



20 24

annual report



empowering capability

our values

dignity + respect

We treat people with dignity and respect regardless of their culture, religion, age, race, sexual orientation or disability.

integrity + transparency

We work with each other to build effective relationships based on trust and honesty.

empowering + encouraging

We empower, encourage and enable people to do things for themselves and to make their own decisions.

quality + accountability

We take responsibility for what we do and strive to improve our services.

our mission

Multicap Tasmania empowers those with a disability to reach and be recognised for their full potential, express their individuality and engage in our community.

our vision

Multicap Tasmania will lead and shape disability services in Tasmania with innovative, exceptional, and individualised support, advocating human rights, self-determination, and empowerment for an inclusive future.



Members of our Rostering Team

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Our Hobart staff enjoying some team building at the local bowling centre

board president report



bruce cameron GAICD

board president

2022 - CURRENT

proudly tasmanian

The ongoing support of our clients is central to the purpose and functioning of Multicap Tasmania. Our organisation is just over 50 years young and this is testament to the strong basis that Multicap Tasmania was founded upon. For any organisation to exist after so many years relies on a reputation for being an effective provider, supportive of the varying and changing needs of clients, having a caring and loyal staff and strong, vibrant leadership.

**“ Being proudly
Tasmanian, we aim
to continue serving
the Tasmanian
community for many
years. ”**

strategic plan

The organisation is guided by a Strategic Plan into which the Board has ongoing input, while the associated Operational Plan guides the work undertaken by CEO Nigel Hill and his colleagues. While much of our work is determined by the client plans and their funding from the NDIS, considerable discussions have been about how we position the organisation for the future. This is in terms of the services and supports we provide, ensuring that our homes and centres are contemporary, monitoring the demand for our services across the state, and exploring opportunities for offering various services and programs.

board structure

I have been pleased to have the support of the Board to continue in the role of Chair for a second year. While the Board meets monthly, all Directors are involved in a number of committees: Finance; People and Culture; Quality, Care and Practice Governance; and, Remunerations and Nominations. The purposes of these committees include reviewing monthly reports from Executive Managers and their





Natalie Mayes, Nigel Hill and Bruce Cameron
celebrating International Day of People with
Disability in Devonport

staff, ensuring that our policies and guidelines are compliant with governmental requirements and informing the Board of matters that could impact on the effective governance of the organisation. We are appreciative of the leadership of the committee chairs Paul, Nancy and Maryanne who work alongside a range of Multicap Tasmania staff. The structure of the Board is critical in ensuring that we carry out our key responsibility for effective governance in terms of compliance with legal and regulatory standards, monitoring organisational performance and making decisions which are in the best interests of Multicap Tasmania.

board vacancies

Following an open and public process of advertising board vacancies, we have benefited from three directors who were appointed at the 2023 Annual General Meeting: Maryanne, Nancy and Cheryl. Along with all other directors they have brought a wealth of experience, knowledge and skills to the Board. Three of our longer serving directors have decided not to seek reelection at the upcoming AGM. Diane, Glenda and Frank have made highly-valued and considerable

contributions to Multicap Tasmania. Diane, Glenda and Frank have deep insights into the impact of disability on family dynamics and continually remind us of the need to focus on the individual needs of our clients, and the supports needed for their families and carers. On a personal level, I have benefitted immensely from their knowledge of community networks, families, and their experiences. The Board and Multicap Tasmania sincerely thanks Diane, Glenda and Frank.

executive team acknowledgement

The ongoing performance of Multicap Tasmania has been enhanced by the effective leadership of Nigel. We are indeed fortunate to benefit from Nigel's widely respected knowledge of the sector, his participation in state and national forums and his enthusiasm for leading this organisation. The Board is also appreciative of the executive leadership of Donna, Natalie, Shirralea and Cassandra and their support workers, team leaders, disability support service managers and administration staff. They are the faces of Multicap Tasmania and provide a valuable link with our clients and the Tasmanian community.

about our board

The Multicap Tasmania Board, comprised of members with diverse backgrounds and expertise, plays a crucial governance role during this period of significant sectoral change.

Each year, we engage new board members with specialised skills to ensure we remain at the forefront of our field.

Their informed decisions and steadfast leadership have been instrumental in maintaining Multicap Tasmania's vitality and growth within the evolving NDIS landscape.

We commend the Board for their unwavering support and commitment to our mission.

paul smith
vice president



BOARD MEMBER SINCE 2011

BOARD PRESIDENT 2016 - 2019

VICE PRESIDENT SINCE 2022

Finance Committee - Chair

Remuneration and Nominations Committee

Paul worked at Forestry Tasmania for over 38 years with extensive experience in field operations at a senior management level and was a member of the Health Care Insurance Board for 12 years.

Paul joined the Board of Multicap Tasmania following his retirement from full time work to help improve the prospects of those who live with disability. Paul brings a wide range of experience to the Board including financial management, WH&S and corporate governance.

bruce cameron GAICD
board president



BOARD MEMBER SINCE 2018

BOARD PRESIDENT SINCE 2022

Remuneration and Nominations Committee

Bruce had a career within the Tasmanian Department of Education, where he undertook a number of senior appointments including as a principal and in regional and state-wide leadership roles.

Bruce has worked with a range of ages and abilities of people and brings to the Board a valuable insight into the importance of ongoing learning and working with others to bring about positive and effective change. His particular interest in Board involvement is to ensure that people associated with Multicap Tasmania can be supported to achieve their potential.

maryanne young
board director



BOARD MEMBER SINCE 2023

Quality, Care and Practice Governance Committee - Chair

Finance Committee

Maryanne, a Graduate of the Australian Institute of Company Directors, has over 20 years of experience as a Legal Practitioner in both private and corporate settings. As an Executive Manager, she has overseen Legal, Governance, Risk, Compliance, and Strategy functions. A skilled facilitator and coach, she is passionate about transforming business culture and developing future leaders.

With extensive experience in complex, regulated environments, Maryanne is eager to apply her expertise to help guide Multicap Tasmania through its increasingly challenging regulatory landscape

jane wardlaw
board director



BOARD MEMBER SINCE 2022

Quality, Care and Practice Governance Committee

Jane, a well-known advocate based in Launceston, Tasmania, champions the rights of Disabled people. With a background in community development, having worked with various communities across Australia, Jane brings a wealth of experience to her advocacy. Her purpose is to promote self-determination for Disabled individuals through systemic advocacy and embedding human rights principles in disability practice. Currently pursuing her PhD at the University of Tasmania, Jane is researching NDIS policy with a special focus on people with neuromuscular conditions, a cause close to her heart as she and her sisters live with muscular dystrophy. She strives to influence legislation, policy, and practice to truly value and empower Disabled people.

cheryl gray
board director



BOARD MEMBER SINCE 2023

People and Culture Committee

Cheryl is the Chief Executive Officer of Scootboot, a global e-commerce business supplying premium hoof boots to 110 countries. Before joining Scootboot, she spent 20 years internationally as a commercial, brand, and marketing professional in telecommunications. Now residing in Tasmania, Cheryl provides Multicap Tasmania with expert advice on marketing, brand, and corporate reputation management. With significant governance and commercial experience, she has led large divisions with P&L responsibility. At Scootboot, she drives expansion in Europe and America while introducing new products to market.

nancy swain
board director



BOARD MEMBER SINCE 2023

People and Culture Committee - Chair

Remuneration and Nominations Committee

Nancy joins the Multicap Board as an experienced Executive Manager across a range of sectors within private and not-for-profit enterprises, most recently with the last four years in the disability sector in Tasmania.

Nancy has extensive experience in leadership, HR management, employee and industrial relations, strategic planning, change management, stakeholder engagement, and risk compliance. She holds qualifications in Human Resources, an MBA, and is a Graduate of the Australian Institute of Company Directors.

joel wallace GAICD
board director



BOARD MEMBER SINCE 2022

Remuneration and Nominations Committee

Finance Committee

Joel is a Chartered Accountant and Graduate Member of the Australian Institute of Company Directors with 30 years of experience across private, public, and not-for-profit sectors. He has a strong background in the building and construction industry as a CEO of a Northern Tasmanian architectural and engineering consultancy serving the disability sector.

