful.

Live. Well. Together. provides a framework for supporting wellbeing in ways that are meaningful to each person, whether that means building confidence, developing skills, working towards personal goals, making connections or finding greater enjoyment in everyday life.

Through our services, places and experiences, McCall seeks to create opportunities for people to live well, build meaningful connections and feel a genuine sense of belonging.

Building Our Evidence of Impact

Over the coming year, the focus will shift from framework development to implementation. The pilot will help McCall establish meaningful measures, strengthen participant voice, develop impact dashboards and reporting, and combine data with stories that show how people's lives are changing.

Over time, this will create a stronger evidence base to understand what is working, identify opportunities to improve our services and inform organisational decision making. It will also allow McCall to report more consistently to participants, families, communities, the Executive and Board on the outcomes our work contributes to.

Live. Well. Together. represents an important shift in the way McCall thinks about impact. It gives us a common framework for connecting what we do with what ultimately matters: supporting vibrant lives and contributing to vibrant, inclusive communities.

Allied Health

Growing Access to Allied Health

For McCall Allied Health, 2025–26 was a year of growth, growing our team, our locations and the range of ways people can access support.

Across Northwest and Southwest Sydney, our multidisciplinary team of Occupational Therapists, Speech Pathologists, Physiotherapists and Exercise Physiologists continued to support children and adults with their health, wellbeing, development and independence.

Importantly, we maintained a stable clinical team during a period of ongoing workforce challenges across the Allied Health sector. This continuity helped people and families build stronger therapeutic relationships with their clinicians, while supporting greater collaboration and knowledge sharing across disciplines.

More Services Closer to Home

Increasing access to Allied Health services in local communities was a major focus during the year. In Southwest Sydney, our Physiotherapy service continued to grow, while demand for paediatric Occupational Therapy, Speech Pathology and Physiotherapy increased in the Northwest.

Investment in our Allied Health locations supported this growth. Our Southwest team worked from our 5 Mt Erin Rd clinic spaces as renovations to the 45 and 5 Kingsclare St clinics were undertaken, while additional temporary clinic space at Annangrove increased capacity in the Northwest. Together, these locations are helping more people access services closer to where they live, while creating clinical environments that support the continued growth of our multidisciplinary teams.

10	**Occupational Therapists**	**5,495** Sessions	**2**	**Physiotherapists**	**489** Sessions
1	**Speech Pathologists**	**1,890** Sessions	**1**	**Exercise Physiologists**	**277** Sessions



Working Together for Better Outcomes

One of the strengths of McCall Allied Health is the opportunity for clinicians from different disciplines to work together around the needs and goals of each person.

In our Southwest Early Childhood service, collaboration between Speech Pathology and Occupational Therapy has enabled clinicians to work together on areas including sensory processing, communication, emotional regulation and participation.

In the Northwest, collaboration between Speech Pathology and Exercise Physiology supported an adult living with a neurological condition. While Exercise Physiology focused on mobility, strength, balance and falls prevention, Speech Pathology supported confidence in communication and social situations. Working together meant goals and recommendations could be aligned around the person's everyday life.

This multidisciplinary approach also provides opportunities for clinicians to learn from each other, share expertise and build their professional capability.

Building a Skilled and Sustainable Team

Developing and retaining skilled clinicians remained a priority throughout the year. Discipline-specific supervision, mentoring and professional development supported clinicians at different stages of their careers, while experienced team members increasingly contributed to mentoring and the development of emerging clinicians.

Dedicated Practice Manager roles at both locations also strengthened local leadership and operational support, helping clinicians spend more time focused on delivering clinical services.

Our focus is increasingly on creating an environment where clinicians have access to strong leadership, quality supervision, professional development, manageable workloads and opportunities to build their careers.

Data note: Allied Health activity now includes both client sessions and report writing, reflecting the evolution of the service model. As a result, 2025–26 figures are not directly comparable with the previous year.



Brad Sculley
General Manager

Support That has Grown With the Family



For the Simpson family, McCall has been part of life for many years, supporting three children through changing needs and celebrating milestones along the way.

Their journey began around 2019 through Shine Shed South West, before the service became part of McCall. In the years since, all three children, Parker, Lucas and Reid, have received support through McCall's Leumeah locations.

Services have grown and changed over that time, but for mum Tara Simpson, one thing has remained constant: the relationships her family has built with the people supporting them.

"At this point, it honestly feels like part of our extended support network rather than just a clinic we attend," Tara said.

For Tara, an important part of that experience has been feeling that each of her children is known as an individual.

Over the years, therapists and team members have taken the time to get to know each child, as well as the family.

"The team have taken the time to understand what makes each of our children who they are, rather than simply looking at diagnoses or reports," Tara said.

"We have always felt listened to, understood and supported, even when things have been incredibly difficult."

Support Through Changing Needs

Like many families, the Simpsons have had to navigate changing needs, assessments, equipment and the NDIS along the way.

More recently, McCall Occupational Therapist Merran worked with Reid and his family to complete a Functional Capacity Assessment and other supporting reports. She has also worked with the family around equipment to support Reid in everyday life.

For Tara, having people who already know Reid and understand their family circumstances have made these processes easier to navigate.

"Having children with additional needs can sometimes feel like you're constantly advocating, explaining and trying to make people understand what your child requires," Tara said.

"Having a team around you who already understands is incredibly valuable."

Speech Pathologist Simone has also worked with Reid, building a relationship with him over time. Tara values the familiarity and trust that have developed through that relationship.

"Simone took the time to understand Reid, not just his diagnosis," Tara said.

For the Simpsons, these relationships extend beyond individual appointments. They are reflected in the phone calls that help the family work something out, the emails answered when they need guidance and the moments when progress is recognised and celebrated.

Tara also wanted to acknowledge the many people who have supported the family behind the scenes and across different stages of their journey. She thanked Practice Manager, Lauren for her ongoing assistance with Reid's account, particularly while the family self-manages his NDIS funding, and acknowledged Rachael, Stephanie and Jasmine for their work with Parker and Lucas, along with Leah for her years of support.

"Knowing that things are being looked after properly takes an enormous weight off our shoulders," Tara said.



Growing Together Through the Years

Across three children, different therapists and different stages of life, what stands out for Tara is the sense of continuity her family has experienced.

“McCall has celebrated the children’s wins with us, helped us through the hard parts and always treated our family with kindness, respect and genuine care,” she said.

After years of attending McCall’s Leumeah locations, they have become familiar places for the family, with familiar faces and relationships built over time.

“It doesn’t feel like a clinic. It really does feel like home.”

Tara’s message to everyone who has been part of the family’s journey is simple.

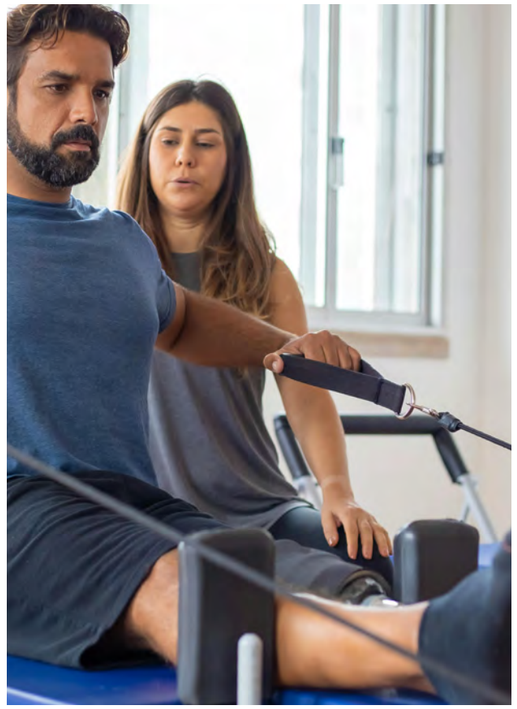
“Thank you for caring about our kids. Thank you for listening to us. Thank you for advocating for them. Thank you for going the extra mile and thank you for making our family feel like we are never doing this alone.”

After years of support, three children and many milestones along the way, that gratitude remains as strong as ever.

We are incredibly grateful for every single one of you and everything you have done for our family over the years.

Tara

**Live.
Well.
Together.**



Reaching More People in More Ways

Our Allied Health services also continued to broaden beyond traditional NDIS-funded supports.

During the year, services were delivered through a growing range of funding pathways including Medicare, DVA, WorkCover, CTP and private funding. Relationships with schools, community organisations and referrers also continued to develop.

This diversification is helping McCall reach a broader cross-section of the community while building a more sustainable Allied Health service for the future.

“Every session helps me build my strength and confidence. It’s not just about moving better, it’s about being able to do more of the things I enjoy.”

Participant



Looking Ahead to New Opportunities

The opening of the McCall Community Hub will create significant new opportunities for Allied Health.

Purpose-designed clinical spaces will increase capacity for individual therapy, while the Hub will also create opportunities for group programs, education, early intervention, chronic disease management and new approaches to supporting health and wellbeing.

We will continue to grow our multidisciplinary workforce, particularly in areas of high community demand including Physiotherapy, Speech Pathology, Occupational Therapy and Early Childhood Intervention.

As our Live. Well. Together. Social Impact Framework is introduced, we will also strengthen how we measure and demonstrate the outcomes of Allied Health – moving beyond how many services we deliver to better understand the difference those services make in people’s lives.

Support Coordination

Turning Complexity Into a Way Forward

Navigating the NDIS can be complex. For participants and families, understanding plans, finding appropriate supports and responding to changing circumstances can sometimes feel overwhelming.

Throughout 2025–26, McCall's Support Coordination team helped participants and families navigate these challenges, understand their options and work towards the goals that matter to them.

For one family, that goal was greater independence.

Their family member wanted to move out of the family home and into a home of his own, with the support needed to make that possible. While the family had a clear vision for his future, they were unsure how to navigate the NDIS process.

McCall helped the family seek Support Coordination and housing supports within his NDIS plan. Over nine months, our Support Coordinator worked alongside them to coordinate assessments, gather evidence and progress an application for housing supports.

This is an example of how Support Coordination can help turn a goal that initially seems difficult to achieve into a practical pathway forward.

Supporting choice and control remained central to the team's work. Support Coordinators helped participants explore their options, connect with suitable providers, allied health professionals and community services, and make informed decisions about how, when and where their supports were delivered.

Regular planning and review conversations helped ensure services continued to reflect individual goals, preferences and changing circumstances.

Sometimes, Support Coordination also means navigating situations where things have not gone as expected.

