



Pictured: Nancy and Austin McCallum

# 2020/21 ANNUAL REPORT



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## OUR GUIDING VALUES

<b>i</b>  <b>INTEGRITY</b> <i>we do what is right</i>	<b>c</b>  <b>COLLABORATION</b> <i>we succeed by working together</i>	<b>a</b>  <b>ACCOUNTABILITY</b> <i>we are responsible for our decisions and actions</i>	<b>r</b>  <b>RESPECT</b> <i>we value everyone's unique contribution</i>	<b>e</b>  <b>EQUITY</b> <i>we enable and empower each other</i>
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## OUR PURPOSE

We partner with our customers to create their best life.

## OUR VISION

To fulfil the unmet support needs of our community and enrich lives every day.





## MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

Little did we know in early 2020 that COVID-19 would play such a significant and disruptive role in our ability to deliver quality and valuable services to our community during the last 12 months. Despite those challenges the organisation has succeeded in maintaining services, and at every opportunity created pathways for our staff and customers to stay connected and engaged.

McCallum, through the great dedication of our wonderful front line staff and supervisors, were able to pivot supports and programs to respond to necessary service restrictions imposed by the Victorian Government. These rapid changes in how we provide supports ensured that our community remained connected to services throughout 2020/21.

We are extremely proud of our staff for continuing to deliver crucial support services for our community during an extraordinary year and for readily adapting their employment rosters to ensure customers expectations were met. This is by far the stand out success for our organisation this year, and every bit the example of how valuable our front line staff and supervisors are to our communities.

To all staff, our sincere thanks. You've shown great resilience under the most trying of working conditions.

### YEAR IN REVIEW

Our Annual Report details numerous examples of the activities and events that have taken place over a very interrupted year. The inclusion of these stories highlights the adaptability and creativity of staff and customers to work around the limitations that COVID-19 restrictions had put in place. But there were other notable activities which were completed with less fanfare but equally crucial to McCallum being accountable and valued by our community.

#### Strategic Plan 2019-2021

The final year of the current Strategic Plan evolved during 2020/21 with only minor refinements required to be made following the onset of the pandemic and to reflect current operating conditions.



The outcomes achieved over the three year plan are notable and include;

- creation of a People & Culture team tasked with defining and implementing organisation wide culture and engagement initiatives to improve employee work experience and guide their training and development needs,
- the building of one brand new house to accommodate high support needs individuals,
- the development of a customer outcomes framework which will drive McCallum's vision of enriching the lives of our customers everyday and,
- major infrastructure investment.

With the current Strategic Plan completed the McCallum Board have invested significant time in crafting a new, more ambitious plan for the future. That plan will be announced at the organisations Annual General Meeting.

### Quality Services

The National Quality and Safeguards Commission conducted a detailed and independent practice standards audit of services during the year. The NDIS Quality Standards replaced previous Quality standards from July 2019, which for McCallum have been the Human Services Standards (HSS) and the National Standards for Disability Services (NSDS). This was McCallum's first NDIS quality audit under the new standards which included being assessed against 42 quality standards.

Stage 1 of the audit was conducted in July 2020 covering policy and procedure review, Stage 2 was conducted in September 2020 and covered McCallum's application of those policies and procedures and alignment with NDIS Quality Standards encompassing numerous customer and staff interviews.

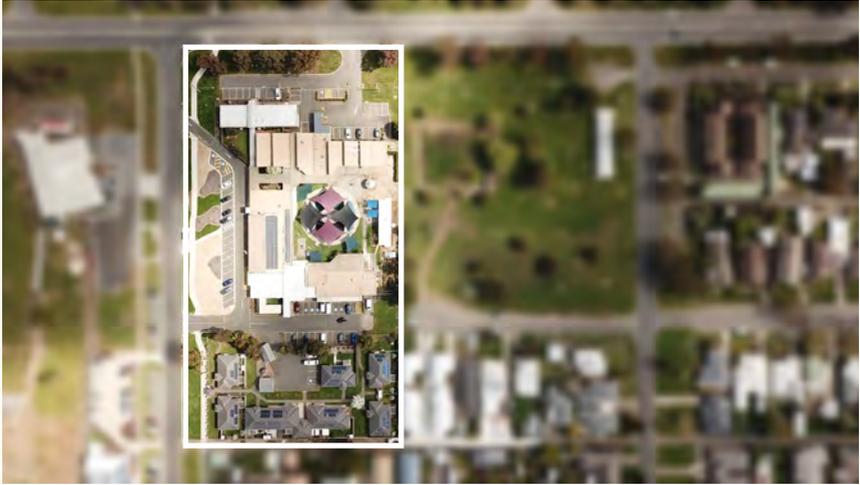
The outcome of the audit, of which we are proud, reported only one minor non-conformance and subsequently McCallum was recommended for continued Certification under the standards.

Moreover the auditors highlighted several areas on which they provided positive feedback:

- Customers consistently reported feeling independent and involved in decision making
- Customers reported feeling well supported throughout COVID-19
- Families felt involved in support planning and developing positive behaviour support strategies.
- Comprehensive Behaviour Support processes
- Teleconnect Program: the auditors were pleased we had pro-actively delivered innovative services throughout the pandemic.
- Clear and comprehensive High Intensity Support processes



## MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER



### Ongoing Investment

In addition to providing more first class residential facilities for our community, McCallum also made a significant financial investment in its future by purchasing the Crown Land on which its program and administration facilities have been situated since 1977. The land bounded by Learmonth and Leopold Streets was purchased from the Victorian State Government towards the end of 2020. Securing the land enables the organisation to confidently increase its investment in the site knowing that land values to the west of the site are increasing in value with population growth.

The financial results for the organisation were outstanding given the negative business consequences of COVID-19 and its impact of revenue, particularly linen and day programs.

We appreciate funding provided by the Federal Government via the JobKeeper program which enabled the organisation to sustain its workforce during the year and limit the strain and stress on families which may have been caused by job insecurity.

With robust financials and sound infrastructure in place McCallum is poised to expand our advocacy and support for people living with disability in our community. As we emerge from the pandemic we are excited about how we can make a greater impact on the communities we serve.