Joel's expertise also includes finance and corporate governance. As a Board Member, he is committed to helping Multicap Tasmania deliver quality services and drive continuous improvement

glenda scaddan
board director



BOARD MEMBER FROM 2009 - 2024
Quality, Care and Practice Governance
Committee

Glenda has had prior experiences in the Building and Construction industry, Dental Health and as an electorate officer for the Braddon Federal member Sid Sidebottom.

Glenda holds a Bachelor of Arts from the University of Tasmania. Possessing a keen interest in service provision – post 27 years of full time caring for her profoundly disabled daughter.

Glenda's drive is to help improve and sustain Multicap Tasmania's role in the disability sector as the NDIS shapes our future.

diane ewington
board director



BOARD MEMBER SINCE 2006 - 2012
REJOINED FROM 2015 - 2024
People and Culture Committee

Diane brings to the Multicap Board her experience as a parent of a 33 year old with a disability. Her daughter now resides with Multicap Tasmania which provides Diane a valuable perspective and unique insight to the organisation.

In her work life, Diane has worked as a family advocate for the Association for Children with Disability (ACD) and retired from Carer Gateway - Care2Serve to assist family carers with their involvement with NDIS. Diane has a strong interest in promoting equity and empowerment for people with disability in an inclusive environment within our community.



Diane Ewington, Nigel Hill, Dr Frank Reynolds and Glenda Scaddan at the Miranbeena Art Exhibition in 2023

dr frank reynolds
board director



BOARD MEMBER FROM 2013 - 2024

Quality, Care and Practice Governance
Committee

Frank is a retired general practitioner and has practiced in Burnie for more than 30 years. He has cared for a large number of patients with disabilities and has looked after a number of residents at Panorama before its transformation into a respite venue and community access hub.

Frank is keenly interested in supporting the rights and welfare of people with disabilities and welcomes the opportunity to influence Board decisions that affect their health and quality of life.

From the archives - The board visit the opening of a new Multicap Tasmania SIL property.



Farewell and Thanks

The Annual General Meeting in October marks the end of an era for three of our longer serving board members. We thank Frank Reynolds, Diane Ewington and Glenda Scaddan for their contribution to our organisation over many years.

Dr Frank Reynolds has served for 11 years. Frank's contribution stemmed from his days as a GP of many of the residents of Panorama. Diane and Glenda have 15 years' service each, and have also been involved in many successful fund raising cocktail evenings over the years.

We thank Frank, Diane and Glenda for their invaluable contribution to our organisation, particularly during a time of considerable change and growth of Multicap Tasmania. Best wishes and thank you from the Multicap community.

ceo report



nigel hill

ceo

chief executive officer

I am pleased to be able to provide an overview of all the exciting things that have occurred at Multicap Tasmania.

our re-registration

In November 2023 we undertook our NDIS re-registration audit. We were also audited to the Australian Community Industry Standards (ACIS), which we require as a provider of supports to the Motor Accidents Insurance Board (MAIB).

The audit process was a great opportunity for us to ensure we had all the things in place that we require as a disability services provider. The audit showed exactly that, showing that not only did we have all the required processes in place but they were routinely being implemented across our services. Our audit report was a glowing recommendation of the quality supports we provide and the staff who provide those services. It is very gratifying to work in an organisation where our staff go over and above to make sure we are doing all we can to provide the opportunities and experiences for our growing client base.

There has been considerable noise recently about the number of unregistered providers now operating within the NDIS. We welcome the proposed tightening of the NDIS market and the imposition of registration for almost all providers. Our organisation welcomes the government's commitment to cleaning up the sector and the steps it is taking to ensure the NDIS truly delivers for the many Australians who need and deserve quality services.

We continue to work on the quality of our services and I thank all of our staff who come to work every day to deliver those services. I also thank the many clients, their families and supporters for their feedback and input into what we do and what we can improve. The audit results were a glowing recommendation with compliance with every NDIS and ACIS standard. We now await our mid-cycle audit in May 2025.

new launceston office

Our continued growth in the Launceston area has seen our office based personnel growing considerably. We have been operating out of a temporary home at 130 Cimitiere Street for the last year but I am pleased to advise that we have secured a new home for our Launceston office which we will move into in December 2024.

Our new home will be at 11-15 Cameron Street in Launceston, a building that has been an office utilized by the Tasmanian Government for many years. This new office will provide us with room to grow in Launceston and will provide a modern, contemporary office, meeting and training location for our Launceston services. With an increasing number of staff working in Launceston that provide support to our entire organisation, this new site will serve us well into the future and allow for future growth. The new office location is



Corporate strategic planning day at the Don Centre

conveniently located near our Tamar Street Community Hub, and we will continue to utilise that building for the services we provide our growing Launceston client base.

devonport renovations

Our Devonport Community Hub in Fenton Street has undergone a significant renovation and at the time of our AGM that work is almost complete. The renovated site will be the home of our Devonport Office as well as the centre for our Community Hub activities in Devonport. The refreshed building is looking fantastic, and will now provide a range of different services to our clients through some purpose built areas, and will also have staff meeting, office, and training spaces.

The Devonport Community Hub has a variety of spaces that will provide for an expanded service offering. Our purpose built kitchen has been well used within our cooking programs and the redeveloped area downstairs now has greater recreational space as well as a workshop that will allow for new offerings. Once the renovation is complete our temporary Devonport Office in Best Street will close.

ndis review and royal commission

The last year has seen the release of both the NDIS review and the recommendations of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Progress on a clear roadmap for implementation of the required reforms has been slow, and we, along with the sector are awaiting the much-needed detail so we are able to plan for our future services with a knowledge of what that service environment will look like.

For our clients and their families this has been a challenging time as uncertainty often leads to anxiousness about the negative impact of changes. We trust that a future direction will be not too far away and that the future of our operations will be a little easier to plan.

Our organisation remains committed to its vision of being the service provider of choice for people living with disability. To achieve this vision we are committed to leading the charge in implementing any recommendations from these reviews that will improve the quality of life for the clients we support.

In the meantime our board and our management team continue to engage in what is happening in the sector, and in particular preparing our organisation for a more regulated market. We have welcomed the opportunity to continue our relationship with Dr Alan Hough who delivers a very comprehensive and contemporary professional development program under the banner Right on Board.

social enterprise

In the archives of Multicap Tasmania we have images of agricultural and horticultural activities at our Panorama site. With the renewed emphasis on creating employment pathway opportunities for people with a disability, now seems a very sensible time to launch a plan to develop a social enterprise for this site.

We are currently in the process of developing what will be a detailed and staged plan to develop this exciting initiative. Our initial thoughts have come from an exploration of similar initiatives across the country, as well as looking at employment needs of our region. We have engaged an external consultant specialising in social enterprises and their social impact to help build into our business planning. We are very keen to have work underway in the year ahead.

robust systems

During the last year we have continued the review of our core systems and processes to help simplify the complexity of our operations and the work we do. We have also made a considerable investment in developing lean thinking across our organisation. Whilst the origins of lean are from the world of Toyota and their production lines, the principles of redesigning systems to eliminate inefficiencies, known as “Chasing the Waste” can be applied to any organisation.

NDIS pricing requires organisations to be efficient with limited payments made to support the role required to manage an

organisation. This is a very important part of our continued sustainability as an organisation.

It would be fair to say we are currently operating in an environment that is being significantly challenged by the available funding provided. With NDIS pricing failing to keep up with wages and costs, in real terms providers are being asked to do more with less and that means finding greater efficiencies in terms of both systems and processes.