NDIS Support Coordination

121	30,235
Participants Supported	Hours of Support



During the year, the team supported a participant whose family had been seeking appropriate funding to meet his support needs and pursue his goal of moving into his own home.

When his NDIS plan was received, errors and missing funding created significant challenges, eventually requiring an appeal through the Administrative Review Tribunal and legal assistance.

Throughout this process, McCall's Support Coordinator worked alongside the family, coordinating assessments, preparing reports and gathering evidence to demonstrate his support needs.

Following a lengthy and challenging process, the participant now has an NDIS plan that better reflects his needs and goals for greater independence.

Behind this outcome were months of coordination, advocacy and persistence, demonstrating the important role Support Coordination plays in helping families navigate complex circumstances.

Building Stronger Systems Around Participants

During the year, the team strengthened its approach to NDIS planning, funding oversight and reporting. Improved use of planning tools and funding information helped participants and families better understand their budgets and how supports aligned with their goals.

These improvements are increasingly important as the NDIS evolves. Growing participant complexity, workforce changes and increasing administrative requirements presented challenges throughout 2025–26, requiring the team to balance service capacity with quality support.

Looking ahead, McCall remains focused on effective service navigation and meaningful outcomes for all participants, recognising the vital role Support Coordination plays for people with complex needs.



Belinda Reeves
COO

A Good Life Surrounded by the Right People



**Dean is almost 64.
He is social, cheeky and, when he feels comfortable, loves nothing more than being the centre of attention.**



Dean Loves

- Trips to the Park
- Travelling on Trains
- Attending Football Games
- Singing Along to Music
- Going Fishing
- The Colour Green
- Patting Cats
- Connecting With People

Dean is blind and unable to walk, which means he relies heavily on the people around him to access his community and participate in everyday life. For his family, knowing those people understand him, respect him and genuinely care about him is enormously important.



Finding Support for Team Dean

Today, Dean is surrounded by just that kind of team. But his sister remembers a very different time.

When she became more actively involved in Dean's life as his guardian, she found herself trying to navigate a complex disability support system while becoming increasingly concerned about his living arrangements, health and wellbeing.

Dean was frequently unwell and being admitted to hospital. His family had concerns about his living environment, personal care and whether the right supports and equipment were in place.

One Christmas Day remains particularly difficult to remember. The family had understood that Dean would be spending Christmas with people he knew through a social organisation. When they video-called him, they instead found him sitting in a dark room with one support worker.

"For our family, that moment was devastating."

It became clear that something needed to change.

Dean moved from his previous living arrangements, but rebuilding the supports around him was complex. His sister was simultaneously trying to understand the NDIS, work through issues with his plan and navigate a tribunal appeal.

By the time a friend gave her the contact details for McCall Support Coordinator Belinda, she says she was exhausted and overwhelmed. What she needed most was someone she could trust.

"I wanted a Support Coordinator who saw Dean as a person rather than as a collection of NDIS funding categories."

That first conversation changed things. Rather than simply continuing with a process Dean's sister did not fully understand, Belinda helped her step back and look at the bigger picture: what did Dean actually need, what evidence would help demonstrate those needs, and how could the people around him work together to build stronger supports for his future?

"For the first time, I felt that instead of simply reacting to problems, we had somebody who could create a strategy and work towards a better long-term outcome for Dean."

“The Dean we see today is almost unrecognisable compared with the Dean we were so worried about a couple of years ago.”

Dean’s Sister

Dean is healthier.

Dean communicates more.

Dean gets out into his community and does the things he enjoys.

From Being Safe to Living Well

Over the following 14 to 15 months, McCall’s Support Coordination team worked with Dean, his family and the different people involved in his life to strengthen the network around him.

For Dean’s sister, the change has been profound. He goes for coffee, visits parks, travels on trains, attends football matches, goes fishing, listens to music and spends time with his family.

His speech and communication have also noticeably improved. His sister believes feeling safe and secure, and having people around him who take the time to understand and communicate with him, has played an important part. But perhaps the biggest change is much simpler.

“Most importantly, he smiles. He jokes with people. He interacts. He enjoys being around others. His personality has come back.”

These may sound like ordinary things. For Dean and his family, that is precisely the point.

Being able to live an ordinary, enjoyable life matters.

The Big Difference Trust Makes

Dean’s sister says having someone she trusts helping to navigate his supports has also allowed her own relationship with her brother to change. There is still an enormous responsibility in being Dean’s guardian and advocating for someone who relies so heavily on others. But she no longer feels she has to understand and administer every part of the system herself.

“Having Belinda involved means I no longer feel that I am trying to navigate all of that alone. I trust her.”

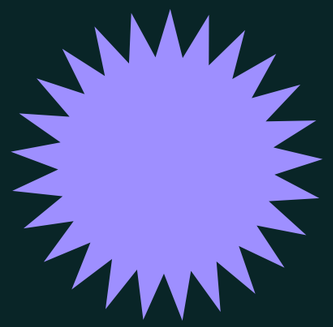
That trust means Dean’s sister can spend more time being exactly that: his sister.

She describes the people now surrounding Dean as an extraordinary group who genuinely want the best for him. For someone so dependent on others for many aspects of daily life, she says having the right people around him “changes everything”.

“Dean is no longer simply existing within a disability-support system. He is living.”



When asked about the future, Dean’s sister does not talk about ambitious goals or milestones. What she wants for her brother is beautifully simple.



“I want him to continue being happy.”



“I want him to remain healthy and safe.”

She wants Dean to continue communicating and expressing himself, to have choice wherever possible and to be surrounded by people who respect him as an individual.

Two years ago, she says she was frightened about what her brother’s future might look like.

Today, she feels hopeful.



“I want him to continue getting out into his community, seeing his family, drinking coffee, going to parks, travelling on trains, fishing, attending football games, listening to music, singing badly and enjoying being the centre of attention whenever he gets the opportunity.”

He is safe.
He is healthy.
He is loved.
He is supported.
And, most importantly, he is happy.

That is everything I could wish for my brother.

Home & Living

A Good Home is About More Than Where You Live

A home should be a place where people feel safe, comfortable and able to make choices about their everyday lives.

Throughout 2025–26, McCall continued to strengthen the quality and consistency of its Home & Living supports, while ensuring the way support is delivered reflects the individual needs, preferences and goals of each person. A key focus was building the capability and confidence of team members working within McCall homes.

Training, supervision and competency assessment were strengthened, with particular attention given to high-intensity supports, medication management, incident reporting, behaviour support and safeguarding.

Alongside these improvements, stronger service governance and quality assurance helped support greater consistency across McCall homes. But consistency does not mean everyone receiving the same support. Individual support plans, regular reviews, participant feedback and ongoing conversations help teams understand what matters to each person and how their support may need to change over time.

Supported Independent Living

10	**42**	**2**	**370,000**
Homes	Current Residents	New Residents	Hours of Direct Support
4	**38**	**20**	**2**
18-54 Years Old	55+ Years Old	Identify as Male	Identify as Female



Choice and Independence Starts at Home

Supporting people's rights, choices and independence is fundamental to Home & Living.

Team members work alongside residents to understand what is important to them and support decision making in ways that promote dignity, independence and self-determination.

That can mean having a say in how and where they live, who they spend time with, the activities they enjoy, how they participate in their community and the services they choose to access.

It also means respecting each person's privacy, relationships, cultural identity and individual preferences.

For McCall, the aim is not simply to provide support within a home. It is to support people to have greater choice and involvement in the life they live within it.

When Greater Independence Becomes Possible

For one resident, years of support and skill building led to a significant milestone during 2025–26. She had been living in a shared group home but had a goal of becoming more independent. Through planning, goal setting and the development of independent living skills, she gradually built the confidence and capability to manage more aspects of everyday life herself.

During the year, she made the transition from shared accommodation into her own unit. Today, she is living in her own home without formal supports.

It is a significant achievement and a reminder that the impact of good support is not always measured by how much support someone receives. Sometimes it can be seen in how much confidence, capability and independence a person develops along the way.

Another resident, Matias, also achieved an important milestone during the year, moving into his own home while maintaining regular connections with his family. For Matias, having his own home has created an opportunity for greater independence without losing the relationships and family connections that remain important to him.



Understanding the Difference We Make

During the coming year, Home & Living will also be part of McCall's pilot of the Live. Well. Together. Social Impact Framework and measurement approach.

The pilot represents an important next step in understanding and demonstrating the difference Home & Living supports make over time.

Rather than measuring activity alone, the approach will help McCall understand progress towards the outcomes that matter to people, including achieving personal goals, building skills and increasing independence.

Importantly, it will also strengthen participant voice by providing greater insight into people's experiences, aspirations and satisfaction with their supports.

Over time, this evidence will help McCall understand what is working, identify opportunities to improve and demonstrate how quality support contributes to meaningful outcomes in people's lives.

Home & Living services continue to operate within a changing NDIS environment, with increasing focus on participant outcomes, quality and safeguarding, value for money and evidence of the difference supports make.

For McCall, this means continuing to invest in workforce capability, quality assurance, compliance and stronger outcome measurement while considering how future changes may affect Supported Independent Living.

There are challenges ahead, particularly in balancing individual outcomes and greater independence with funding models based around shared supports.

Greater focus on outcomes provides an opportunity to demonstrate what quality Home & Living support should ultimately achieve: not simply delivering supports safely and consistently, but enabling people to build skills, exercise choice, maintain important relationships and live as independently as possible.

Because a good home is about much more than where someone lives. It is about having the support, choice and opportunity to make that home, and the life around it, your own.

Belonging is Essential to Being Human.

Strengthening Engagement and Onboarding

Throughout 2025–26, McCall's Engagement team strengthened relationships with participants, families, referral partners and community stakeholders, while improving the journey from initial enquiry through to service commencement.

Closer collaboration with operational teams and referral partners helped create clearer pathways into McCall services, supporting more consistent communication and smoother transitions for participants and families.

The team also continued to build relationships with schools across Western Sydney through regular visits, school expos and engagement with teachers, students and families, increasing awareness of McCall's services and creating new connections within local communities.

Behind the scenes, improvements to referral, intake and onboarding processes introduced clearer workflows, standardised documentation and stronger quality assurance. These changes have helped reduce delays, improve consistency and ensure participants and families receive clear information about services, funding, agreements, rights and responsibilities from the beginning.

Community Programs

Growing Opportunities to Connect, Participate and Belong

Community Programs create opportunities for people to get out, connect with others, build skills, explore their interests and enjoy new experiences.