## ACKNOWLEDGEMENTS

Our first acknowledgement is to the work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Since June 2019 the Commission has received an immense amount of input and data from across the country in order to shine a light on instances of abuse in our sector. We applaud the work of the Commission and look forward to further recommendations from its learnings about how services can be improved for the vulnerable members of our community.

To our invaluable business community in St. Arnaud and Ballarat with whom the COVID-19 impacts would have been more severe. We place a high value on our business partnerships which helps us provide in demand employment opportunities for people living with disability. Our annual celebration of these partnerships, that being the Annual Golf Day, was canceled for the second time this year however we'll be back in 2022.

To the Board of Directors we thank you for your good counsel and guidance over the last twelve months.

You have enabled the organisation to adapt to its changing operating environment with speed and supported it through the deployment of many additional resources.

As mentioned, our staff, who are the essence of our organisation embrace the fact that we are a 'For Purpose', community based organisation and we are immensely proud at how their dedication enabled McCallum to adapt services with great agility and care during the last year. Many families have directly and indirectly passed positive feedback via members of McCallum's community about our staffs response to the challenge of the last year.

2020/21 is a year we hope never to repeat in terms of challenges, however it has been a great test of our resilience, creativity, adaptability and capability. Those skills we have learned will not be wasted, and will be put to good use as we encounter challenges in the future.



Joe Ballinger  
*Chairman*



Tyrone McCuskey  
*CEO*



We would specifically like to thank Mr. John King (OAM) who resigned as a Director after the end of the 2021 financial year. John has provided over two decades of dedicated and esteemed service to our organisation.

That support was not confined to just being a valued Director but also contributing time and financial resources to many infrastructure projects over that period.

John's experience and leadership well be sorely missed and we wish him our sincere thanks and appreciation.





## NANCY McCALLUM: AN INCREDIBLE JOURNEY

Sunday 15 November 2020 marked a significant milestone in the life of a local community services legend, from whose family our organisation takes its name. On that day Nancy McCallum turned 100 years of age. Nancy and her late husband Austin McCallum have contributed enormously to our community and what better way to celebrate that contribution than by telling their story?

McCallum's Matt Vallance was fortunate enough to recently sit with Nancy and her son Peter in her Mount Pleasant home to discuss her life and the incredible contribution she and her husband provided to the Ballarat community. It was fascinating to learn firsthand their life journey.

It's apparent from the beginning that Nancy's living room is filled with memories. Sepia and monochrome photographs dating back to the mid-1900s are positioned prominently, along with books, hundreds and hundreds of books in shelving adorning a living room where guests are frequently received.

### BORN WORLDS APART – IN BALLARAT

Nancy grew up at the northern end of Barkly Street, whilst her future husband ironically, grew up at the southern end. Despite this, Nancy believes they weren't that well known to one another. Peter swiftly remarked that the story is often told as though "*there was a Berlin Wall divide*" between each end of Barkly Street.

Nancy was educated in primary and secondary schools before going on and beginning an Arts course at the School of Mines in Lydiard Street, Ballarat. She then began work as a milliner, first at Tylers and then, following a takeover, at Morshead's Department Store in the Bridge Mall.



## SURVIVING THE WAR

Austin (as he preferred to be called) was a Staff Sergeant during World War II and was part of the “Gull Force” 2/21st Battalion of the Australian Imperial Force where he spent time at Darwin, Ambon (Indonesia) and Hainan Island (China). Austin was a Prisoner of War (POW) for three and a half years between 1942 and 1945 after being captured in Ambon, and was later transferred to Hainan Island.

The Australian War Memorial states that “some of the Ambon prisoners were transported to Hainan. They were forced to work like slaves. Many died of hunger, disease and beatings. Their ordeal, often overlooked, was second only to Sandakan, the worst of all camps”.

Sadly, only one third of the soldiers from “Gull Force” lived to return to Australia.

Enquiring about whether Austin had any post-traumatic stress disorder from his encounters as a POW, Nancy responded with this anecdote:

*“Austin’s role as a POW in the camp was to ensure the other prisoners didn’t try to escape the prison and try to escape into the jungle (and risk being killed by the Japanese who had taken them prisoner). A lot of the prisoners tried to escape due to the stress of the place,” she said.*

*“On one occasion there was a mass scale bombing in Hainan and a prisoner named Morgan tried escaping. Later, Morgan came back out of the jungle to surrender and Austin came across him,” she said.*

Image of enlisted papers sourced from [www.discoveringanzacs.naa.gov.au](http://www.discoveringanzacs.naa.gov.au)

Nancy recalled the humorous exchange between Austin and the soldier:

**Austin:** “Morgan?”

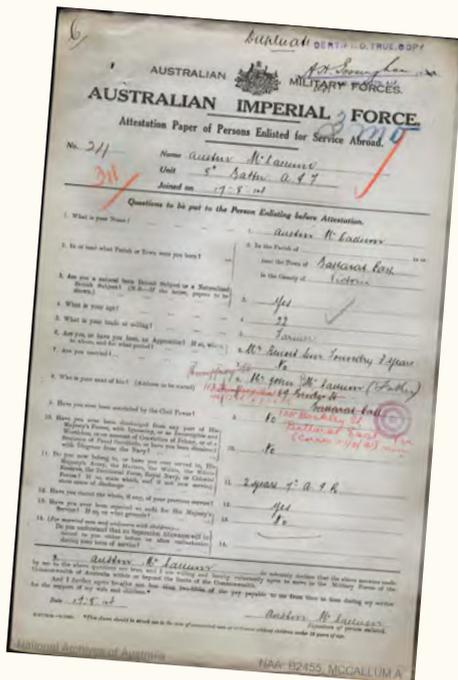
**Morgan:** “Yes, Sir”

**Austin:** “Where did you come from?” (enquiring as to where he’d been in Hainan Island during his escape)

**Morgan:** “Geelong, Sir”

Despite the atrocity of being a POW, the humour of the response wasn’t lost on Austin and remained with him for years afterwards where he would regale his family with the story.

While his sense of humour survived, Austin made many trips to the Repatriation General Hospital Heidelberg, for ongoing treatment and observation. The hospital as we know it today is called Austin Health and comprises the Olivia Newton-John Cancer, Wellness & Research Centre.