In the broader market, we are seeing consolidation beginning to occur with some providers struggling to make ends meet and seeking an organisation to take them over. Our organisation is committed to ensuring our ongoing viability and our board remains committed to ensuring our operations are sustainable. As now one of the larger providers of service operating exclusively in Tasmania, our commitment to Tasmania and Tasmanians remains central to our purpose.

client and staff satisfaction a priority

Every month we undertake client reviews to help provide valuable insight into how our services are working for our growing client base. These reviews provide a valuable insight into what is working really well across our organisation and also helps point us towards things we need to improve. As an organisation we welcome feedback, it is one of the simplest ways to sharpen the services we provide. These quotes are taken from the reviews and showcase what we strive to do on a daily basis. We have highlighted them throughout this report.

“ After my wife and I separated after 45 years and I had my accident.. I didn't care whether I survived or not. Multicap Tasmania changed that, you people all changed that. You go above and beyond and I'm so lucky. You make feeling crook OK! ” - from a recent client review



**“ We have been
there [with Multicap
Tasmania] for 20 years
and there’s a reason
for that. You are doing
EVERYTHING right. ”**
- from a recent client review

upskilling and training

Recruitment and retention of staff remains a significant challenge for the care sectors (Aged Care and Disability). We continue to grow our internal training capacity to grow the skills in our workforce, and are pleased that we are now providing a comprehensive suite of training to our workforce delivered in our own training facilities. Our internal training now includes First Aid, CPR, Medication Management, Certificate III in Individual Supports and Certificate IV in Disability.

During the year we were thrilled to receive a grant from Skills Tasmania (part of the Department of State Growth) to assist with the further development of our training facilities, with funding provided for additional training resources such as mannequins as well as technology upgrades that help build a connected organisation.

future projects

Our board remains committed to ensuring that we provide contemporary housing solutions for residents who are seeking our services. Much work and financial commitment goes into our ongoing building renovation and upgrade planning, as well as planning for new services through a variety of means, including some Multicap ownership of properties but also extending to partnerships with other organisations within the broader sector.

We are currently scoping out a solar power installation program for our owned assets. We are keen to help reduce the costs of energy across our organisation as this remains a significant cost to our operations.



**Deneka and Nigel in his
office admiring the portrait
Deneka painted of him**

“ They say it takes a village to raise a child... well, it takes cities to raise one like ours and I can't thank Multicap Tasmania enough for being a part of the reason we are where we are today. ” - from a client

strategic planning

At the end of 2023 the board approved our Strategic Plan. Progress against the new Strategic Plan is detailed in this annual report and is broken down into the 5 strategic pillars that constitute our plan (Contemporary Services, High Quality Assets, People, Sustainability, Growth).

Our Management Team have collectively assumed responsibility for the implementation of our Operational Plan that is derived directly from the Strategic Plan. I would like to thank each and every one of our Management Team for their contributions in bringing to life our Strategic Plan and making it into a comprehensive work plan that continues to deliver for our organisation.

our board of directors

At the 2023 Annual General Meeting we welcomed 3 new board directors into their roles at Multicap Tasmania. Cheryl Gray, Nancy Swain and Maryanne Young joined our board and became our first directors from the south of the

state. It is great for our organisation now to have directors geographically positioned in all 3 regions across the state.

The 2024 AGM will see the retirement from the board for 3 of our long term directors. With the added complexity of the NDIS and our operations, our board plays an increasingly important role in ensuring that we have the required governance requirements in place. Each member of our board serves on at least one sub committee, as well as attending monthly board meetings and committing to workshops and other events. A big thank you for ongoing service across the years to Diane Ewington, Dr Frank Reynolds, and Glenda Scaddan.

In closing, I wish to thank our entire staff for the work they do on a daily basis, and to thank our clients and their families for the faith they have in us. Thank you.



Nigel Hill



Staff at a brainstorming day to discuss apportioned funding

a summer of fun and exploration for adam and matthew

As summer fades, Adam and Matthew reflect on a season filled with adventure and fun. With their support workers by their side, they dove into fishing trips, casting their lines and soaking up the peaceful moments by the water. Every weekend brought new excitement, with the possibility of reeling in a big catch.

Beyond fishing, they explored the coastline, attended local events, and embraced everything their community had to offer. Along the way, they enjoyed delicious pub fare, taking time to relax and refuel for their next adventure.

Their summer was filled with laughter, discovery, and the joy of simply living in the moment. As the season comes to an end, it's easy to see that Adam and Matthew didn't just experience a series of outings—they created lasting memories together, moments that will stay with them long after the summer sun has set.

Here's to the adventures they've shared and the many more waiting on the horizon. For Adam and Matthew, the spirit of summer lives on in the memories they've created, and they'll keep embracing life's adventures, one sunny day at a time.



success stories

darren flourishing in new job

Over the past few years, Darren's journey has been nothing short of inspiring. With the support of Multicap Tasmania, he has achieved a significant milestone—securing paid employment with City Mission. Darren's enthusiasm for his new role and his pride in what he has accomplished is contagious, and it's clear that this opportunity has empowered him to pursue his goals with renewed energy.

Darren's path to employment began with his introduction to a new employment agency. With the guidance of his support workers and the collaboration of APM Devonport, Darren not only found a job that suited his skills and interests but was also provided with ongoing support to thrive in his new role. The team at City Mission welcomed Darren, and it wasn't long before his dedication and positive attitude made a lasting impression.

Known for his infectious joy, Darren has become a beloved member of the team. His ability to lift the spirits of those around him with a well-timed joke, combined with his strong

work ethic, has earned him high praise from colleagues. Darren is especially proud of the improvements he's brought to the transfer station, where his meticulous clean-up efforts have made a noticeable difference to everyone who visits the site.

Darren's contributions go beyond just getting the job done—he's helped transform the work environment into a more efficient, cleaner, and happier place. His pride in his work and the recognition he's received for his achievements have only strengthened his sense of accomplishment and has been key to helping him fulfill his goals.

Multicap Tasmania extends a heartfelt thank you to Indi, City Mission, APM Devonport and his incredible support workers for their invaluable support in helping Darren achieve this milestone. Together, they've not only helped Darren find employment but have also empowered him to unlock his potential and take confident steps towards his future.



Darren on site at his new job, all smiles!



neil and richard - a match made in support heaven

Richard and Neil have a bond that goes far beyond the traditional relationship between a support worker and client. Every Tuesday, they sit down together and start planning their next adventure—an adventure that always takes them somewhere new and exciting. Saturdays are their time to explore the wilds of Tasmania, with visits to waterfalls, hikes along scenic trails, explorations of convict ruins, and even trips to historic homesteads.

For Neil, these outings are more than just days filled with beauty and discovery—they are a pathway toward his personal goals. Whether they're hiking through lush forests or standing in awe of a thundering waterfall, each adventure offers a chance for Neil to build his confidence, gain new skills, and embrace the life he wants to live. Richard is right there by his side, not just as a support worker, but as someone who understands his aspirations and is deeply committed to helping him achieve them.

Their adventures together aren't just about the destinations; they are about growth, empowerment, and a shared love of life. As they explore together, Neil's self-confidence blossoms. He takes on new challenges, embraces Tasmania's rugged landscapes, and pushes himself further than he ever thought possible. It's this camaraderie, that has made all the difference.

From the historic Devonport Bluff to the hidden treasures tucked away in Tasmania's countryside, Neil and Richard's adventures are filled with laughter, discovery, and an unspoken connection. These moments of exploration are not just steps toward Neil's goals—they are milestones of joy, courage, and friendship.

Their story reminds us that when two people share a passion and a vision, incredible things happen. For Neil, it's about living his best life. For Richard, it's about walking that path with him, every step of the way. Together, they're creating memories that will last a lifetime.



Neil and Richard enjoy the view at the Devonport Bluff



fenton st renovations thrill staff and clients



The Devonport Community Access Hub is buzzing with excitement as it undergoes a major renovation, set to bring new programs and opportunities for people with disabilities by the end of the year. These changes promise to transform the hub into a vibrant space where clients can explore new interests, learn skills, and enjoy a sense of community.