During 2025–26, McCall continued to respond to growing demand for programs across Northwest and Southwest Sydney, with a focus on ensuring growth remains sustainable while maintaining the quality of each participant's experience.

Listening to participants and families continues to shape the way programs develop. Their feedback reinforces the importance of choice, variety and opportunities for social connection, skill development and meaningful participation in the community.

The continued development of the McCall Community Hub at Box Hill also generated considerable interest from participants, families, schools and community stakeholders during the year. Families have expressed excitement about the opportunities the Hub will create, including expanded programs, training and skill development, and new ways to connect and participate.

As Community Programs continue to grow, the priority is clear: creating more opportunities for people to participate, build connections and enjoy experiences that are meaningful to them, while ensuring quality remains at the heart of that growth.

Day Programs

2	44	47,840
Locations	Participants Supported	Hours of Support

School Holiday / Recreational Programs

1	12
Location	Participants Supported

Shine Sheds

2	Play Sessions	Parties Hosted
Locations		
Campbelltown	4,324	115
Vineyard	2,195	29
Total	6,519	144















Vibrant Lives. Vibrant Communities.

Christina’s Finding Her Way



Hi. I’m Christina.
I love art, music and anime.
I like to express myself through being creative.



Feeling good in what you wear can make a difference, especially when you’re a young woman finding your own style and making your way in the world.



For Christina, a recent styling session with Thread Together was a chance to choose some new clothes, try something different and have a little fun along the way.

Christina has been taking part in McCall Community Programs since 2024 and enjoys the variety of activities and experiences on offer. Usually happiest in jeans and a T-shirt, the Wests Tigers fan was keen to add a few new pieces to her wardrobe, particularly with summer on the way.

Supported by her mum, Christina chose everything herself. Her haul included cotton pants, tank tops, colourful shirts, a white summer dress, a new handbag and comfortable sandals. She also picked out her first pair of dangly earrings.

The styling session was an opportunity to experiment with different looks in a welcoming and relaxed environment. Christina enjoyed having so many options to choose from and thinking about where she might wear each of her new outfits.

McCall is a charity partner of Thread Together, a not-for-profit organisation that works with fashion brands to redirect new clothing that would otherwise go unsold to people across Australia.

While the new wardrobe was a welcome addition, fashion is just one of Christina’s many interests. Music is a big part of her life, particularly heavy metal, and she is also a talented emerging artist.

After her family recently discovered Aboriginal heritage while tracing their family history, Christina has been exploring this connection through her art, creating intricate dot paintings for family members. Some of her pieces take months to complete.

Christina is also a huge anime fan and recently attended Oz Comic-Con dressed as a fairy, complete with wings and a handmade dandelion puff.

“It was such a magical day. I was shocked by how much effort people put into their costumes. Some were just spectacular,” Christina said.

With so many creative interests, Christina is particularly excited about the future of McCall Community Programs at the new Community Hub at Box Hill. The dedicated art room is already high on her list of spaces she is looking forward to using.

For Christina, there is plenty ahead to explore: new experiences, new creative opportunities and, now, a few new outfits to enjoy along the way.

Property, Assets & Development

Creating Inclusive Places for the Future

McCall's property portfolio plays an important role in supporting the organisation's services, creating quality places for people to live and participate, and providing the infrastructure for future growth.

During 2025–26, significant progress was made across McCall's property portfolio. This included advancing the Community Hub and its surrounding infrastructure, investing in Allied Health facilities in Southwest Sydney, preparing land for potential future accommodation and strengthening the way McCall manages and maintains its existing assets.

Investing in Future Services and Accommodation

McCall Foundation continued to invest in property opportunities supporting the organisation's longer-term growth. In Riverstone, remediation was completed on land at the Cranbourne Street site that has approval to be subdivided into four residential lots.

Specialist environmental consultants and contractors completed the remediation over approximately three months. New perimeter fencing was also installed to protect the existing homes and provide greater privacy. Further subdivision, civil and infrastructure works are now being considered as McCall explores future accommodation opportunities for the site.

In Southwest Sydney, McCall Foundation completed the purchase and refurbishment of 5 Kingsclare Street, Leumeah, a property previously leased for McCall Allied Health. The neighbouring property at 45 Kingsclare Street was leased to provide additional capacity while refurbishment was undertaken. Allied Health has since relocated from shared premises with Community Programs and Shine Shed Southwest into the refurbished 5 Kingsclare Street facility.

Preliminary design work is now exploring opportunities to add further therapy and consultation spaces as demand grows.



A New Community Destination at Box Hill

The McCall Community Hub reached a significant stage of development during the year, bringing McCall closer to realising a project that will create new opportunities for participants, families and the wider community.

Construction commenced in 2024 and progressed substantially throughout 2025–26, with Practical Completion subsequently reached in September 2026.

Buildcorp estimates that 27,240 workers cumulatively contributed more than 250,000 hours to the construction of the Hub.

The Hub will bring together McCall Administration, Community Programs, School Leaver Employment Supports and Allied Health, while also creating spaces and facilities that can be accessed by other organisations and the broader community.

Tenants were secured during the year for two important community facilities, with Neptune Swim Centre to operate the Aquatic Centre and Tavula Restaurant to operate the café and restaurant.

The restoration of the heritage-listed Box Hill House and Nelson Hall was also completed in accordance with NSW State Heritage requirements, involving specialist heritage contractors and trades.

Creating the Road to the Hub

An equally important milestone was the substantial completion of Stage 1 roadworks providing access to the Community Hub.

Gardiner Drive forms the main access road and will ultimately connect Terry Road with The Hills of Carmel residential development to the west. Mezzomo Street was partially completed to provide direct access to the Hub car parks and will ultimately become the Hub's street address.

Approximately 95% of the road infrastructure is complete, with the final connection dependent on completion of the Terry Road, Gardiner Drive and Mason Road intersection by the adjacent Box Hill Town Centre development. The signalised intersection is currently expected to be completed in 2027.



Phillip Ryan
General Manager



Maintaining McCall's Homes and Facilities

Alongside major property projects, the property team continued to manage and maintain McCall's homes and facilities.

More regular preventative inspections by the property team and trades have helped identify maintenance requirements earlier, with the aim of reducing disruption and better managing future costs as McCall's properties age.

During 2025–26, 275 maintenance requests were completed across McCall facilities.

Maintenance Requests

Maintenance Priority	Percentage	Jobs
High	51.6%	142
Medium	47.3%	130
Low	0.7%	2
Unspecified	0.4%	1
Total	100%	275

Top 10 Sites by Maintenance Activity

Site	Jobs
Brisbane Road, Riverstone	30
Piccadilly Street, Riverstone	30
Cranbourne B, Riverstone	28
Cranbourne A, Riverstone	15
Grange A, Schofields	18
Elizabeth Street, Riverstone	17
Shine Shed Southwest	21
Mileham, South Windsor	21
George Street, South Windsor	16
St Albans, Schofields	18

Top 10 Contractors and Trades by Activity

Contractor / Trade	Jobs
McCall Property Handyman	94
Construction Contractor	44
Plumbing	27
McCall Property Coordinator	19
Electrician	14
Fire Services	13
Air Conditioning	12
External Maintenance Contractor	11
Appliance Repair	11
Locksmith	11

Strengthening Property Management

McCall also invested in improving the systems used to manage its growing property portfolio. In 2026, Connexus facility management software was introduced, replacing spreadsheet-based management and providing a more integrated approach to maintenance and asset information.

The system will support preventative and regulatory maintenance, maintenance requests, contractor management, compliance and insurance requirements, forecasting and broader asset management. McCall's vehicle fleet can also be incorporated into the platform.

Together with more regular preventative inspections, this provides a stronger foundation for managing the safety, quality and lifecycle of McCall's properties.

Managing the Portfolio for the Future

McCall continued to review its property portfolio to ensure assets support the organisation's longer-term strategy.

Three adjoining vacant lots at Grantham Farm were sold after being assessed as unsuitable for future home and living options for McCall's operations. Funds from the sale will be directed towards future property transactions under McCall's Strategic Property Plan.

A new five-year lease was also agreed for a commercial investment property in Campbelltown. The site may provide an opportunity for future redevelopment to support McCall services in Southwest Sydney.

Market valuations were also obtained for properties that may no longer be required following the future consolidation of Northwest services at the Community Hub. Options to retain, lease or sell these assets are being considered.



Looking Ahead to New Opportunities

In 2026–27, the focus will shift towards activating the Community Hub and ensuring McCall's property portfolio continues to support sustainable growth.

Key priorities include:

2026–27 Priority	Opportunity
Activate the Community Hub	Bring Administration, Community Programs and Allied Health together and support greater community use of the site
Integrate Hub Tenants	Establish the Aquatic Centre and café/restaurant as part of a vibrant community destination
Progress Cranbourne Street	Undertake civil and infrastructure works to create four lots for potential future accommodation
Explore New Accommodation Models	Consider future approaches to SDA and SIL housing
Investigate Southwest Opportunities	Research emerging needs and potential locations for a future Community Hub in Southwest Sydney

Together, these projects reflect a broader approach to property at McCall: caring for the places we have today while investing thoughtfully in the places, infrastructure and opportunities our communities will need in the future.

People & Culture

“What stands out to me most is how much everyone genuinely cares about making a difference, not just for the people we support, but for each other and the wider community.”

Nina . New Employee

Our People				
219 Total	**21** Admin	**6** Executive	**16** Allied Health	**34** Rec & Lifestyle Officers
12 Play Attendants	**116** Support Workers	**4** Support Coordinators	**8** Practice Leads	**2** Practice Managers
Service Milestones Employees	**170** Under 5 years	**30** 5+ years	**14** 10+ years	**5** 15+ years
Total Workforce	**210** 2025	**219** 2026	**9** Change	**4.3%** Growth





Growing Our People Strengthening Our Culture

Behind every McCall service, program and experience is a team of people bringing their skills, knowledge and commitment to work each day.

During 2025–26, we continued to invest in building a capable, supported and future-ready workforce, while preparing our team for a period of significant change and growth.

McCall maintained a workforce of 215 team members, representing 117.3 equivalent full-time positions.

In a competitive employment market, our focus remained not only on attracting new people, but on creating an environment where team members can build their skills, develop their careers and see a future with McCall.

Our overall employee retention rate was 71.2%, while new starter retention reached 90.9%. Existing team members also referred 12 candidates to McCall during the year, an encouraging indication that people are willing to recommend McCall to others in their personal and professional networks.