## NANCY McCALLUM: AN INCREDIBLE JOURNEY

### POST-WAR LIFE

Whilst they knew each other as children, Austin and Nancy's courtship didn't eventuate until 1945 where, on his return to Ballarat, he asked her to an evening at the local movie theatre.

“

*“I declined because he didn't have a car,” Nancy told me. “But he collaborated with my brother Jack and borrowed his car for the evening, despite not having a licence,” she said with a chuckle.*

After marrying, Nancy and Austin built the family house in Mount Pleasant in 1947 and over 10 years welcomed four boys to their family (Ian, Stuart, Keith and Peter).

Nancy recalls Austin's doctor informing him and his fellow POW survivors when they got back to Australia *“don't have any (long term) plans, because you won't live past 56 years of age”*.

No doubt this ominous forecast inspired Austin's enthusiastic commitment to civic life. A commitment, I was told, that was only made possible through Nancy's spirited support at home.

### THE COURIER

In the early 1950s Austin gained employment at The Courier as a journalist. Peter recalls his writing style as “quirky” compared to that of other journalists and, as Austin was a lover of prose, had the linguistic ability to develop a simple weather report into a superbly written composition of alliteration, expression and imagination.

### VIETNAM WAR MORATORIUM PROTESTS

Even after Austin returned as a POW the threat of war and violence plagued him and Nancy. From 1962 until 1972 the Australian Government sent almost 60,000 men and women to the Vietnam War.

Austin and Nancy were fierce advocates for the discontinuation of the Australian Government's commitment to the Vietnam War, more specifically, conscription of men and women into Australia's Defence Force. Austin, then Chairman of the Ballarat Anti-Vietnam Campaign, with the help of his ex-POW mates, encouraged others to join protests against the Government's conscription policy. Such was Austin's involvement, he believed the home phone had been bugged by the Australian Security Intelligence Organisation (ASIO), as well as being called a communist by some members of the community as he passed them in the street.



### **The first moratorium protests against the Vietnam War took place on Friday 8 May 1970.**

Ian, the eldest of the boys, was a conscientious objector to the Vietnam War and refused to participate in conscription. Peter recalls being 13 years of age in the court room where Ian later won his case and said *“it was very touch and go for a while”*.

Stuart, who was 18 months younger than Ian, also registered as a conscientious objector, however he was not called up for military service.

Between 1965 and 1971 1,052 applicants applied for exemption from military service under the National Service Act. 733 were granted total exemption, 142 were exempted from combat duties and 137 had their application rejected.<sup>1</sup>

In 1972, with Australian troops already withdrawn from Vietnam, the newly formed Whitlam Labor Government, the first Labor Government in 23 years, abolished National Service.

<sup>1</sup>National Archives of Australia, [www.naa.gov.au](http://www.naa.gov.au), 2021

### **A LOVE OF THE ARTS**

Austin and Nancy's story to this point could be quite a fulfilled life: a story of adventure, horror, family and love, but it's really only the beginning.

On a previous phone call, Peter had told me that his father loved prose and was an inspired devotee of Shakespeare. Such was his love of Shakespeare that he would put on plays at the Hainan prison camp for his prison mates.

“ Austin had been quoted saying *“it was my kit bag of novels which kept me and my fellow prisoners sane during the awful experience of our incarceration”*.

Austin also kept detailed diaries and journals during his time as a POW, one such journal was loaned to the Ballarat Gold Museum which, as Austin wrote in another journal – was a Biographical Exhibition.



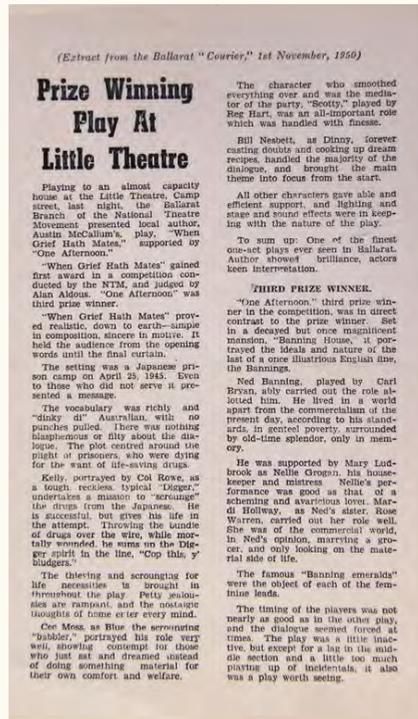
# NANCY McCALLUM: AN INCREDIBLE JOURNEY

Having a passion for maintaining accurate historical records, Austin would later go on to be a focal member, along with Jack Chisolm, credited with establishing the Central Highlands Regional Library, the Historical Society of Ballarat, as well as the Ballarat Fine Art Gallery.

Peter informed me that although initially Austin was unqualified as a librarian, he held the position of Chief Librarian at the Central Highlands Regional Library in a caretaker capacity. Such was Austin's work in the caretaker role, he turned the library into a thriving information hub and was subsequently given the role on a permanent basis.

“Austin was known as a ‘book man’ and turned out to be a good choice for librarian, attracting many donations of historical material to the library, much of which was referenced by Weston Bate in his award winning literature ‘Lucky City’ and ‘Life After Gold’, two books that provided great insight into regional and goldfields community history,”  
Ian McCallum.

Austin also wrote a play called “When Grief Hath Mates” about life as a prisoner of the Japanese. The play was performed by the Little Theatre.





## THE BALLARAT HISTORICAL PARK

Generally speaking, the Ballarat Historical Park is not a name many Ballarat residents would remember or even know how to find on a map. However, if you were say the name “Sovereign Hill” to most people in Australia they would automatically know it was located in Ballarat.

So, what does this have to do with Austin McCallum?

He and Jack Chisholm, Mayor of Ballarat Shire at the time, visited the Swan Hill Folk Museum on a fact-finding mission, after which they said, *“We can do better than this in Ballarat”* and went on to become the founding members of the Ballarat Historical Park.

Jack Chisholm had also visited an authentically constructed historical park in Virginia, USA, and both he and Austin agreed that that was the way it should be done in Ballarat – using original construction tools, methods and materials – to make it as authentic as possible. Sovereign Hill, as it is known today, has since become a tourism mecca attracting approximately 450,000 visitors per year (pre-covid19 pandemic).