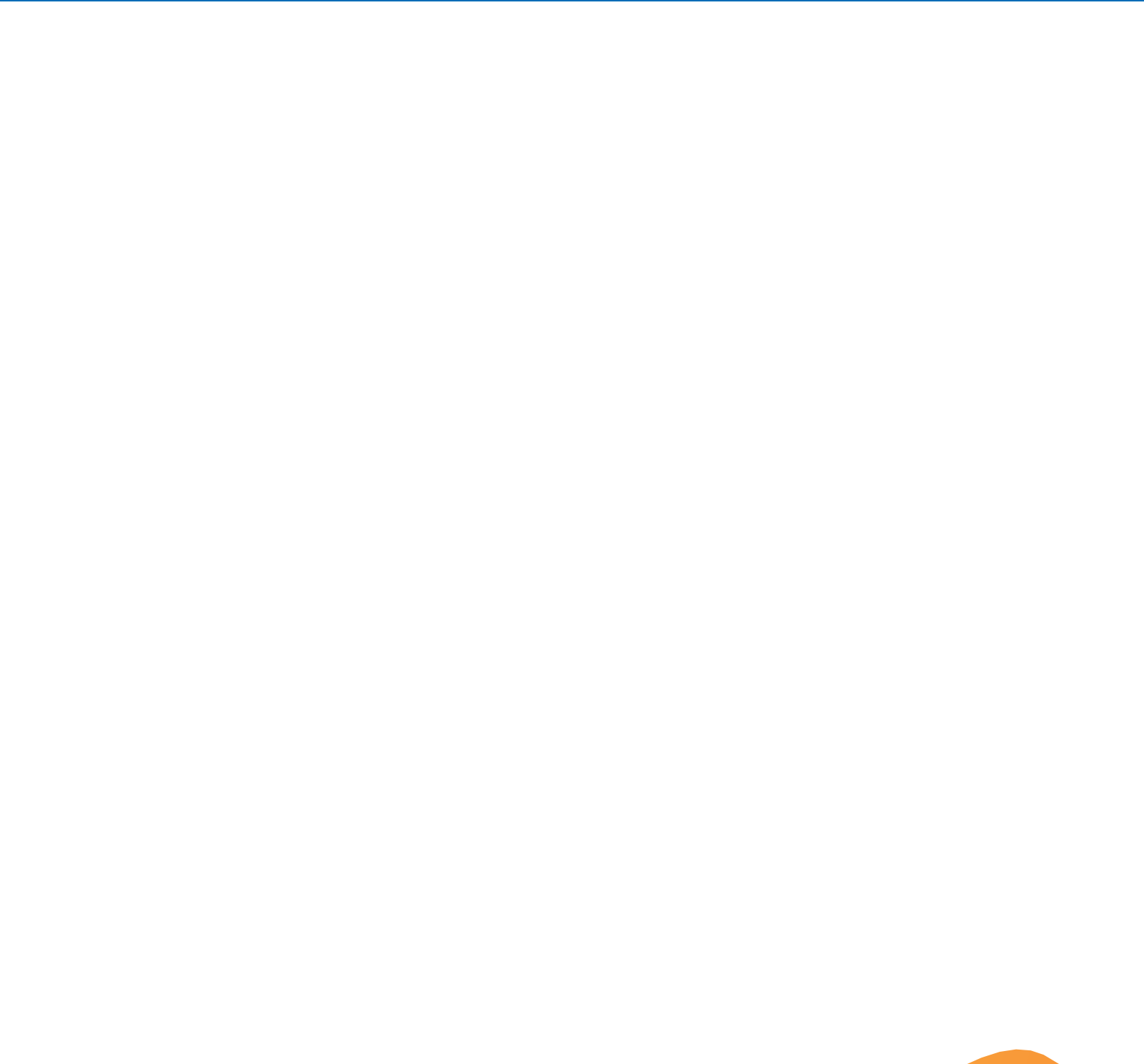
Once completed, the hub will offer more office spaces, allowing staff to be readily available to provide support. A new training and meeting room will equip staff with the tools they need to deliver the highest level of care however, it's the additions for clients that truly stand out. A sensory space will offer a peaceful environment for relaxation, while a lounge area with an 8-ball table, foosball, and table tennis will be perfect for friendly competitions.

For those passionate about technology, the computer room will be a haven of digital resources. Art lovers can look forward to a new arts and crafts centre, and budding chefs will have access to a cutting-edge kitchen for culinary exploration. There's also a dedicated woodwork and leatherwork space for hands-on projects, where clients can learn new skills and create something meaningful.

Situated in the heart of Devonport, the hub offers easy access to local shops, cafes, and parks. With the renovation bringing so much to look forward to, this upgraded space will be a welcoming environment for everyone to connect, grow, and thrive.

future focused





As part of the continued focus on Community Programs of Support's ability to provide engaging and educational content to meet our Clients own personal goals it was identified that our less abled Clients at our Panorama Community Hub were looking for opportunities to get out and see more.

To support clients at Panorama Community Hub who couldn't easily visit places like Emu Valley Rhododendron Garden, a virtual walk was created instead. Recognising the mobility challenges, the idea was born to bring the gardens to them.

Using the intense colours of the blooms, the deep greens of the foliage and the reflections from the many streams and ponds in the gardens, Tamara was able to weave together three beautiful short videos of various walks around the gardens that provide a viewer with the intensity and beauty of the gardens without the issues of mobility getting in the way.

The resulting series of videos has been incorporated into the Panorama Sensory Sensations Program and offers Clients the opportunity to view nature at its very best.

Incorporated into the Sensory Sensations Program, clients enjoyed these videos in a space filled with leaves and geranium scents, adding a rich sensory layer to the virtual experience. This creative solution offered a way to engage with nature without mobility barriers, proving once again that Multicap Tasmania is always thinking outside the box and advocating for accessibility for its clients.

We are thankful to the Emu Valley Rhododendron Garden for working with us.



new sensory space opens at the tamar community access hub

Mandi Menzie - Team Leader - Esk

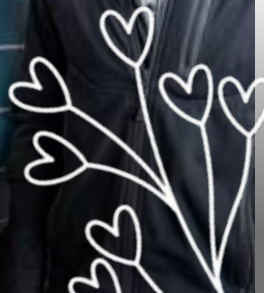
In July 2023, members of the Caring Parents Association, who are parents of some of our clients, approached me, about donating funds to Multicap Launceston for much-needed equipment. After discussing ideas, we decided on creating a sensory room, inspired by their son's weekly visits to a similar space with his Occupational Therapist. Although the client often missed out on its benefits due to timing, the moments when he was alert were transformative, with visible joy and engagement.

After much research into sensory rooms, we put together a proposal, which the Caring Parents eagerly supported with a generous donation of \$4,192.72!

We purchased items like a sensory pod, colour-changing

bubble tube, swinging egg chair, and fibre optic lights, creating a soothing environment. On March 27, 2024, we officially opened the Sensory Den with the Caring Parents in attendance.

Since its opening, the sensory room has become a beloved space, used daily by clients to relax, decompress, or take a break from overstimulation. We've even expanded it with additional sensory items, thanks to donations from staff. The joy and positive impact the sensory room has brought to the clients and the Launceston Hub are incredible, and we are deeply grateful to the Caring Parents for making this possible.