Creating Opportunities to Grow Careers at McCall

Some of the strongest examples of workforce development came from within McCall.

During the year, Pamela Hanning was promoted to Home and Living Manager, Surbhi Bordia progressed from People & Culture Officer to People & Culture Coordinator, and Harshit (Harry) Swaroop moved from Senior Support Worker to Practice Lead – Home & Living.

Vishal Kukudala expanded his leadership responsibilities to include oversight of Shine Shed Northwest while continuing in his Practice Lead role. Jerson, who first joined McCall in 2021 as a Recreation and Lifestyle Officer, also progressed into a Senior Support Worker role within Home & Living.

These individual journeys reflect our broader commitment to recognising potential, building capability and creating opportunities for team members to grow their careers at McCall.



Nilufer Hira
General Manager



“Every experience with McCall is an opportunity to grow.”

Harry . Employee

Investing in Skills and Building Capability

Learning and development continued to be a significant focus throughout the year.

Across McCall, 215 learners participated in 2,883 course enrolments through eTrainu, completing 2,331 learning activities. Training ranged from mandatory and regulatory requirements to practical skills, leadership development, wellbeing and cyber security.

Team members also undertook practical development in areas including Supported Decision Making, Epilepsy Essentials, Fire and Emergency Response, Managing Difficult Conversations and Work Health and Safety leadership. McCall continued to support nationally recognised qualifications, with team members completing Certificate III in Individual Support and Certificate in Disability Support qualifications.

Performance Development Plans provided another important opportunity for team members and leaders to talk about performance, wellbeing, development needs and career aspirations.

Building a Workplace Where People can Contribute

Creating a workplace where people feel able to speak up, contribute ideas and raise concerns remained an important part of our culture work.

Our 2025 psychological safety survey showed positive movement, with **52% of participants reporting high psychological safety, compared with 44% in 2023**. The results also highlighted areas where we need to continue improving, particularly around communication, employee voice, leadership and engagement.

Leaders participated in debriefs and action planning following the survey, with psychological safety also supported through leadership development, wellbeing initiatives, respectful workplace expectations and regular communication.

Recognition remained another important part of building a positive workplace culture. During the year, 89 team members were formally recognised through McCall’s Reward and Recognition Program for their contribution, achievements and commitment.

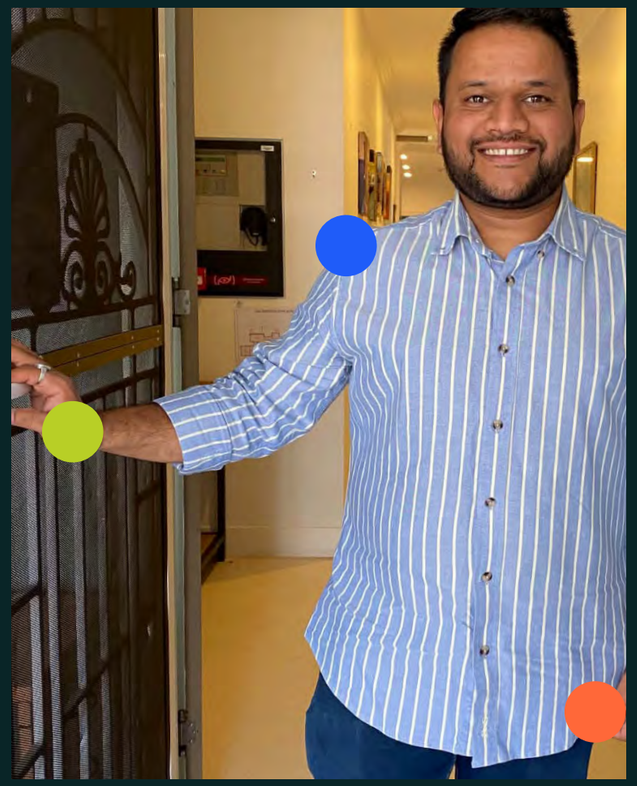
Preparing Our People for What Comes Next

This was also a year of preparation. With the McCall Community Hub moving closer to becoming part of everyday life for our teams and the people we support, People & Culture worked alongside leaders and team members on workforce planning, communication, consultation and transition readiness.

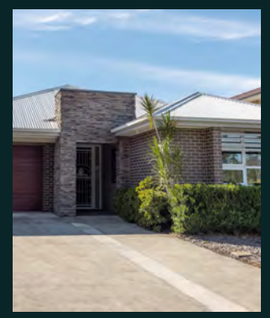
Behind the scenes, improvements to Employment Hero and eTrainu continued to modernise recruitment, onboarding, learning, compliance monitoring and workforce reporting. These systems are helping us reduce manual processes while giving McCall better information to plan for the workforce we will need in the future.

As we move into 2026–27, our focus will continue to be on attracting and retaining great people, developing current and emerging leaders, strengthening psychological safety and employee wellbeing, and building the skills and capability needed for a changing sector. The opening of the Community Hub will bring new opportunities and new ways of working. Our priority is to ensure our people are ready for that next chapter – supported to grow, contribute and continue making a difference across every area of McCall.

Growing Into Leadership at McCall



Hi. I’m Harry. I love the connections I have built with the residents and seeing people develop greater confidence and independence.



When Harshit “Harry” Swaroop joined McCall in June 2025 as a Senior Support Worker at Brisbane House, his focus was on supporting residents to work towards the things that mattered to them.

Just over a year later, Harry has progressed into the role of Practice Lead, supporting Brisbane House and Piccadilly House.

For Harry, the move into leadership grew naturally from his interest in supporting both residents and the team members working alongside them.

“I’ve always enjoyed supporting both residents and my colleagues,” Harry said. **“I wanted the opportunity to make a bigger impact by helping build strong teams, improving the quality of support, and creating positive outcomes for the people we support.”**

From early in his time at Brisbane House, Harry began taking on additional responsibilities, mentoring team members and becoming more involved in the day-to-day running of the home.

An important opportunity came in June and July 2026, when he stepped into the Practice Lead role at Brisbane House in an acting capacity for more than six weeks. The experience gave him the opportunity to lead a team, coordinate daily operations and maintain a strong focus on the quality of support residents received. It also helped build his confidence to take the next step.

“Being trusted with new responsibilities helped me grow both professionally and personally,” he said. **“The support and encouragement from leaders and colleagues at McCall gave me the confidence to step up.”**

Harry says one of the most rewarding parts of his work continues to be the relationships he has built with residents and seeing people develop greater confidence and independence.

“One of the most rewarding parts of the job is seeing residents accomplish something they once found challenging,” he said.

“Those moments, no matter how big or small, remind me why this work is so meaningful.”

Now, as Practice Lead across Brisbane House and Piccadilly House, Harry is looking forward to sharing what he has learned, supporting collaboration and helping other team members develop their own skills and confidence.

“It’s something I’m really proud of,” he said.

“It reflects the hard work I’ve put in over the past year, and it’s an opportunity to continue growing while supporting both residents and team members.”

His advice to others starting their own journey at McCall reflects his experience.

“Be open to learning, ask questions, and build genuine relationships with residents and your team. Every experience is an opportunity to grow.”

Harry’s progression from Senior Support Worker to Practice Lead reflects the value of creating opportunities for team members to learn, contribute and take on new challenges. As he begins the next stage of his career, his focus remains where it started: supporting people well and helping the teams around them do the same.

We also celebrated a significant milestone during the year, with Stella Douglas marking 20 years of service with McCall. Over two decades, Stella has made an enduring contribution to the organisation, supporting McCall through periods of growth, change and transformation. Her dedication, knowledge and commitment reflect the values and continuity that help make McCall the organisation it is today.

Marketing & Comms

Growing McCall's Reach and Strengthening Our Connections

During 2025–26, McCall strengthened its approach to marketing and communications, combining greater digital reach with more structured, data-informed campaigns and community engagement.

Behind the scenes, the Marketing & Communications team introduced a more disciplined approach to planning and delivery. Marketing activity was aligned to an overarching plan and budget, campaign templates were introduced and a digital request process through Monday.com improved the way the team works with services and internal stakeholders.

This provided a stronger foundation for campaigns supporting McCall's services across Northwest and Southwest Sydney.

1,100 **Facebook, Instagram, LinkedIn and TikTok Posts**	**1,300** **New Followers**
17 **Email Campaigns**	**22,000** **Emails**

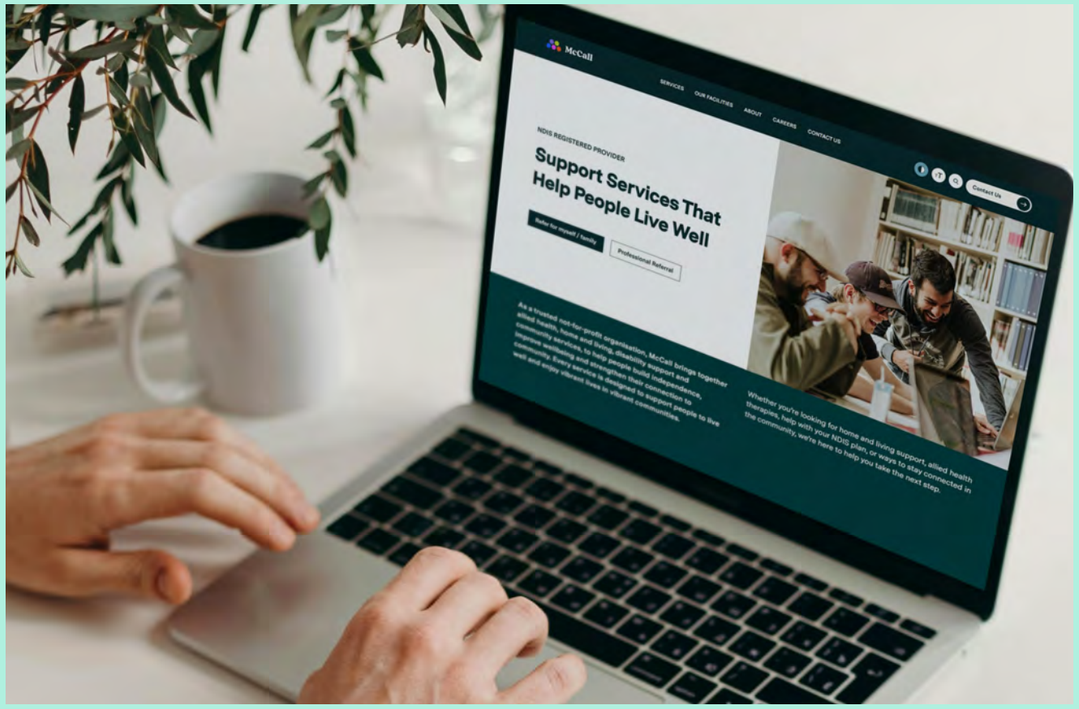
A Growing Digital Presence Across Platforms

McCall significantly increased its digital reach during the year. The website attracted approximately 36,000 new users, an increase of 591%, with more than 65,000 page views recorded.