And, one more very important thing Austin was also involved in was the restoration of the Eureka Flag. An historical artefact that signifies the birth of democracy in Australia.

## INSPIRED TO DO MORE

Austin and Nancy were inspired by a gentleman named Dr Eric Cunningham Dax AO, who was a pioneer in psychiatric art therapies. Dr Dax was educated in England and studied medicine and psychiatry, before arriving in Australia in 1952 gaining employment as the Chairman of the Mental Hygiene Authority of Victoria.

Dr Dax’s work was mainly focused upon people in Melbourne but inspired Austin and Nancy to begin providing support to families in Ballarat with children with disabilities.

“*He was very well known in Melbourne for starting this type of thing,*” Nancy said.

Whilst not having any family members or connection to people with disability within their community, they volunteered to provide support to a family of a 13 year old with an intellectual disability.

“*Mrs Hathaway, who was the right person, in the right place, I considered. I felt sorry for Mrs Hathaway (who had a disabled child),*” Nancy said.



## NANCY McCALLUM: AN INCREDIBLE JOURNEY

### LISA LODGE GIRLS HOSTEL

In 1970 Nancy was working as an Honorary Probation Officer (HBO), an officer of the court that would provide supervision for a specified period to juveniles, under the jurisdiction of the Children’s Court of Victoria. With four sons growing up and leaving home, the work with young girls added a new dimension to Nancy’s life as a caring, loving person.

It was then that Nancy and seven other female HBOs identified the need to provide local accommodation and support for young women, many of whom were pregnant outside of wedlock, appearing before the courts and being sent to institutions away from Ballarat. The women established the Lisa Lodge Girls Hostel for females aged 15 to 19.

*“We (Nancy and her friends) wanted to do something to help somebody,” she said.*

The premise of the hostel was to provide support to prevent early offending or ongoing contact with the court judicial system. The hostel enabled girls from troubled home situations to remain in Ballarat, attend their schooling or employment and have safe lodging and a support network around them.

From 1970 until 1976 the hostel accommodated more than 150 girls and had transformed from a volunteer committee to a company.

In 1976 Lisa Lodge established a transition facility named Hayeslee House which provided accommodation for seven adolescent girls with intellectual disability following the closure of the Sisters of Nazareth House Children’s Home in Mill Street, Lake Wendouree.

Lisa Lodge continued to grow over the years, and in the early 2000s Lisa Lodge began management of the Glendinning House program, providing crisis accommodation and housing advocacy for women over 21 years of age.

In July 2012, Lisa Lodge merged with another iconic Ballarat organisation in Berry Street, a not-for-profit organisation providing family support services throughout Victoria.

### THE BEGINNING OF McCALLUM AS WE KNOW IT

“

*“Austin was often working, and working very hard, with the typewriter going crazy and Camel Plain smoke coming from the den next door,” Nancy said.*

In 1953 Austin was the President of the Y’s Men’s Club, a sub-branch of the YMCA and was encouraged to establish a facility in Ballarat to provide education, welfare and therapy for children with disabilities.



From there things began to grow quickly.

*“Jack Sheehan (the former Principal of Ballarat High School – the recently renovated red brick building on Sturt Street is named “The Sheehan Wing”) was very much involved in helping form what became McCallum House at the Kohinoor Community Centre in Sebastopol Street,” Nancy said.*

“

*“People wouldn’t know what to do with their kids (with disability),” she explained.*

*“People from Melbourne would come and have dinner with us and say “That’s wonderful of you, but where’s your retarded child?” Nancy recalled.*

In 1955, with the assistance from the Victorian State Government and generous volunteer support from the Master Builders, Master Plumbers and Master Painters Associations, McCallum’s first facility was opened by the Honourable Henry Bolte MP.

I later discovered from Ian McCallum that the friendship between Bolte and Austin would fracture when Bolte refused Austin’s pleas to commute Ronald Ryan’s death sentence in 1967.

Ronald Ryan was the last person legally hanged in Australia on 3 February 1967 at HM Pentridge Prison.

And, it wasn’t all smooth sailing in the early days. Nancy recalled clearly as Cr Pittard of the City of Ballarat saying “it would never work” but Nancy proudly stated “look at what McCallum is doing today, it’s amazing”.

Unbeknown to Austin, who missed a Committee Meeting due to a scheduling conflict (he was a very busy man, remember?), his friend and founding member Jack Sheehan put it to a vote that the organisation be renamed “McCallum House” in honour of the work Austin had completed.

### THE LOSS OF AN ICON

In January 1982 Austin was wheeling his bike home from the local shop when he fainted on Tress Street, Mount Pleasant.

He subsequently fell and hit his head and was taken to Ballarat Base Hospital for treatment. His condition was such that he was rushed to Royal Melbourne Hospital where he later died of a cerebral aneurism on 12 January 1982 - one day before his 63rd birthday.

At the age of just 62 Robert Austin McCallum passed away – almost 7 years longer than his army doctor had predicted back in 1947, but contributing more for his local community than anyone could ever have imagined.





## NANCY McCALLUM: AN INCREDIBLE JOURNEY

As my interview drew to a close Nancy asked me if I enjoyed working for McCallum, to which I responded “I love it”. Her response, “well that’s music to my ears.”

In our final exchange in our brief but most interesting meeting Nancy summed things up nicely.

“

*“One little thing can change not only the life of a person, but the life of a town”.*

**Happy 101st Birthday on Monday  
15 November 2021, Nancy.**

### LIFE MEMBERSHIP

At the 2021 Annual General Meeting the McCallum Board of Directors will induct Nancy McCallum as a Life Member – a small gesture to show our appreciation of her forward thinking and community spirit which has borne an organisation that will soon be one of the largest in regional Victoria, supporting over 600 people with disability and employing a further 400 people.

Thank you Nancy and her four sons Ian, Stuart, Keith and Peter for the information they so willingly provided, as well as fact checking and ensuring the integrity of this story.



## VALE LYN WALSH & VIKKI PRENC



### LYN WALSH

(Sunday 12 July 2020)

Lyn was the Foundation Principal of Murdoch House (now McCallum's St Arnaud site) which was a new centre at the time for people with disabilities.