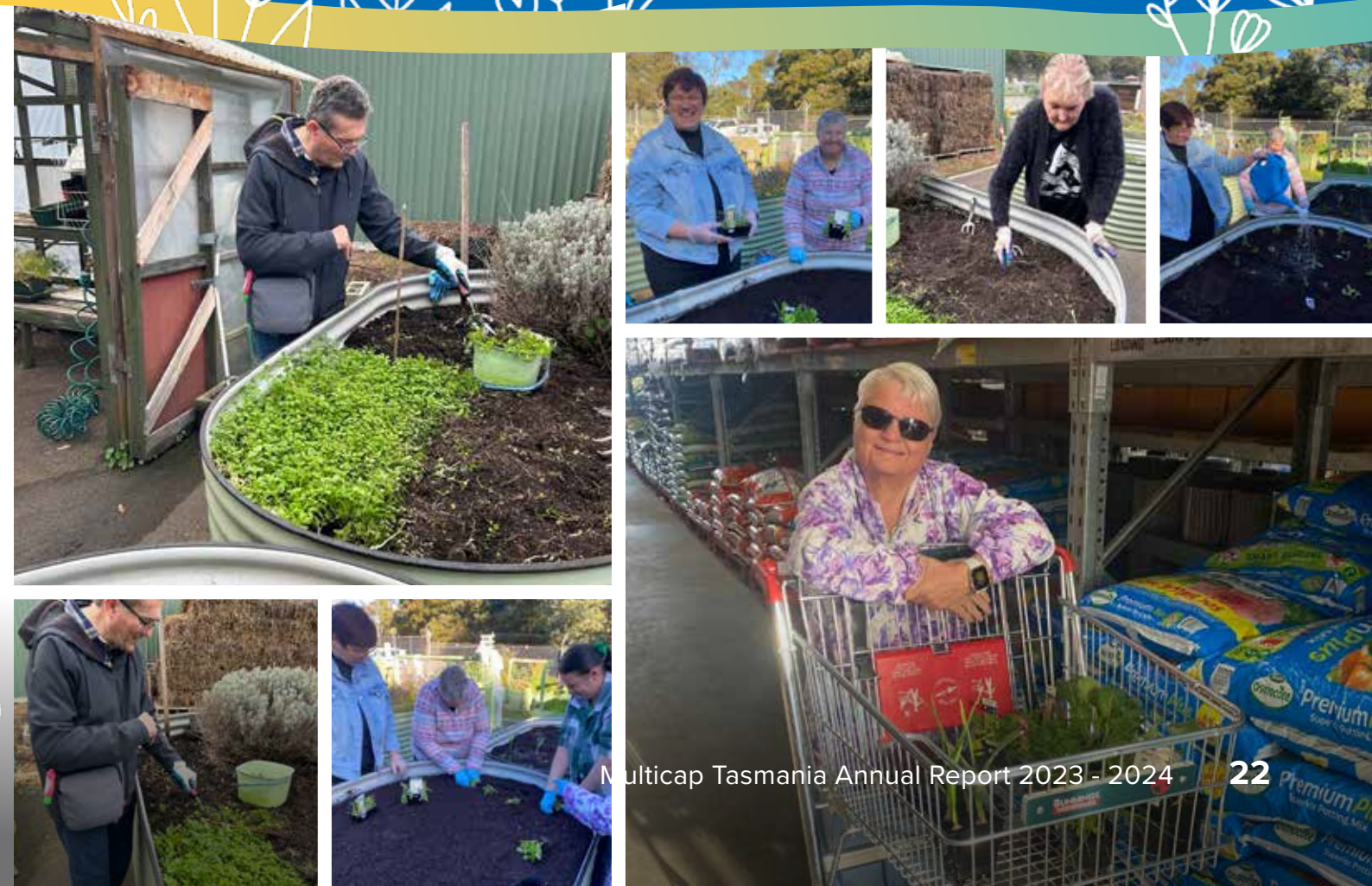
green thumbs grow at the riverside community access hub

Kim Manion - Team Leader - Riverside Community Access Hub

The clients at the Riverside Community Access Hub have spent time dabbling in horticulture, growing all sorts of delightful things—from vegetables to herbs. They have two large vegetable beds located next to the garden shed, though they don't get much sun. Over the colder months, the beds were often frozen when checked, causing concern that frost might destroy the vegetables. Despite their worries, everything is now growing well—except for the onions. The clients are excited to watch the progress of their crops and are eager to enjoy the fresh produce once it's ready.

Looking ahead, the clients hope to set up additional garden beds at the hub, with plans to grow tomatoes. Allan Button, their support worker, will be teaching them how to make his delicious homemade relish during the warmer months. The gardening project has become a source of joy for the clients, offering both relaxation and anticipation for the upcoming harvest season.

“What a great way for friendships to bloom.” - client





idpwd

International Day of People with Disabilities



International Day of People with Disability was celebrated in style across Tasmania with five events hosted by Multicap Tasmania. Each event brought together clients, families, and staff to celebrate inclusion, community, and fun.



In Devonport, the weather couldn't dampen spirits as attendees enjoyed outdoor crafts, games, and a delicious BBQ lunch. Circular Head's movie event was such a hit that the excitement kept everyone too busy for photos! Both events were a testament to the joy and camaraderie of the day.



Launceston, Burnie, and Wynyard also joined in the festivities with a mix of games, coloring activities, dressing up, and sharing great food. The energy was contagious as clients engaged in the activities, embracing the spirit of the day.



Multicap Tasmania's statewide celebration highlighted the importance of community connection and accessibility, bringing smiles to faces and creating lasting memories. A big thank you to everyone who came out to support and celebrate!



m-power forums

Donna Crompton - Executive Manager Quality and Practice Leadership



This year, Multicap Tasmania proudly launched the m.power forums—an initiative designed to amplify the voices of people with disabilities, ensuring they have a say in shaping the services that impact their lives. Through five dynamic sessions, we've delved into crucial topics such as identifying good support, understanding your rights, and advocating for yourself and others when services fall short.

nothing about me, without me

More than just a discussion space, m.power represents a shift in how services are shaped. With our guiding principle, "Nothing about me without me," we ensure that all clients—regardless of their communication abilities—are heard and valued. The forums have provided a powerful platform for people to share their experiences, express their needs, and guide the services that matter most to them.

we are committed

Multicap Tasmania is deeply committed to supporting these forums and works tirelessly to provide people with disabilities the same opportunities, support, and protection that everyone has the right to. We believe that every individual

should have control over their own life, and m.power is a testament to this belief. The forums encourage open dialogue and fosters leadership among clients, building both their skills and confidence.

the future of m.power

Looking ahead, we envision a future where these forums will be entirely led by individuals with disabilities, allowing them to take full control of discussions and decisions. We are thrilled by the response so far and are excited to see the next steps in this journey. m.power is more than a forum—it's a game changer, proving that when people are empowered, real, lasting change is inevitable.



advocacy



wynyard community access programs delight clients

Vonda Ferguson - Team Leader - Wynyard Community Access Hub



We were lucky enough at Wynyard to have Tamara create an amazing Treasure Hunt for us to solve. There were clues on how to find the next clue until the treasure was found. Clients were guided to look in specific cryptic places for some clues and then put together photo jigsaws to direct them to the next step. Everyone became very involved and excited the closer we got to the treasure which was found in the freezer. The chatter in the Hub for the rest of the day was about how much fun it was for everyone.

The annual Multicap Disco was held in August with everyone from Multicap and other Disability Services from Smithton to Devonport attending. The theme was Pyjamas, and everyone stepped up in their finest night wear. Fabulous music from DJ Matt as well as a delicious supper ensured everyone had an amazing time dancing the night away and catching up with friends.

A huge thank you to all the local businesses that kindly donated items for the Door Prizes and to Multicap for supporting the Disco again this year. Next years theme has already been set, get your Weirdest, Wackiest and Wonderful Vinnies outfit ready. I'm excited already!!!

This year the Wynyard hub held their own Olympics over 3 weeks with events for everyone to compete in and try to win a medal. Over the 3 weeks events played were Seated Soccer, Balloon Tennis, Carpet Bowls and Corn Hole on the 3rd week we had the Medals presentations and the closing ceremony. All events were designed to allow everyone to participate. Everyone participated and the winners were thrilled with their medals, even the wooden spooners were happy!



circular head opportunities go from strength to strength for clients

In Circular Head, opportunities continue to grow, with community involvement always taking center stage. Whether it's a local event, market, or expo, you can be sure we're right in the thick of it, embracing every chance to connect with the community.

In Smithton, clients love taking regular dips in the pool at the fantastic local swimming center. It's not just about fun, though—there's plenty of skill-building too. Clients are learning to cook, mastering budgeting, and exploring creative outlets. For two of our clients, LEGO has become a big passion, and building with those iconic bricks has turned into a favorite pastime.