Importantly, people were actively seeking information about McCall's services. Support Coordination, Allied Health, Community Programs and Supported Independent Living were among the most viewed service areas, providing valuable insight into what people are searching for and where demand and interest may exist.

Paid search also played an important role. Google Ads generated more than 102,000 impressions and 7,350 clicks, with campaigns promoting Allied Health, support services and accommodation alongside searches for services "near me". McCall also introduced Google Grants during the year, providing another channel to increase the visibility of services through search.

Across social media, the focus shifted towards creating more engaging and visual content, including greater use of video, while using paid Meta campaigns to support priority services and programs.



From Visibility to Meaningful Engagement

Increasing reach is only valuable if it helps people find the information, services and opportunities they need.

During the year, Marketing & Communications worked increasingly closely with the Engagement team and operational services to support campaigns, generate enquiries and strengthen referral pathways.

McCall also reconsidered where its community marketing investment could have the greatest impact. Rather than concentrating resources on large industry expos, the organisation placed greater emphasis on local events, school engagement, community expos, sponsorships and other opportunities to build relationships directly within the communities McCall serves.

This reflects a broader shift towards using data, community insight and audience behaviour to guide where McCall invests its marketing resources.

Building the Next Stage of McCall's Digital Presence

Significant work also commenced on a new McCall website during 2025–26. A cross-organisational working group contributed to the project, with the website project plan and wireframes developed and approved during the year.

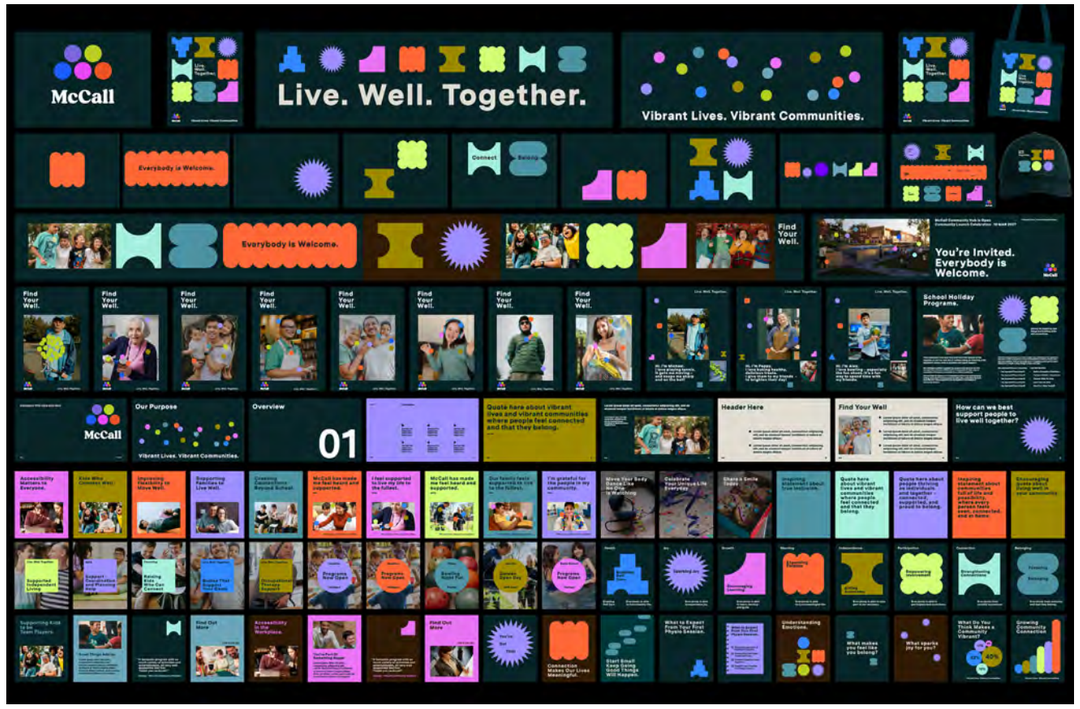
The new website is being designed to provide clearer information, improved accessibility and user experience, stronger search visibility and simpler pathways for people wanting to enquire about McCall services.

Content development also began to incorporate McCall's refreshed brand and Live. Well. Together. narrative, connecting the organisation's digital presence with its emerging social impact framework and Theory of Change.

The website is planned to launch in late 2026.



Samantha Fenton
General Manager



McCall's Refreshed Brand and Live. Well. Together. Narrative

During 2025–26, McCall partnered with creative agency GLIDER to refresh our brand, collaborating with participants, employees and Board directors to help shape an identity that reflects who we are and what we stand for.

More than a visual refresh, our new brand platform and positioning mirrors the McCall Model and our Live. Well. Together. Theory of Change, bringing our vision of Vibrant Lives. Vibrant Communities. to life.

At its heart, Live. Well. Together. is about supporting people to live life more fully, strengthening wellbeing, connection and a sense of belonging in ways that matter to them. Whether building confidence, developing skills, making new connections or working towards personal goals, McCall's programs, services and spaces create opportunities for people to live well and feel part of their community.

Through clearer messaging, engaging visuals and a consistent identity, our refreshed brand will help us share our purpose with more people, strengthen community connections and inspire others to be part of the impact we are creating together.

Building a Clearer Picture of the Complete Journey

A major focus for the next stage of McCall's marketing maturity is strengthening the connection between marketing activity, enquiries and service commencements.

Improved analytics and campaign reporting are already providing greater visibility of which content, services and campaigns attract interest.

The next step is building a clearer picture of the complete journey, from someone first seeing McCall online or in their community, through to making an enquiry and ultimately commencing a service.

This will allow McCall to better understand which activities are delivering meaningful results, invest resources more effectively and demonstrate Marketing & Communications' contribution to sustainable organisational growth.

Our brand enables us to share our purpose and the Live. Well. Together. invitation to as many people as possible.

Samantha Fenton . General Manager

Quality & Safeguarding

Strengthening Quality Safeguards and Assurance

Quality, safeguarding and strong governance underpin the way McCall supports people and manages its responsibilities.

During 2025–26, McCall strengthened its quality, compliance and risk practices through improved risk oversight, internal auditing, incident and complaints management, workforce capability and governance reporting.

Enhanced risk reporting and monitoring of corrective actions strengthened accountability, while regular reporting to the Quality, Risk and Compliance Subcommittee provided greater oversight of emerging risks and compliance requirements.

Expanded internal auditing, continuous improvement activities and targeted team member training helped identify gaps earlier, respond to feedback and build greater confidence and consistency in delivering safe, high-quality services.

Strong Assurance From Our Mid-term Audit

McCall's NDIS Commission mid-term audit provided an important independent assessment of the organisation's quality, governance and compliance systems during the year.

The audit identified strengths across McCall's service delivery and operational practices, with no non-conformances or improvement actions identified.

While a positive result, the audit is one part of McCall's broader commitment to continuous improvement. Maintaining strong systems requires ongoing attention to participant safeguards, compliance and organisational readiness as regulatory expectations continue to evolve.



Keeping Human Rights at the Centre

An important focus during the year was strengthening McCall's approach to human rights and supported decision making. Targeted training, strengthened policies and procedures, and greater organisational focus on rights-based practice helped reinforce the importance of people being involved in decisions about their own lives.

This includes decisions about daily life, supports, goals, relationships, cultural connections and participation in the community, while recognising that different people may need different levels of support to understand their options and express their choices.

McCall also strengthened processes relating to informed consent, participant planning, restrictive practices oversight and behaviour support.

The focus is on making decisions with the person wherever possible and ensuring that any limitations on a person's rights are carefully considered, documented and monitored in accordance with regulatory and legal requirements.

Looking Ahead and Preparing for a Changing Sector

Throughout 2025–26, McCall actively responded to NDIS reforms by reviewing policies and procedures, strengthening governance and risk management, and assessing the potential impact of changes to Supported Independent Living, Support Coordination and Community Programs.

We also strengthened workforce capability, improved organisational systems and engaged in sector forums to inform our planning and readiness for future reforms.

Beyond compliance, our focus remains on safeguarding participants' rights, supporting choice and independence, and delivering safe, high-quality services that make a meaningful difference in people's lives.



Belinda Reeves
COO

Finance IT & Admin

Strengthening the Foundations for Sustainable Growth

During 2025–26, McCall continued to strengthen the systems, processes and organisational capabilities that support effective service delivery, sound governance and long-term sustainability.

The Finance, IT and Administration team played a key role in supporting the organisation through a period of significant change and growth, including the preparation for the opening of the McCall Community Hub, the enhancement of management reporting and decision-support tools, and the continued development of business systems, financial oversight and organisational infrastructure.

Through a strong focus on collaboration, capability building and continuous improvement, the team worked across all areas of the organisation to improve access to information, strengthen accountability and support informed decision-making at operational, executive and Board levels.

These improvements support a simple objective: ensuring McCall has the systems, people and information required to deliver high-quality services while remaining financially sustainable and well-positioned for the future.



Enhancing Management Reporting and Decision-making

Throughout the year, significant improvements were made to organisational reporting frameworks to provide more meaningful, timely and accessible information for managers, executives and the Board.

New management reporting tools and processes strengthened financial and operational oversight, improved organisational transparency and supported evidence-based decision-making. These enhancements have enabled leaders to better understand performance, monitor key trends and identify opportunities and risks across the organisation.

Building Leadership Capability and Accountability

Recognising the critical role frontline managers play in organisational performance, targeted support and development initiatives were introduced to strengthen management capability and accountability.

This included building managers' understanding of financial reporting, operational performance measures and data-informed decision-making. By equipping frontline leaders with improved reporting tools and greater confidence in interpreting financial and operational information, McCall has strengthened local decision-making and organisational performance.



Diane Keaton
General Manager

Developing a Stronger Finance, IT and Administration Team

During the year, continued investment was made in developing the skills and capabilities of the Finance, IT and Administration team.

The team expanded its role beyond traditional support functions, increasing its visibility and engagement across the organisation and working more closely with operational teams to provide advice, support and business partnering services.