She proved very capable in this role and was very respected and loved by all who were involved at the centre.

Lyn participated in many community clubs including the tennis club, golf club, book club and she served on the hospital board. Lyn did a marvellous job of building inclusion for people living with disabilities in the local community.

She made many lifelong friends with her happy, outgoing personality and ready humour. Our thoughts go out to Lyn's family and the broader St Arnaud community. She will be sadly missed.

### VIKKI PRENC

(Tuesday 21 September 2021)

Vikki (known affectionately as VP) was a long standing McCallum customer in the Lifestyle Options program and was known for her fierce independence, love of Elvis and animals, and someone who could always be swayed over a piece of carrot cake or a chicken parma at the pub next door.

Vikki's health has been challenged this year, with multiple hospital admissions since the end of May. Despite these complications, she remained her ever loveable, stubborn, cheeky self, keeping her nursing team and our staff on their toes – even taking herself off to the gym whilst still recovering! That was our VP.



And still this news comes as a sad shock to her family, the Lifestyle Options team and the broader McCallum community.

We would like to take this opportunity to thank the members of our team who have supported VP in recent times and those who over the many years have provided outstanding support throughout her journey with McCallum. She will be deeply missed.



## 2020/21: AN AMAZING YEAR OF RESILIENCE!

As we navigated our way through the second year of COVID19 we were amazed by the resilience of the people we support, our staff and the wider community we live in. It's been a historic year, one filled with highs and lows, and one we will surely not forget any time soon. Here's some achievements we're most proud of.

## CUSTOMER SATISFACTION SURVEY

JULY 2020

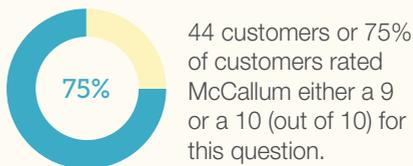
McCallum implemented a new Support Planning process for all our customers throughout 2020/21. We were increasingly focused on understanding customers' needs and goals so we can work with them to achieve the outcomes they are seeking.

As part of the new Support Planning process, customers and their families were offered the opportunity to complete a customer satisfaction and feedback survey. If requested, our Customer Experience Team conducted interviews over the phone to gather information.

From this feedback, suggested areas of improvements were provided back to the relevant program or area for follow up.

The customer feedback survey asked customers to rate McCallum based upon the question: "How likely would you be to recommend McCallum to your family and friends?"

Of the 58 surveys received in 2020/21,



The Customer Experience team is continuing to look at ways of improving our customers' 'journey' at McCallum.

## DONALD & TARA: THE FACES OF COCO!

JULY 2020

In early 2020 McCallum launched the Community Connections Online (COCO) program to enable customers to continue their day programs with their friends and staff. The program enabled our customers to stay connected, socialise and continue to develop in the programs that they were enrolled in.

A marketing campaign for the program was launched in July that saw Donald and Tara feature on a billboard in Doveton Street and on the side of a Public Transport Victoria bus.

**STAY CONNECTED**  
with your friends online!

Music & Singing • Exercise & Games • Quizzes  
Arts & Crafts • Social Catch Ups

**McCallum** 1800 316 714  
mccallum.org.au





## 2020/21: AN AMAZING YEAR OF RESILIENCE!



### SLES BEYOND

#### JULY 2020

An eleven week online School Leavers Employment Supports program was completed by 5 Participants with the help of People & Culture Advisor, Alicia Vaccaro who pivoted from her HR duties to classroom facilitator. Like a lot of things, the program was converted to online in response to the COVID19 pandemic.

The Participants received training in resilience, resume writing, interview skills, budgeting, goal setting, communication and conflict resolution.

### CREATING GOOD BARRIERS

#### JULY 2020

McCallum Industries began construction of cypress carpark barriers on behalf of Central Highlands Water in July. The barriers were installed at the Gong Gong Reservoir around the newly completed public toilets and carpark. McCallum's Maintenance Officer, Alan Callow lead this project with the help of McCallum Industries Supported Employees Melani and Paul.





## MAYBO POSITIVE BEHAVIOUR SUPPORT TRAINING

### JULY 2020

Since 2019 McCallum Disability Services has placed an emphasis on skilling our workforce in best practice Positive Behaviour Support (PBS), with more than 291 employees trained and coached by psychologist Darren Gannon.

The impact of COVID restrictions in early 2020 required a rethink of our approach. As face to face sessions were no longer viable, the need for PBS training was more relevant than ever.

Accordingly, we partnered with Maybo, an organisation that specialises in helping organisations reduce the risk of behaviours of concern and workplace violence through the provision of NDIS standard-aligned training programs.

Maybo's comprehensive suite of 17 eLearning modules is being rolled out to our workforce from February through to December 2021.

This program includes training on:

- Positive Approaches to Behaviour
- Positive Behavioural Support and Complex Behaviours
- Trauma Informed Care
- Supporting People Living with Dementia

To support the implementation of this knowledge at McCallum, a team of ten team leaders completed Maybo's Active Support Program - a five day intensive 'train the trainer' style workshop. These team leaders are now accredited to deliver in person training and coaching with their teams customised to the behavioural support needs of our customers.

As the rollout continues, we look forward to seeing further growth in the skills and confidence of our workforce in PBS and significant improvements in the quality of life for our participants as a result.

## QUEENS AVENUE SDA UPGRADE

### JULY 2020

A renovation at our Queens Avenue short-term accommodation house in St Arnaud was completed which saw the rear unit converted into a High Physical Support, Specialised Disability Accommodation (SDA) house.

The renovation increased the size of doorways to accommodate wheelchairs, turning circles in bedrooms and saw the kitchen modified to allow for safer access by residents.



## 2020/21: AN AMAZING YEAR OF RESILIENCE!

### OLIVIA NEWTON-JOHN COMES TO MCCALLUM

#### JULY 2020

After weeks and weeks of planning, the Community Connections Online team managed to secure one of Australia's most famous and beloved celebrities, Olivia Newton-John to join us for an online interview and sing-along. It was an enlightening experience and one that our customers really enjoyed participating in.



The catch up finished with a sing-a-long of some of the megastars' hits from Grease.