Between all the learning and laughter, there's almost always time for a few games of UNO—a perfect way to wind down after another exciting day in Circular Head.



miranbeena community access art program continues to thrive

Rebecca Galetto - Disability Support Service Manager - Inglis

At Miranbeena, the art program is about more than just creativity; it's a journey of personal growth. Clients with disabilities come together, not only to make art but to build skills and confidence along the way.

As they experiment with painting, digital art, and crafts, they develop practical skills like fine motor control and hand-eye coordination. Adaptive tools make sure everyone can get involved, no matter their abilities. It's not just about finishing a project—it's about gaining a sense of achievement and growing more independent with each new piece.

But the impact goes beyond the canvas. The group art sessions foster connections between clients, creating friendships and reducing the isolation that many people with disabilities experience. Together, they collaborate on projects, share their work in exhibitions, and engage with the wider community. Through this, they challenge stereotypes and build a more inclusive environment.

Ultimately, as clients build their confidence, they also gain the ability to advocate for themselves and others. By expressing their experiences through their art, they raise awareness about disability and contribute to the broader push for positive change. At Miranbeena, the art program is a powerful tool for independence, connection, and community empowerment.



cultivating skills for a stronger workforce

Marcus Moore - Learning and Development Manager



Continuing from the work done in the previous year, we saw the establishment of a formalised learning and development function within our organisation. With a team of four trainers, including a registered nurse, and a well-established third-party relationship with a Registered Training Organisation, Multicap Tasmania is able to offer a range of critical accredited training to its people via an in-house solution, as well as specific client-centered training.

The Learning and Development team successfully delivered training to 430 staff in the essential courses of First Aid and CPR, as well as Medication Management and Healthy Bodies. Between commencement in February and 30 June 2024, 58 units were completed in the Certificate III in Individual Support and our newly introduced Certificate IV in Disability. The completion of all these courses and units generates an additional funding avenue for the organisation that will continue to grow in coming years. Additionally, through our registered nurse, a total of 386 staff were trained in High Intensity skills such as percutaneous endoscopic procedures, respiratory-specific situations (including asthma, oxygen and

CPAP), catheter procedures, bowel care and stoma. The majority of these courses are tailored to the unique needs of each client under our care, further enhancing how Multicap Tasmania offers its clients exceptional and individualised support.

Looking to the future, we continue to invest in empowering our people and clients through the recent appointment of a Learning and Development Manager to lead the training team into 2025 and beyond. Focuses for the coming year include a review of our Learning Management System, as well as ensuring that we remain focused on the continuous improvement of department practices such as training and assessment quality and effectiveness, cross-business partnering and self-governance.

In 2025, the Learning and Development function will also focus on widening its reach to include professional and leadership development opportunities for the broader business and continue our focus on developing a diverse, engaged, skilled and supported workforce at Multicap Tasmania.



building connections and expanding horizons in hobart

Chloe Olsen - Client Service Coordinator and Disability Support Service Manager - Derwent



Well, what a year! As I am writing this, I am coming up to 12 months at Multicap Tasmania and I am feeling like we have achieved so much during this time! So many exciting things have been happening in the Hobart and Southern Tasmania space over the past year. Firstly, we have welcomed a new Team Leader for our Supported Independent Living property in Glenorchy. We have also been working towards expanding services by partaking in extensive business development activities including stakeholder and community engagements, and networking opportunities (such as attending conferences, forums, information sessions, expos, events, being a guest speaker in schools and for DES providers, cold calling, and 1:1 catch ups with key stakeholders and other disability service providers and professionals). This has led to increasing our services and the clients we support and introducing an additional role for a Team Leader for our Individual Support services.

Looking to the future, we will be utilising targeted marketing campaigns around our unique selling points, leasing a property for potential new SIL clients, and building strong partnerships with Specialised Disability Accommodation providers who have client-specific SDA properties built in Hobart to ensure we can support more people with disabilities who are looking for a high level of care.

We are fortunate that the expansion of supports and services in the Southern Tasmania region has been steady and controlled whilst we onboard new clients and staff. This has ensured that our clients and staff are well supported and have a high satisfaction level. I am so grateful for the Derwent Team and support the staff here provide to the clients and myself in my role. We truly do have some amazing staff! Not one year has looked the same for Multicap in the Derwent Cluster, and I am excited for the next 12 months and all that we are going to achieve as a team.



passionate staff and remlink create new sports opportunities

Nina Edwards - Executive Officer and Bridget Button - Disability Support Service Manager - Esk

netball clinic

Representing Multicap Tasmania, Bridget Button supported a wonderful connection with Netball Tasmania, and Remlink, to facilitate inclusive netball clinics across the state. These clinics provided a unique opportunity for individuals with disabilities to engage in a new sport, develop valuable skills, and connect with their peers in a supportive, team-focused environment. Clients from our Launceston group thrived during the program, achieving significant milestones in physical well-being, personal development, and social inclusion.

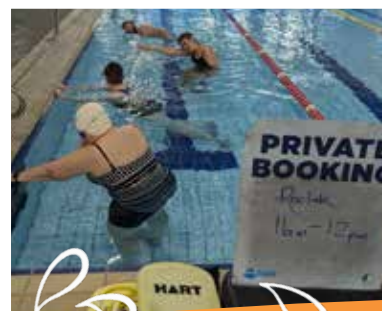
The sessions offered a space for clients to build confidence, learn new skills, and persist through challenges. These experiences not only fostered personal growth but also strengthened teamwork and community bonds. The success of the program highlighted the power of sport in creating inclusive spaces where everyone can feel a sense of belonging.

swim club

Nina Edwards, representing Multicap Tasmania has supported a collaboration with Remlink Australia to bring an exciting new initiative to fruition: the Social Swim Club.

Designed for individuals with physical, intellectual, or learning disabilities, the club is a welcoming and inclusive space that offers more than just a swim. Under the guidance of a qualified swim coach, swimmers can improve their skills, build confidence, and connect with others who share their love for the water. The only requirement? The ability to swim unassisted – everything else will be supported and nurtured within this dynamic program.

The benefits of swimming are numerous, especially for those with disabilities. It strengthens the body, sharpens the mind, and fosters independence. Each session in our Social Swim Club offers opportunities for personal growth, whether it's mastering a new stroke or simply enjoying the freedom that comes with being in the water. Clients will find that swimming isn't just a sport – it's a way to build self-esteem, reduce stress, and promote mental well-being. This is more than a swim club – it's a movement to empower people of all abilities.



annual cheesecake competition delights for another year

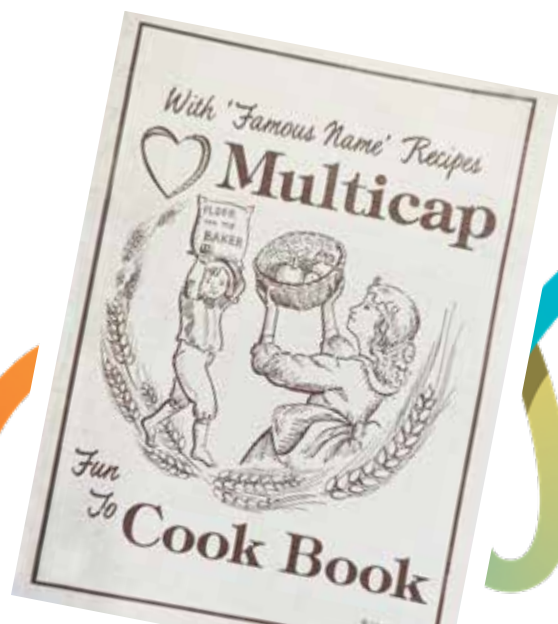


This year's Annual Cheesecake Competition was a sweet success, celebrating Multicap Tasmania's 53rd birthday in true Tasmanian style. Inspired by the "Cheating Cheesecake" recipe, clients were challenged to create cheesecakes that captured the essence of Tasmania. With a significant amount of entries from across the state, including lots of fantastic submissions from students at North West Support School's Burnie Campus, the competition was fierce and creative!