This broader organisational presence has strengthened collaboration, improved responsiveness and helped ensure that corporate services contribute directly to service quality, organisational effectiveness and strategic outcomes.

Preparing for the McCall Community Hub

The Finance, IT and Administration team played an important role in preparing for the opening of the McCall Community Hub at Box Hill.

This included planning and implementing the financial, administrative, technology and communications infrastructure required to support the Hub's operations, facilities and community spaces.

This investment will help create a modern, accessible and connected environment for participants, team members, visitors and the broader community.

Strengthening Cybersecurity and Information Protection

Protecting the information entrusted to McCall remains a priority. During the year, cybersecurity systems were reviewed, policies strengthened and processes improved for managing access, data protection and potential security risks.

Cybersecurity awareness and training also continued across the organisation, helping team members recognise online threats and adopt safer digital practices.

Improving Systems and Accountability

New technology management processes have improved oversight of McCall's digital resources, including equipment, software and system access. These changes support more efficient operations, responsible investment and better planning for future technology needs.

In addition, improvements to administrative systems and business processes have strengthened accountability, consistency and organisational governance.

Appointing a New Technology Partnership

Following a competitive review, Hitech Support was appointed as McCall's managed IT service provider, bringing additional expertise and resources to strengthen technology support and cybersecurity.

Looking Ahead to New Opportunities in 2026–27

In 2026–27, the Finance, IT and Administration team will continue to build organisational capability by strengthening management reporting, supporting business performance, developing leadership capability and enhancing the systems and processes that underpin effective service delivery.

Alongside ongoing investment in cybersecurity, digital improvement and the operational needs of the Community Hub, the team will continue to focus on providing high-quality business support, enabling informed decision-making and helping build a strong, sustainable organisation for the future.

Modernising Our Technology Platforms

McCall completed its organisation-wide upgrade to Windows 11, providing a more consistent, reliable and secure digital environment for team members. The organisation also continued to invest in technology improvements that support productivity, collaboration and future growth.

Our Objectives: 2023-33

McCall Services	Future Impact
Growth Grow our reach to support more people to live well with choice, connection and inclusion in the places and activities that matter to them.	Grown in reach in a sustainable and purposeful way, supporting more people to live well through expanded services, stronger connections and greater opportunities.
Services Deliver a diverse and valued set of supports and services that respond to participant needs and support people to live well together.	Achieve participant satisfaction with a diverse, responsive and valued service offering, supporting individuality, choice and measurable outcomes, enabling people to live well, together.
People Invest in our people to create a team who lives our values' and deliver the Live. Well. Together. promise everyday.	An engaged, capable and values-led workforce, empowered to contribute to McCall's purpose and future impact.
Governance Maintain strong governance, risk and financial frameworks that enable us to deliver the Live. Well. Together. Impact model now and into the future.	Strong, transparent and sustainable governance enabling people and communities to live well now and into the future.

McCall Foundation	Future Impact
Grow Use our capital wisely to grow opportunities, services and partnerships.	No major incidents, technology being optimised, financially sustainable
Influence A trusted voice for inclusion ensuing that our communities understand what it takes to live well in vibrant communities	Achieve participant satisfaction with a diverse, responsive and valued service offering, supporting individuality, choice and measurable outcomes.
Invest Invest with discipline, sustainability and purpose to strengthen long term wellbeing, inclusion and community impact.	An engaged, capable and values-led workforce, empowered to contribute to McCall's purpose and future impact.
Impact Extend our impact so more people can live well in vibrant communities with connection, choice and inclusion.	Build our client/participant numbers to 1,000 across our programs and services with greater opportunities to participant, contribute and belong.

Board of Directors



Daniel Reeve

Chair . Foundation & Services Board

Chair . People Culture & Remuneration Committee

Chair . Development & Asset Committee

Member . Finance Audit & Risk Committee

Member . Quality & Safeguarding Committee

Dan was appointed to the Board in April 2011. He was appointed Chair of the Foundation and Services company in November 2019. Dan is a Civil Engineer by profession with over 40 years' experience and before retiring from full time employment, Dan was the Marketing Director for Transport & Logistics with SMEC Australia. Dan has served on the Finance and Property Committee (Uniting Church – Parramatta & Nepean) and supported people with disability through his past involvement with Sydenham Bankstown Challenge Foundation.



Steve Chatman

Co. Treasurer & Vice Chair . Foundation Board

Vice Chair . Finance and Investment Committee

Member . Development & Asset Committee

Member . People, Culture & Remuneration Committee

Appointed to the Board in April 2008 and elected to the office of Treasurer shortly after and subsequently took on the role as Vice Chair in November 2019. For nearly 20 years Steve worked as an accountant in various companies.

Steve retired in 2024 after operating his own business for 32 years which involved providing infrastructure for communications services in both the government and private sectors. He is a past President of a Scout Group and for some 25 years was involved in Soccer in the Gladesville/ Hornsby region including a past President of his local Club and served as Secretary of the Association for 5 years.
His brother David is a resident at McCall.



Dhanesh Singh

Director and Co. Treasurer . Foundation Board

Chair . Finance & Investment Committee

Member . People Culture & Remuneration Committee

Dhanesh has aided various boards in their understanding of cyclical trends and issues, including emerging risks. With a growth and development mindset, Dhanesh brings corporate evolution and management of risk to the forefront, as proven through her wealth of professional experience in the risk and policy sectors. Dhanesh, with her substantial board and professional experience, is a valuable contributor to the Board and a strong advocate for positive and sustainable development.



Russell Becker

Director . Foundation Board

Member . Quality, Risk & Compliance Committee

Russell has served on the Board of Capricorn Society, a member-based automotive business with 20,000+ members, holding the position of Chair for many years. Russell was also the Managing Director of Galston Service Centre and prior to this worked at Prospect Electricity as a motor mechanic, plant mechanic, and fabricator. Russell is an active participant in the community and sporting groups including Special Olympics Regional Swim. He holds the position of President at Combined Districts Kart Club and as General Manager of Karting NSW. Russell is a strong advocate with a family member with a disability.



Makis Chrysanthos

Director . Foundation Board

Member . Development & Asset Committee

Makis was a chartered accountant who operated his own practice in Sydney. Since selling his practice in 1997, he completed an MBA and became a management consultant working locally and internationally with large organisations in technology; banking; and mining, on team, leadership and organisational development. He has also consulted to many high-growth small to medium enterprises and not-for-profit organisations in Australia on business transformation strategies. Makis also brings to the Board over 15 years of experience in non-executive and financial management roles for not-for-profit organisations in social welfare, education, and community sports. His previous role was as a board member and treasurer for Estia Foundation of Australia in the disability services field.



James Kennedy

Director . Foundation Board

Member . Development & Asset Committee

James is a highly experienced executive and advisor in property, infrastructure, and corporate services management. As Director of Straight Arrow, he specialises in land acquisition and development programs.

Previously, he held leadership roles at Jones Lang LaSalle, KPMG Corporate Finance, and the Defence Housing Authority, advising public and private sector clients on real estate strategy and transactions. With strong governance experience, including Chairing Metro Community Housing and serving on the Thorndale Foundation board, James brings valuable insight and expertise to McCall.

Board of Directors



Vinay Sheoran

Director . Foundation Board

Vinay, a Partner at Hall Chadwick, is a strategic and commercially focused finance executive with over 18 years' experience across Australia and the UK. He brings deep expertise in board advisory, governance, risk management and large-scale transformation, with a strong track record of supporting organisations to deliver on their strategic priorities. Vinay has particular specialisation in both real estate and not-for-profit sectors where he has advised a broad range of clients on complex financial, operational and regulatory matters.
Vinay is recognised for his pragmatic leadership style and his ability to navigate challenging regulatory and operational environments while driving meaningful commercial outcomes.
Vinay is a CA and holds a master's degree from Griffith University and his previous experience includes working at EY.



John Afaras

Director . Foundation Board

Member . Development & Asset Committee

John enjoyed a distinguished 30-year career as an intellectual property and contract lawyer in Sydney, including senior leadership roles as Chairman, Director and Practice Leader within a legal and patent attorney practice. Through these roles, he developed strong capability in governance, budgeting, forecasting, human resources, risk management, and finance. Now retired from private practice, John applies his legal and management expertise to the not-for-profit sector. He has served on the board of The ESTIA Foundation of Australia and has volunteered with both ESTIA and the Making Waves Foundation. John also has an IP advisory role with Chris O'Brien Lifehouse.



Lisa Beavan

Director and Deputy Chair . Services Board

Member . People, Culture & Remuneration Committee

Lisa is a purpose-driven professional with more than 15 years' experience across business operations, strategic management and technology integration. Lisa joins the McCall Services Board with strong expertise in Microsoft 365, low-code development and emerging AI tools. Lisa is known for creating seamless digital solutions that enhance productivity, engagement and organisational efficiency. Alongside her technical and operational work, she has previously served as a Board Chair of a disability service, contributing to governance and strategic development across the organisation.
Lisa holds an MBA and a Graduate Diploma in Management and is currently a Doctoral Candidate researching corporate governance in the not-for-profit sector.



Catherina O'Leary

Director . Services Board

Chair . Quality, Risk & Compliance Committee

Catherina was appointed to the Board of Directors in October 2023.
Catherina has brought specialist experience in organisational development, innovation, and transformation. Catherina has over a decade of Board experience which is largely focused within the disability sector. Notably, as Co-Chair in 2013-2014, her guidance and project leadership at ACT Disability Peer Led Working Group provides an insight into her abilities to both enact positive change and facilitate healthy discussion between community representatives and the government.
Catherina's valuable presence on the Board and as Chair of the Quality, Risk & Compliance Committee has been crucial in the growth and development of McCall.



Magdy Rizk

Director . Services Board

Member . Quality, Risk & Compliance Committee

Magdy is an experienced executive who brings deep operational, governance and strategic expertise to the McCall Services board.
After senior leadership roles in the manufacturing sector, Magdy established an advisory practice in 2025 consulting to boards and CEOs on governance, strategy, risk management and organisational transformation.
His work in the for-purpose sector, involves advising registered NFP's in reviewing their overall strategy and ensuring alignment of their operational plans and organisational structures.
Known for leading large-scale operations and delivering strategic outcomes, Magdy strengthens organisational capability and drives long-term, measurable results. He is a Member of the Australian Institute of Company Directors and Chartered Professional Engineers.