### A SPECIAL BOND WITH ST ARNAUD PRIMARY SCHOOL



#### AUGUST 2020

A group of McCallum customers created close connections with students at St Arnaud Primary School recently. Each Tuesday morning they would visit the school where they would work alongside the children learning a variety of things such as arts and crafts, reading, games and sport.

The students welcomed us into their classrooms and friendships were made.

Students are now laughing and conversing with our customers outside of school hours when they see each other in town, which is fantastic to see.

Due to COVID19 lockdowns we weren't able to visit as frequently as originally planned, however, the students made sure we weren't forgotten about and sent lovely cards and creative pictures they had drawn to cheer us up.



## EXTERNAL QUALITY AUDIT

### SEPTEMBER 2020

McCallum undertook its first full NDIS Quality Standards certification audit, engaging the auditing firm, BSI. Due to COVID-19 restrictions, the audit was conducted entirely remotely.

Customers and their families were given the opportunity to provide feedback about McCallum's services, and were interviewed by the auditors on the phone and via videoconference.

The auditors' report was complimentary of McCallum in a number of areas including Behaviour Support, the online Teleconnect program that was implemented through COVID-19 restrictions, and our High Intensity support processes.

The auditors recommended McCallum for NDIS certification, and McCallum's full registration with the NDIS Commission was later approved in June 2021. McCallum's next quality audit will take place in late 2022.

## SOLAR EXPANSION IN BALLARAT & ST ARNAUD

### OCTOBER 2020

A 52kW solar expansion grant was received from the Victorian State Government under the Grampians Community Energy Program with the help of the Ballarat Renewable Energy and Zero Emissions committee. The grant, valued at over \$80,000, enabled McCallum to install solar panels on 8 units in Ballarat, as well as solar panels and a battery in St Arnaud.



## LUCAS HOUSE CONSTRUCTION BEGINS

### SEPTEMBER 2020

Construction of McCallum's newest Specialist Disability Accommodation property in Lucas commenced.

This state-of-the-art home was designed to Australian Livable Housing Guidelines Silver category and the NDIS' Improved Livability category.

The 4 bedroom house has 24/7 on-site assistance from staff, a large alfresco area and is walking distance to key infrastructure, such as supermarkets, a pharmacy and public transport.





## 2020/21: AN AMAZING YEAR OF RESILIENCE!



### NANCY MCCALLUM TURNS 100!

NOVEMBER 2020

Our namesake had a momentous 100th birthday during the year. And, had it not been for COVID-19, we would have organised something more in fitting with Nancy's contribution to our community.

**We think the term living legend is absolutely justified in this instance.**



## OFFICE ADMINISTRATION UPGRADE

NOVEMBER 2020

Due to continued NDIS related business growth and the relocation of McCallum's 11 Sturt Street site back to the Alfredton head office, additional administration workspaces were required. This prompted the Leopold Street program area to be converted into a modern administration space with capacity for an additional 20 staff.

## FRIDAY FOOTY FANFARE FINALE

NOVEMBER 2020

The conclusion of our highly successful Friday Footy Fanfare Program in COCO was celebrated in the court yard with McCallum's inaugural Ice Bucket Challenge raising money for Motor Neurone Disease (MND). Thank you to all our wonderful volunteers and to all who 'voted' raising a grand total of \$1056. The McCallum Board agreed to match this amount totalling an impressive donation to MND research.

The weather on the day was not friendly - it was actually freezing however a lot of fun was had and there were some amazing dress up efforts by our volunteers.

Thank you to Jacqui and the COCO team for pulling the day together and all of our volunteers. It was a day we will remember for some time to come.



# 2020/21: AN AMAZING YEAR OF RESILIENCE!

## WORKING FOR VICTORIA GRANT

### FEBRUARY 2021

McCallum was successful in achieving funding for 8 positions under the Victorian Government's Working for Victoria (WV) Grant. This was a scheme put in place by the State Government to fund the creation of new employment opportunities that support outcomes for our community, for people affected by the COVID19 pandemic.

Roles were funded by the grant for 6 months, with McCallum making a commitment to fund them for an additional 6 months. We have successfully recruited 8 fantastic staff members who have made incredible contributions to our organisation to date.

Roles have included:

- 2 Health & Wellbeing Officers at McCallum Industries
- 1 Operations Improvement Coordinator at McCallum Linen
- 1 Business Development Coordinator at McCallum Industries / Linen
- 1 OHS Advisor
- 1 Roster Officer in Lifestyle Options
- 1 Customer Experience Coordinator; and
- 1 IT Project Support Officer

Our key objectives in creating these new roles have been:

1. To create meaningful work opportunities for people with high barriers to employment
2. To enable people with disabilities and their families in the Ballarat & St Arnaud communities to transition to a new COVID normal way of living.
3. To create additional service capacity to further support vulnerable people in our community access disability support services that they do not currently have an opportunity to.
4. To enable improved systems of work those have adapted to harness technology in a COVID operating environment.

We are very thankful to the Victorian Government for this support as our fixed-term WV staff have provided much needed capacity in a time of great uncertainty navigating the pandemic.



## STAFF ENGAGEMENT: THE RESULTS ARE IN

MARCH 2021

McCallum conducted a Staff Engagement Survey in March to get feedback from staff about how they find working at McCallum.



80% of McCallum employees participated in the survey and provided valuable insights into McCallum's strengths and areas of opportunity.

The feedback McCallum received was overwhelmingly positive. It did also highlight a few areas of opportunity that we can address moving forward.



### IMPORTANT FINDINGS

#### Overall Engagement Score:

84% of McCallum employees would recommend McCallum as a great place to work and are proud to work at McCallum. This was 12% higher than other Non Profits and organisations in Australia.

### STRENGTHS

#### McCallum Values:

**99%** of staff understand and agree to all of McCallum's values.

This shows that despite the challenges over the last year, the work we did was meaningful, understood and championed.

#### Social Connection:

**90%** of staff said McCallum allows them to make a positive difference.

#### Learning & Development:

**93%** of staff said they have access to the learning and development they need to do my job well.

This is an excellent result as this has been a key focus area for McCallum for the last 3 years.