Each cheesecake showcased the unique flavors, symbols, and spirit of our island, with no shortage of innovative shapes, sizes, and colors. Clients were encouraged to embrace their Tassie pride while having fun in the kitchen. The results were as delicious as they were impressive!

After weeks of anticipation and online voting, Alison's incredible creation emerged victorious, racking up over 200 votes. Her Tasmanian-inspired cheesecake won her a

\$100 gift voucher and plenty of praise. We are grateful to everyone who took part and made this year's competition so memorable. Your creativity and passion were the perfect way to celebrate our milestone anniversary!



empowering colouring book powerful tool for advocacy



Tamara Grey - Marketing and Communications Coordinator

Multipac Tasmania has proudly launched a groundbreaking initiative: our first-ever colouring book that celebrates both seen and unseen disabilities. Created by local artist Jimmy, this book is a vibrant tribute to the abilities, dreams, and unique perspectives of people with disabilities. Jimmy, a professional artist from Tasmania's North-West Coast, infused each page with his love for fish, superheroes, and board games, creating a world of imagination and inclusivity.

Every page of this one-of-a-kind colouring book features characters representing a wide range of disabilities, giving children the chance to see themselves and others in ways that have rarely been depicted before. With \$10 from each sale going directly to support programs for children with disabilities, this initiative goes beyond fundraising—it's about fostering conversations on inclusivity and celebrating diversity.

We've also developed a free curriculum resource to help classrooms explore how to empower people with disabilities. The response has been incredible, with local politicians, including the Honorable Jo Palmer, backing the project, and three local cafes proudly stocking the colouring book. This initiative is a powerful tool for raising awareness, sparking imagination, and supporting the future of young people with disabilities across Tasmania.





donna crompton
executive manager
quality and practice leadership



cassandra smith
executive manager
operations

Audit- Best Practice Initiatives

In November 2023 we successfully completed our NDIS re-registration audit. We met all required compliance standards and received some best practice endorsements for some of the great work of our staff team empowering our clients.

Food and how it is served is an important part of everyone's daily experiences. Residents at one property, due to requiring heavily modified minced diet, have meals prepared that lack visual appeal. Staff at this property decided to order some moulds which allowed them to change the food into visual forms of the product that was minced.

Another best practice came in the form of resident participation in planning all parts of their weekly routines. Considerable effort by staff in one of our SIL properties has enabled weekly meetings to discuss what is happening in the house, go through menu planning and discuss any issues. These meetings actively encourage the clients

to take responsibility in the agenda. Staff have provided accessible resources to assist the residents in understanding the meeting agendas and format. Both these initiatives show innovative ways of looking at the support being provided and implementing methods that could then empower our clients.

Best Practice Committee

A new committee was formed this year with a focus on improving the experience of staff and the clients we support. We utilised a continuous improvement cycle utilising the thoughts and ideas of our operational staff. The Best Practice Committee focuses on how we can continue to improve our current practices and resources to provide excellent client care and support.

Discussion has focussed on the meaning of active support and what it means for our support workers. These discussions helped us in create a common language of what active



key priority 01

High quality contemporary programs delivering the support, skills and experiences required by our clients and stakeholders

support should represent and provided a great opportunity for the committee members to develop examples of how their teams use this day to day. These examples have then been utilised within staff communications and within our Induction programs to showcase what good quality support looks like.

Client Satisfaction Survey

This year we have continued to receive feedback from our clients through our Annual Client Satisfaction Survey and 3 and 9 month reviews. These reviews provide us with vital information in rating how our services are providing quality care but also where we need to be looking at service improvement to ensure that quality continues to be elevated.

Some of the comments highlighted throughout this report really show how the level of quality care we provide can make a huge difference, not only to the clients we support, but also for their support networks.

“ We were so resistant to the group home...but we have happily been proven wrong. It's been great for *Jack* and we're very happy with that home and the care that is always provided. ”

- from a client

*name changed for privacy

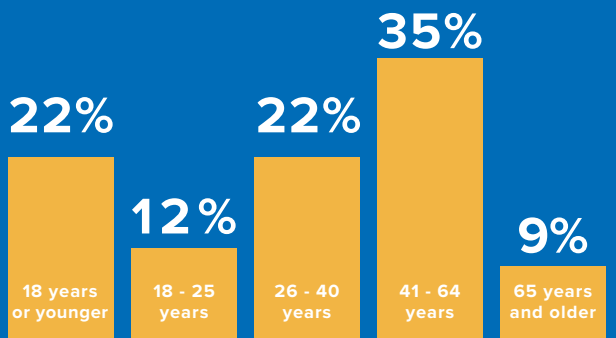


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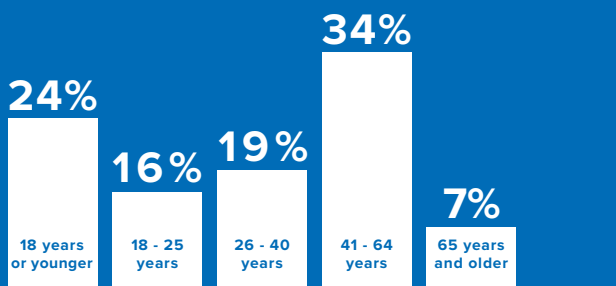
Supported
Accommodation
Properties

1 Lead Tenant
Property

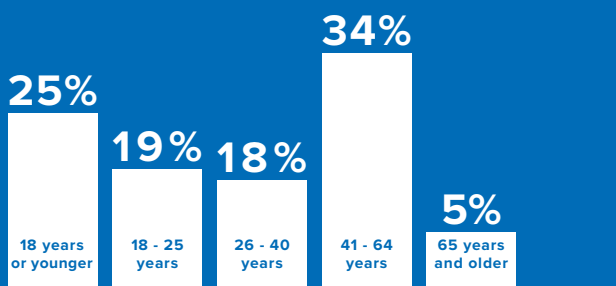




Age Range of Clients 2023-2024



Age Range of Clients 2022-2023



Age Range of Clients 2021-2022

Community Access Programs and SLES

We recognise the need for our Community Access (Hub) programs to provide contemporary programs. Our Program Design Coordinator has commenced revitalisation of these programs to better reflect the expectations of clients and to provide a greater focus on outcomes. Community access offers our clients a wealth of opportunities in social connection, communication, skills development, building self-determination and decision making. Our program revitalisation has seen a focus on capacity building and multiple skill development outcomes.

Our school leaver employment program continues to grow. Though community partnerships we seek real life experiences to support employment pathways, such as a client generating self employment opportunities through wood working skills gained at the Woodworking Guild.

Service Delivery

Multicap Tasmania continues to place a significant focus on service delivery leadership for our Disability Support Services Managers, investing in coaching, mentoring and team collaboration. Capacity building is taking place at team and individual levels as we create a structure for this very valuable work to be maintained, evaluated and grown.

At Multicap Tasmania, the people we support are at the heart of everything that we do. This means more than just providing varied and exciting choices and supports. It means engaging with our community, retaining high quality staff, maintaining a strong financial base, managing risks and embracing innovation all within our contemporary human rights framework. All of these things are key to ensuring that Multicap continues to open up opportunities for people with disabilities to live great lives and enhance engagement, consultation and partnerships.

Committed to Quality

Our commitment to expanding our offering to people with disability is central to the services we offer. This year, we warmly welcomed 92 new clients and continued to develop our programs, in home support activities and individual services. These achievements reflect our continued dedication to expanding our reach and impact, fostering inclusion, and opening more opportunities.

We continue to put our people first by taking the time to talk and listen to everyone in our community. Through our care and support plans, client surveys, incidents and complaints we use feedback to listen, to do better and grow.