Greg Simmons

Director . Services Board

Member . Finance & Investment Committee

Greg was appointed to the Board of Directors in October 2023. Greg came to the Board as a trusted and respected business partner and advisor delivering strong client engagement, solid commercial outcomes, and positive social impacts for the community. Adept at building long and enduring relationships, energising people around change and galvanising multi-disciplinary teams to design and deliver innovative customer solutions that uplift individual and organisation performance.
Having a daughter with Down Syndrome has led to Greg's to involvement with non-profit Boards and co-founding the Kuring-Gai Chase Fun Run, in its 10th year, as the major fundraiser for his local Special Olympics Club.

Board of Directors



- Chair - Foundation and Services: Dan Reeve's term as Chair ends at the 2026 AGM.
- Dhanesh was appointed as Co-Treasurer at 2025 AGM and share this role with Steve Chatman.
- Dhanesh will Chair FIC meetings from 2026.
- Services Board Appointments at 2025 AGM: Lisa Beavan and Magdy Rizk.
- Foundation Board Appointments at 2025 AGM: Vinay Sheoran and John Afaras (James Kennedy appointed earlier in February 2025).
- Full committee structures outlined in the minutes of the Foundation Board meeting held 24 November 2025.
- Russell McKinnon retired from the Foundation Board at the 2025 AGM.
- Chris Burrows retired from the Services Board at the 2025 AGM.

	Foundation Board Meetings		Services Board Meetings		Other Committee Meetings	
Director Name	Number Eligible to Attend	Number Attended	Number Eligible to Attend	Number Attended	Number Eligible to Attend	Number Attended
D. Reeve	6	6	5	5	23	20
S. Chatman	6	6	N/A	N/A	18	18
Russell McKinnon Retired at 2025 AGM	2	2	N/A	N/A	5	5
D. Singh Appointed as Chair of FIC from 2025	6	5	N/A	N/A	10	10
M. Chrysanthos	6	6	N/A	N/A	8	8
R. Becker	6	6	N/A	N/A	4	3
J. Kennedy Appointed Feb 2025	6	6	N/A	N/A	4	3
J. Afaras In attendance from Nov 2025	4	3	N/A	N/A	8	7
V. Sheoran In attendance from Nov 2025	4	4	N/A	N/A	0	0
G. Simmons	N/A	N/A	5	5	10	9
C. O'Leary	N/A	N/A	5	5	4	4
C. Burrows Retired at 2025 AGM	N/A	N/A	3	3	0	0
M. Rizk In attendance from Nov 2025	N/A	N/A	3	3	4	1
L. Beavan In attendance from Nov 2025	N/A	N/A	3	3	1	1

Notes: Attendance figures are based on meetings for which directors were eligible to attend during the reporting period, taking into account appointments, retirements and committee membership changes. Supporting calculations are retained and available in a separate document on request.

Treasurer's Report

We have great pleasure in introducing the organisation's Financial Statements for 2025/26 year. This year's report comes from both of us, as Steve Chatman hands over the role of Treasurer to Dhanesh Singh after almost two decades of service.

In FY26, the organisation achieved total income of $21,865,336, compared with $22,165,341 in FY25. Government and NDIS funding for our services grew by 3.5% to $16.0 million, and Specialist Disability Accommodation income rose by almost 12% to $1 million. As planned, investment income fell from $4.1 million to $1.3 million as we drew on our investment portfolio to fund the Community Hub.

The group recorded a deficit of $115,418 after a one-off gain of $1.7 million on the sale of land in an area that had been identified originally for building group homes on, but due to rapid development of the surrounding area became unsuitable for the intended purpose. The underlying operating deficit was around $1.8 million, driven mainly by an 11% increase in employee costs to $17.7 million while funding grew more slowly.

Our balance sheet remains strong, with net assets of $106.1 million. Property, plant and equipment grew from $51.2 million to $93.5 million as our investment reserves were converted into long-term community assets. We closed the year with cash and investments of $12.9 million, and careful cash management will remain a priority until the Hub is complete

Looking ahead, our focus is on returning our services to a sustainable operating result, diversifying income through our property portfolio and philanthropy, and opening the state of the art Community Hub, with services commencing in early 2027.

We would like to thank our fellow Board members, our CEO, Belinda Colombrita, Diane Keaton and the finance team, the Executive Team, and our workforce for their outstanding contributions. We also thank our auditors, Brigden & Partners.



Steve Chatman
Vice Chair



Dhanesh Singh
Treasurer

"I would like to thank Dhanesh a fellow Director who has taken on the shared role of Treasurer this year with great enthusiasm, as I retire from the role of Treasurer, after delivering 19 financial Reports, I am pleased to welcome Dhanesh as the Treasurer moving forward."

Steve Chatman

"Steve has guided McCall's finances since 2008, through periods of growth, major property decisions and the start of the Hub. His knowledge and steady judgement have made my first year a great deal easier. On behalf of the Board, thank you, Steve."

Dhanesh Singh

To advance our vision and strengthen our financial position, we focused on four key areas:

01. Community Hub

- Invested $42.6 million in construction during the year, bringing total capital works to $70.4 million.
- Partial Practical Completion achieved in September 2026.
- A Swim School Tennant to operate our Swimming Pool.
- A tenant to operate our inclusive Café.
- Services to commence operation in early 2027.

02. Property Strategy

- Progressed the redevelopment of the heritage-listed Ross House, Box Hill House and Nelson Hall on Lot 99, due for completion in November 2026.
- Continued to consider options for Lots 102 and 103 at Terry Road.

03. Cost Management and Financial Controls

- Commenced a detailed review of cost management, with stronger budget accountability across our services.
- Increased the frequency and depth of reporting to the Finance and Investment Committee.

04. Treasury and Liquidity

- Reviewed our banking arrangements and began scenario planning to manage cash through the final stages of construction.
- Maintained a debt-free position apart from property leases.

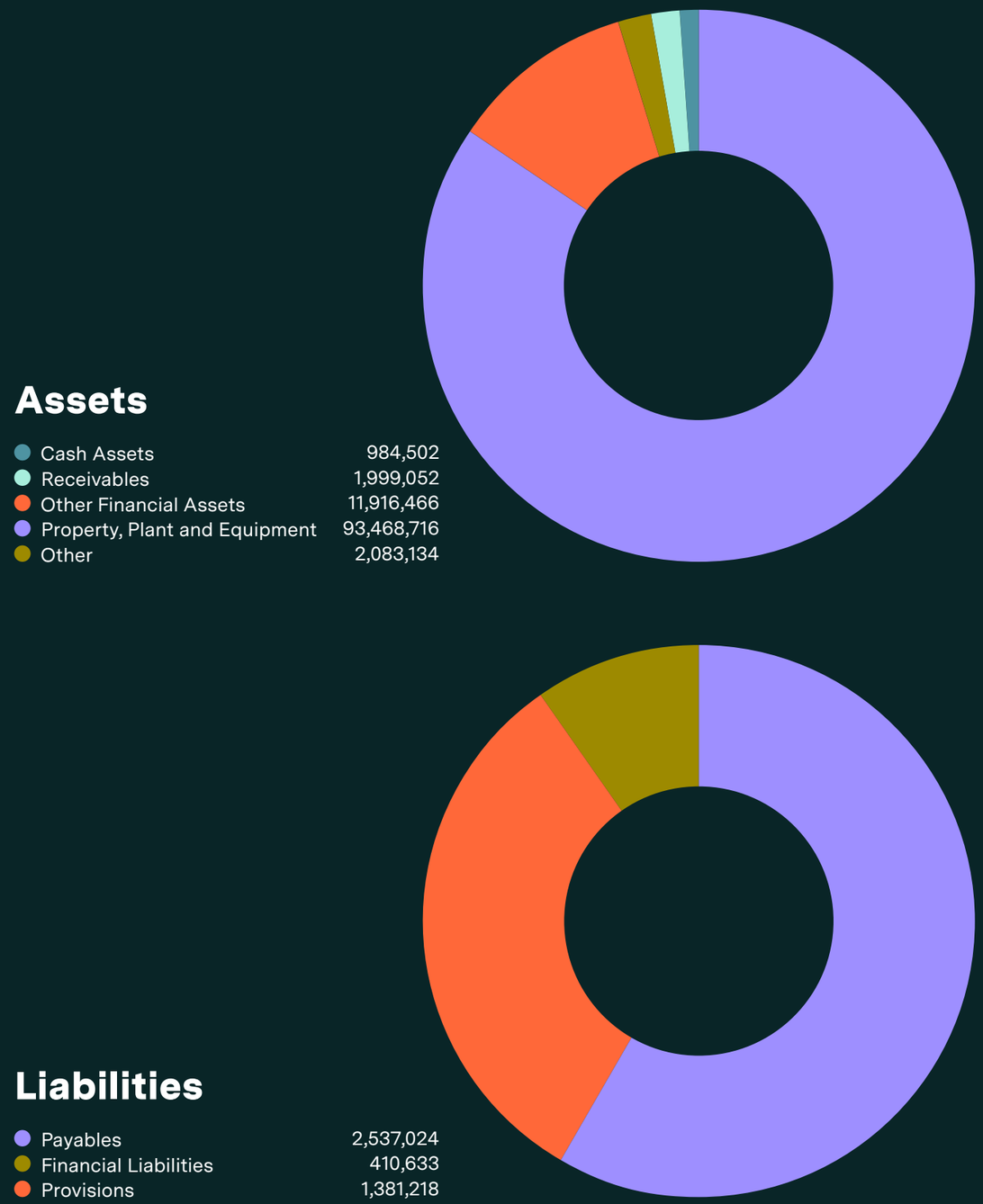
Financial Snapshot

The following information has been prepared using the audited financial accounts.

Consolidated Financial Statements for McCall Gardens Community Services Limited and McCall Gardens Community Foundation Limited.