### OPPORTUNITIES

#### Feedback and Recognition:

**66%** of staff believe they are rewarded, recognised and get appropriate feedback for their work at McCallum.

This result was higher than other Non Profits and organisations in Australia but still allows some room to improve.

Employees have been provided with opportunities at professional development days and in their team meetings to workshop ways McCallum can improve in these areas.

McCallum has committed to implementing many of these ideas in the coming months and years.





# 2020/21: AN AMAZING YEAR OF RESILIENCE!

## MCC CAMPS ARE BACK ON!

### MARCH 2021

With COVID19 restrictions easing (for a short period) we made the most of our new found freedoms and jumped in the camp bus and had a quick holiday to Warrnambool for some fun, laughs, fishing and an overall great time.

## SLES PLACEMENT BLOSSOMING

### MARCH 2021

Ammie Mason became a new Participant of the School Leavers Employment Supports (SLES) program which aims to give young adults experience in different employment settings to help them see whether they would like to enter a specific area in the workforce.

In March she began a 10 week work experience at Boronia Florist. Ammie has learned a lot during her work experience and loved chatting with customers and staff.

## NEW HOUSE COMPLETED!

### APRIL 2021

McCallum’s newest housing development was completed in Lucas, Ballarat.

The house was built to the NDIS’ Specialised Disability Accommodation “Improved Livability” category and will become home to three people with disability.

The house has full-time, 24/7 on-site care and features all of the mod-cons you can think of.

This house is McCallum’s second of six new houses in Lucas, with the remaining houses set to be completed over the next 2 years.





## ORGANISATION WIDE PROFESSIONAL DEVELOPMENT DAY

MAY 2021

McCallum hosted its first ever Professional Development Days for our workforce on the 13th and 14th of May, with the theme 'Progress with Purpose'.

More than 150 employees from all programs, departments and locations of McCallum attended across the two days which were held at the Ballarat & District Trotting Club.

The full day agenda provided our workforce with the chance to:

- Receive updates from our CEO and all McCallum programs
- See the results of the McCallum 'Do iCARE' engagement survey and workshop follow up action
- Get their eLearning up to date
- Renew their First Aid & CPR
- Participate in a NDS Practice Leader Workshop on Positive Behaviour Support

Apart from the knowledge shared and gained during the event, our Professional Development Days also provided an exciting, enjoyable and rare opportunity for all McCallum employees to come together after many months of COVID lockdown.





## 2020/21: AN AMAZING YEAR OF RESILIENCE!

### SCHOOL LEAVER'S COMPLETE SAFE FOOD HANDLING & RESPONSIBLE SERVICE OF ALCOHOL

**MAY 2021**

In May SLES participants were busy completing their Safe Food Handling and Responsible Service of Alcohol courses through Ballarat Group Training. It was great to see so many of our SLES participants complete these courses, and will be even more exciting to see them transfer their skills into their work placements.



### ALBERT STREET DAY PROGRAMS – LUNCH MAKING GROUP

**JUNE 2021**

The lunch making group is a new program that was established to run on Monday's and Wednesday's. Each time our customers take it in turns cooking an item. The group plan the menu, go to the supermarket to purchase the items, prepare the meal and enjoy it together.

The program focuses on improving communication, life skills and money handling.



## ALBERT STREET DAY PROGRAMS – TRAINING CAFÉ

### JUNE 2021

It was fantastic to have so many familiar faces back at our day programs at Albert Street. Due to popular demand we've started running a café on Tuesday and Thursday.

When the café is running we work as a team to complete each order.

- One person takes the order and handles the money
- One person prepares the drinks, and;
- One person hands over the slices to the customer

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The program enables our customers to build their skills in communication, literacy, numeracy, food handling and practical life skills.

The program is very popular amongst our customer base and is always looked forward to.

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## BOARD OF DIRECTORS



Joe Ballinger  
*Chair*



Brigid Moloney  
*Deputy Chair*



Claire  
Huntington



Tim  
Bunning



Lynden  
Hayes



Mary  
Shone



Brett  
Bryant



Peter  
Brugman



John King  
OAM

## EXECUTIVE MANAGEMENT



Tyrone McCuskey  
*Chief Executive Officer*



Noelene Collins  
*Manager Accommodation  
& Lifestyle Options*



Eliza Munro  
*Financial Controller*



Randal Newton-John  
*Manager Quality  
and Central Intake*



Adam Bogers  
*Manager  
McCallum Industries*



Matt Vallance  
*Manager Infrastructure &  
Business Development*



Kelly Ransley  
*Manager  
Community Connections*



Lauren Baker  
*Manager  
People and Culture*



Leigh Cooksley  
*Operations St Arnaud*

## 2020/21 COMMENTARY



McCallum delivered a positive result for the financial year despite having major interruptions to services due to COVID-19.

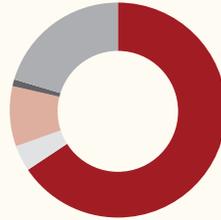
Recurrent grants were slightly less due to the pandemic and were largely offset by government grants and subsidies.

McCallum was eligible for the JobKeeper Subsidy. This has enabled us to continue to provide meaningful work to our employees over this time. Where work was not available, we were able to continue to support employees through the JobKeeper Subsidy program.

Other comprehensive income for the 20/21 financial year resulted in a net gain of \$2.6m, this was largely due to the JobKeeper Subsidy and the write-off of DHHS' share of building.

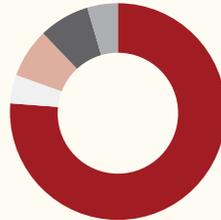
Current assets have remained stable throughout the financial year with a closing balance of \$7.8m. Current liabilities have decreased by \$1.29m, providing a Current ratio of 2.11, meaning McCallum Disability Services can sufficiently meet its short term liabilities with assets that are readily available.

Throughout the financial year McCallum added an additional house to our Supported Independent Living program enabling greater support for the community.