Statement of Financial Position for the Year Ending 30 June 2026

ASSETS	2026	2025
Current Assets		
Cash Assets	984,502	870,164
Receivables	1,999,052	2,536,791
Other Financial Assets	11,916,466	33,156,250
Other	153,229	488,994
Total Current Assets	**15,053,249**	**37,052,199**
Non-Current Assets		
Other Financial Assets	0	21,578,246
Property, Plant and Equipment	93,468,716	51,205,307
Intangible Assets	1,566,185	1,566,185
Other	363,720	697,346
Total Non Current Assets	**95,398,621**	**75,047,084**
Total Assets	**110,451,870**	**112,099,283**
LIABILITIES		
Current Liabilities		
Payables	2,537,024	4,048,863
Financial Liabilities	277,840	359,126
Provisions	1,185,850	1,013,162
Total Current Liabilities	**4,000,714**	**5,421,151**
Non-Current Liabilities		
Financial Liabilities	132,793	366,604
Provisions	195,368	149,263
Total Non Current Liabilities	**328,161**	**515,867**
Total Liabilities	**4,328,875**	**5,937,018**
Net Assets	**106,122,995**	**106,162,265**
EQUITY		
Reserves	375,400	1,941,142
Retained Earnings	105,747,595	104,221,124
Total Equities	**106,122,995**	**106,162,266**



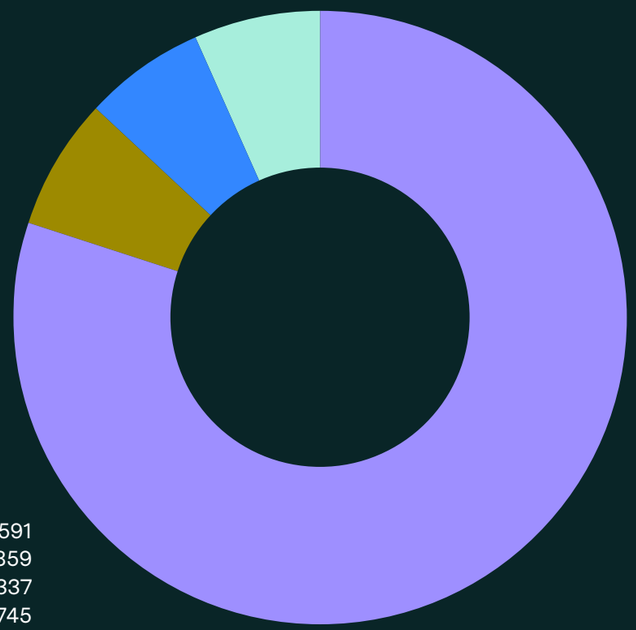
We manage our funds responsibly to support as many people as possible.

Financial Snapshot

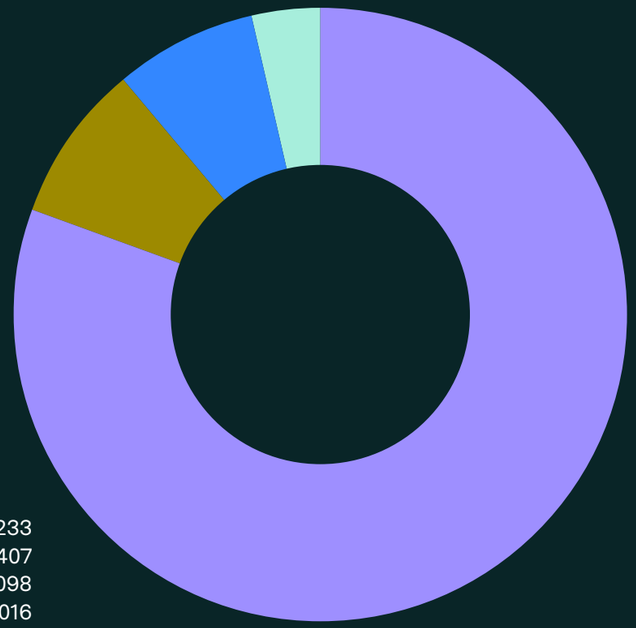
Statement of Income for the Year Ending 30 June 2026

INCOME	2026	2025
Funding	16,024,591	15,485,322
Fees	1,370,859	1,423,647
Donations & Bequests	180	90
Dividends & Interest Income	1,282,337	4,051,083
Rental Income	185,016	179,478
Other Income	1,289,745	1,025,721
Total Income	**21,865,336**	**22,165,341**
EXPENSES		
Auditors Remuneration	29,000	29,000
Finance Costs	42,677	46,204
Computer & IT	89,352	106,102
Consultants & Sub Contractors	795,868	1,002,679
Depreciation & Low Cost Equipment	1,204,289	949,507
Employee Expenses	17,723,407	15,962,447
Legal & Professional Fees	68,635	70,419
Activity Expenses	196,980	227,378
Rent of Lease premises	6,025	71,409
Property Maintenance & Utilities	656,809	802,314
Motor Vehicle & Travel	120,687	91,742
Subscriptions & Licences	259,009	255,326
Other Expenses	788,016	659,180
Total Expenses	**21,980,754**	**20,273,707**
Net Operating Surplus/(Deficit)	**(1,828,026)**	**1,891,634**
Gain on Sale of Land	1,712,608	0
Net Surplus	**(115,418)**	**1,891,634**
Movement in Reserves	76,148	1,154,671
Total Other Comprehensive Income	**76,148**	**1,154,671**
Total Comprehensive Income	**(39,270)**	**3,046,305**

Income



Expenses



Our Partnerships

At McCall, we know that strong partnerships help us achieve more for the people and communities we support.

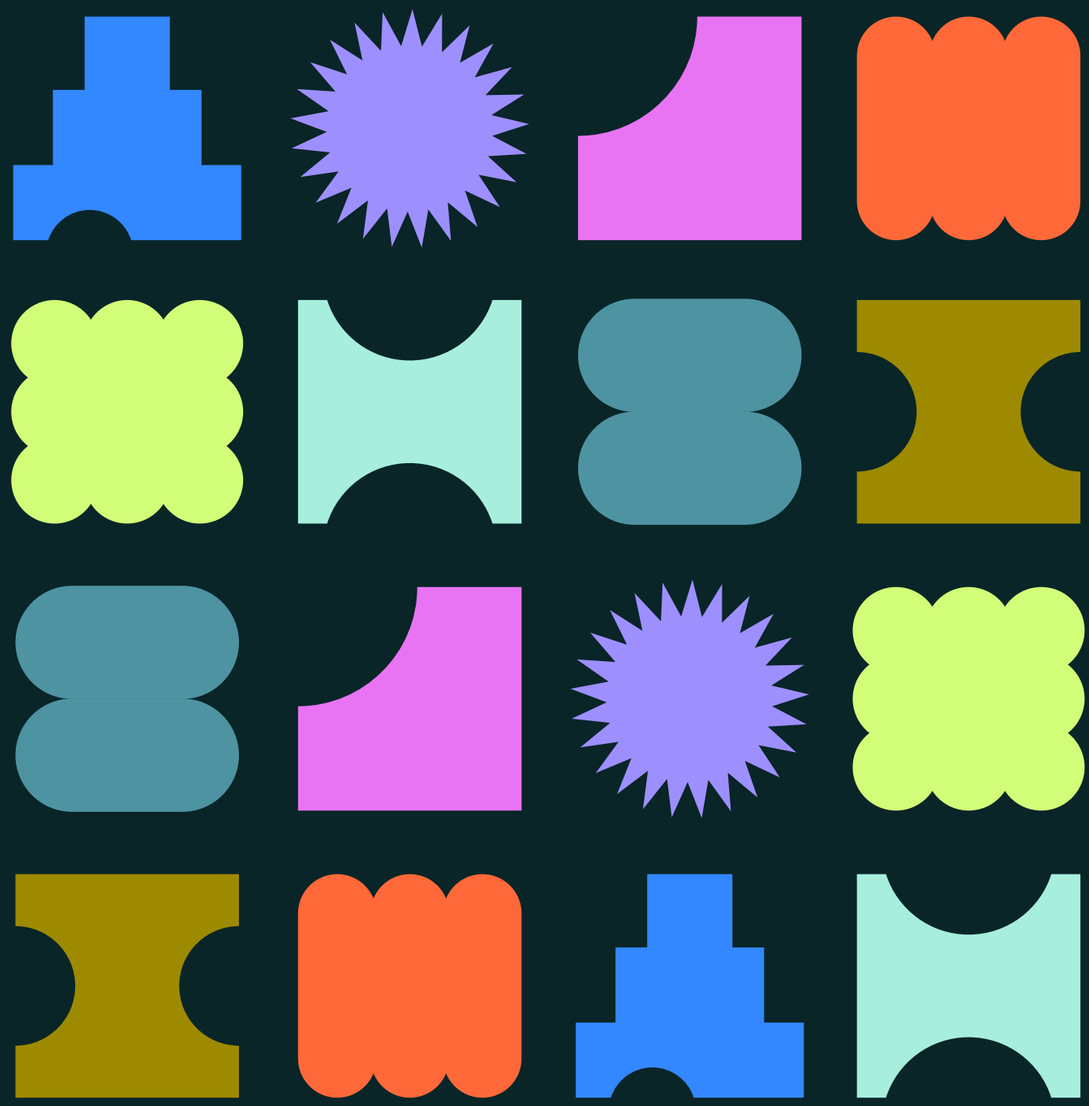
We are proud to work alongside organisations that share our commitment to creating positive impact and building more inclusive, connected communities. Through their expertise, resources, collaboration and support, our business partners contribute to the work we do and help create new opportunities for McCall and the people we support.

These relationships reflect the spirit of Live. Well. Together. By working together, sharing knowledge and combining our strengths, we can contribute to vibrant lives and vibrant communities.

We thank our business partners for their ongoing support and look forward to continuing to grow these relationships and the impact we can create together.

Business Partners

Funding Authorities	National Disability Insurance Agency (NDIA) Department of Health, Disability and Ageing –DSOA Program
Banking	Commonwealth Bank of Australia
Financial Auditor	Count Partners
Investment Partner	Ord Minnett
NDIS Q&S Compliance Auditor	BSI Group
Solicitors	Mills Oakley Resolve Litigation Speirs Ryan Beatty Hughes & Associates AFEI Legal – Industrial Relations
Box Hill Community Hub Builder	Buildcorp
Project Management	MosytnCopper
People & Culture Consultancy	Australian Federation of Employers & Industry (AFEI) CINCH Transform Orchard Talent
Agency Staffing	Riverlands
Insurance Brokers	AON
Operations Partners	CINCH Transform
Corporate Governance	Australian Institute of Company Directors (AICD) Australian Charities and Not-for-profits Commission (ACNC) Australian Securities and Investments Commission (ASIC) NDIS Commission
Workers Compensation Consultant	Ensure Partners
Workers Compensation Insurer	EML
Brand & Narrative and Social Impact	GLIDER Global
Website & Digital Support	Increaseo
External Designer	Carole Stewart
Information Technology/Cyber Security	HiTech/Synergy
Industry Peak Body	NDS – National Disability Services



Our Diversity is Our Vibrancy.

McCall

Head Office

5/322 Annangrove Rd Rouse
Hill NSW 2156
T: (02) 9679 1031
E: admin@mccall.org.au