### 2020/21 OPERATING REVENUE SOURCE

● Grants & Subsidies	\$15,323,804
● Service Contribution	\$914,433
● Production Revenue	\$2,115,159
● Investment & Other Income	\$235,945
● COVID-19 Subsidies	\$4,762,717
<b>Total</b>	<b>\$23,352,058</b>



### 2020/21 OPERATING EXPENSE BREAKDOWN

● Staff	\$16,641,791
● Administration	\$931,075
● Depreciation Expense	\$1,607,069
● Program & Production	\$1,656,103
● Property & Fleet	\$1,000,061
<b>Total</b>	<b>\$21,836,099</b>



## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2021

	2021 \$	2020 \$
<b>INCOME</b>		
Recurrent government grants & subsidies	15,323,804	15,948,447
Service contributions	914,433	1,037,183
Production revenue	2,115,159	2,165,767
COVID-19 government subsidies	4,762,717	2,409,924
Other income	235,945	268,259
	<b>23,352,058</b>	<b>21,829,580</b>
<b>EXPENDITURE</b>		
Staff costs	16,641,791	16,489,639
Administration and program operating costs	3,251,687	2,671,101
Production, property and fleet costs	1,942,621	1,109,136
	<b>21,836,099</b>	<b>20,269,876</b>
<b>OPERATING SURPLUS</b>	<b>1,515,959</b>	<b>1,559,704</b>
<b>OTHER NON OPERATING AND CAPITAL ITEMS</b>	<b>1,116,710</b>	<b>535,458</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>2,632,669</b>	<b>2,095,162</b>

# STATEMENT OF FINANCIAL POSITION



For the year ended 30 June 2021

	2021 \$	2020 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	1,874,557	5,363,305
Trade, other receivables and inventories	2,414,721	2,456,444
Other financial assets	3,517,860	-
<b>TOTAL CURRENT ASSETS</b>	<b>7,807,138</b>	<b>7,841,383</b>
<b>NON CURRENT ASSETS</b>		
Property, plant and equipment	13,292,671	12,775,558
Investments	4,200,686	3,121,184
Right-of-use assets	2,331,716	2,488,690
<b>TOTAL NON CURRENT ASSETS</b>	<b>19,825,073</b>	<b>18,385,432</b>
<b>TOTAL ASSETS</b>	<b>27,632,211</b>	<b>26,226,815</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,882,970	2,833,997
Provisions	1,646,902	1,987,247
Lease liabilities	162,572	163,660
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,692,444</b>	<b>4,984,904</b>
<b>NON CURRENT LIABILITIES</b>		
Provisions	452,347	276,390
Lease liabilities	2,265,669	2,376,439
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>2,718,016</b>	<b>2,652,829</b>
<b>TOTAL LIABILITIES</b>	<b>6,410,460</b>	<b>7,637,733</b>
<b>NET ASSETS</b>	<b>21,221,751</b>	<b>18,589,082</b>
<b>MEMBERS FUNDS</b>		
Reserves	1,741,882	1,438,241
Retained earnings	19,479,869	17,150,841
<b>TOTAL MEMBERS EQUITY</b>	<b>21,221,751</b>	<b>18,589,082</b>



# AUDITOR'S REPORT



## McCallum Disability Services Inc.

### Independent Audit Report to the members of McCallum Disability Services Inc.

#### Opinion

We have audited the financial report of McCallum Disability Services Inc., which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes to the financial statements and the statement by the board of governors.

In our opinion the financial report of McCallum Disability Services Inc. has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of the Association's financial position as at 30 June 2021 and of its financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards - Simplified Disclosure and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management and the Board of Governors for the Financial Report

Management of the Association is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosure and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Governors either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The Board of Governors is responsible for overseeing the Association's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.



**McCallum Disability Services Inc.**

**Independent Audit Report to the members of McCallum Disability Services Inc.**

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the responsible entities.
- Conclude on the appropriateness of the responsible entities' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Governors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

CountPro Audit Pty Ltd .....  
CountPro Audit Pty Ltd

.....  
Jason D. Hargreaves  
Director

20 Lydiard Street South, Ballarat  
26 October 2021



# AUDITOR'S REPORT



## McCallum Disability Services Inc.

ABN 65 583 429 720

### Auditor's Independence Declaration to the members of McCallum Disability Services Inc.

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

*CountPro Audit Pty Ltd*  
CountPro Audit Pty Ltd

Jason D. Hargreaves  
Director

22 October 2021

20 Lydiard Street South, Ballarat

# MEMBERSHIP LIST 2020/21



## BALLARAT MEMBERS

1. Mrs Helen Ballinger
2. Mr Peter Brugman
3. Mr & Mrs Brett & Rachel Bryant
4. Mr Tim Bunning
5. Mr & Mrs Geoff & Marie Harrison
6. Mrs Lynden Hayes
7. Mrs Claire Huntington
8. Ms Leah Mason (Angus Eels Plumbing)
9. Mrs Brigid Moloney
10. Mrs Judy Roberts
11. Ms Mary Shone
12. Mr Ron Smart (Ron Smart Electrical)
13. Ms Kath Woods

## ST ARNAUD MEMBERS

1. Mrs Lyn Box
2. Mr Brian Dixon
3. Mr Geoffrey Patching
4. Mr & Mr John & Francis Powell
5. Mrs Noreen Ryan

## BALLARAT LIFE MEMBERS

1. Mr Joseph Ballinger
2. Mrs Bev Barby
3. Ms Erma Fidler (deceased)
4. Mrs Isabel Gribble
5. Mrs Elizabeth Hastie
6. Mrs Faye Hunt
7. Mrs Carolyn Hutterer
8. Mr John King (OAM)
9. Mrs Nancy McCallum
10. Mrs Valma McRoberts
11. Mr W.A Wilkie (deceased)
12. Mr Norm Pinney (deceased)

## ST ARNAUD LIFE MEMBERS

1. Mr William Amos
2. Mr Brian Dixon
3. Mr Alan Wood



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To find out about our latest news, events  
and achievements, visit [mccallum.org.au](http://mccallum.org.au)

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**BALLARAT  
OFFICE**

29 Learmonth Street  
Ballarat VIC 3350

**P:** 5334 1921

**ST ARNAUD  
OFFICE**

1 Long Street  
St Arnaud VIC 3478

**P:** 5495 1566

**AUSTRALIAN DISABILITY  
ENTERPRISE**

1820 Sturt Street  
Ballarat VIC 3350

**P:** 5337 6901

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