Meaningful Outcomes

Multicap Tasmania continues to provide meaningful experiences and outcomes for people with disability, as evidenced by the independent external quality audit and our own internal data such as complaints, incidents, and client and staff surveys. Of course, we don't get everything right all the time, but we do our best to rectify the situation when things go wrong and to learn from these circumstances so we can do better in the future. We do our utmost to support family members and carers of the people we support, acknowledging the critical role they play.

We pride ourselves on supporting our community when navigating the complexity of the NDIS. Our Service Delivery Team in partnership with our Client Services Team work hard to assist our clients and their support networks to manage plans and plan reviews, to ensure consistency with funding and provide great outcomes for our community.

Diversity in our Workforce

We are very proud of our dedicated and hardworking teams. We are effectively securing good people and we continue to focus on recruitment to ensure Multicap remains an employer of choice in a competitive market. Our workforce is extremely diverse, we celebrate our colleagues from many different cultures, religions, age, sexual orientation and gender. Diversity brings unique perspectives to the way we think and helps us all to grow.

Retention of team members is just as important, and we have been exploring more innovation around opportunities for promotion and other career pathways. We continue to make a significant investment in training, and we look forward to more collaboration with our people and culture and training teams to shape solutions that are efficient and fit for purpose.

Planning for the future

As we embark on the next 12 months, we're excited about our future. Our strategic plan provides a lot of scope for innovation and investment in new and diverse opportunities.

we are particularly excited about exploring opportunities for our community in the employment space as well as looking at our community access framework to support innovation and growth.

our strategies

1.1 Enhance our engagement, consultation and partnership activities.

1.2 Foster a collective mindset for services underpinned by contemporary Human Rights



Silver enjoying our Gym and Fitness Program with Athlete42

Key Priority 02

High quality, accessible, and contemporary assets.



nigel hill
ceo

chief executive officer



shirralea holman
cfo

chief financial officer

office locations

A major development during the year has been the purchase of a new home for our Launceston Corporate staff. The purchase of 11-15 Cameron Street in Launceston is the single largest purchase in the history of our organisation and provides a modern, fit for purpose office in Launceston with potential for expansion as we grow. We look forward to moving into this property in December 2024.

In Devonport our redevelopment at Fenton Street is almost complete, and when finally delivered in late 2024 will bring together our Devonport offices as well as a significantly upgraded Devonport Community Hub.

We are about to embark on a Hobart Office location, which will cement us as one of Tasmania's leading disability providers and the only provider with office locations across the 4 cities.

community access sites

During the year we have been busy working on significant upgrades at our Devonport Community Hub as well as enhancements at Panorama. At Devonport we have substantially opened up the capacity of the building to provide for multiple activities through the activation of the large area downstairs and the enhancement of the upstairs environment. We look forward to these upgrades being completed during the remainder of 2024.

The Panorama site has seen new lighting and a refreshed look through painting that reinvigorates the space.

We have also commenced the planning for a Social Enterprise at the Panorama site, with a view to provide significant and meaningful employment opportunities to people with disabilities from this site. This is a really exciting part of our future journey.

our strategies

2.1 Create and implement an Asset Management Strategy and Plan

residential sites

We continue to provide enhanced residences for our clients delivered through an ongoing program of upgrades and initiatives. Our Asset management plan delivers a planned approach to upgrades to properties across the next few years. Additionally, we are looking at ways to make these properties more energy efficient through initiatives that include the installation of solar panels. Preliminary plans exist for solar upgrades across our property portfolio.

vehicle fleet

We continue to look for efficiencies in the delivery of our transport services. We are currently removing older vehicles from our fleet and welcoming new ones, however our main objective is to make moves towards optimising our fleet. Many of our vehicles remain parked for most of the day, so we struggle to get the required usage that we would hope. Some discussions with State Government regarding how we could provide this fleet to the broader community have commenced but remain a work in progress.





Rachel and Sherril Martin visiting the Botanical Gardens in Hobart



natalie mayes
executive manager
people and culture

Key Priority 03

A diverse, engaged, skilled and supported staff.

our strategies

3.1 Support the ongoing development of leadership capability at all levels of the organisation.

3.2 Grow the organisational culture to optimise our strategic outcomes, and cultivate Multicap Tasmania as an organisation that people want to be part of.

3.3 Ensure working arrangements and conditions are fair, clear, attractive and sustainable

the people and culture team

I am fortunate to have joined Multicap Tasmania as the Executive Manager People & Culture in November 2023. With professional qualifications in Industrial Relations and HR, I am passionate about helping others to live a meaningful life of quality both in terms of health and purpose. Whilst not new to the disability sector, having performed both as an Executive and also a board member for another support provider, it has been both a rewarding and fulfilling experience joining both the executive and the people & culture teams at Multicap Tasmania to serve our wonderful community.

This year not only saw a new Executive Manager along with new team members, we also introduced the role of Workforce Planning Manager to the organisation. This role has been working closely with rostering, service delivery and recruitment to forecast the talent pipeline for accurate resourcing across the organisation to ensure client satisfaction and minimise excess costs, such as overtime.

Employees

490

+32 more than 2023



26%



74%



Launceston Office staff enjoying lunch together

This includes a detailed analysis of workforce requirements for service delivery including identifying training needs (client specific), preferred working arrangements and secondary employment to optimise the existing workforce utilisation across the organisation. The role also provides an outline of the actions initiated to minimise the use of overtime, management of excess leave entitlements and ensure the efficiency of leave (planned and unplanned), training attendance and rostering improvements which comply with legislative/industrial requirements and minimal disruption to service delivery.

Further changes saw the training team moved over from Quality & Practice Leadership to join the People and Culture team, in an effort to streamline the training requirements directly with service delivery. As part of this realignment, we created the role of Learning and Development Manager to lead the training team and coordinate the effective development and delivery of all learning programs to support a people-centred approach and high-performance culture.

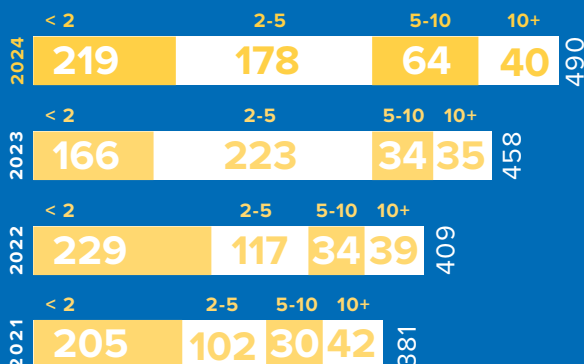
The people and culture team (including training) now have team members based in Launceston, Devonport and Burnie.

employee engagement

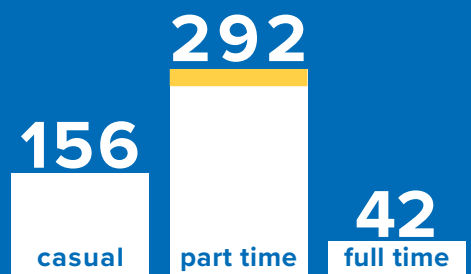
Employee engagement was first surveyed in September 2022 with a shorter Pulse survey in March 2023 and the full survey again in December 2023. We had a total of 134 clients compared to 257 clients in 2022, with 35% of our respondents having worked for Multicap 2-5 years.

There was some lovely positive feedback around working with great staff, feeling supported and not surprisingly, the efforts of our frontline workers providing quality supports for our clients. It was also encouraging to hear that people know where to get information and received the training to do their job effectively, felt there was a commitment to ongoing training & development and importantly that people feel like they 'belong' to Multicap. I see our values of Transparency, Quality & Accountability all here.

Years of Service



Employment Type



The survey also highlighted we have room for improvement in the way we communicate with our employees; making sure they are consulted about things that impact them, before decisions are made and rewarding and recognising the work they do. We also need to ensure that we do what we say we will and achieve cross departmental and team collaboration to avoid duplication of work and increase knowledge sharing. Interestingly, the top 5 opportunities for improvement in 2022 were reflected again in 2023 results. This suggests more needs to be done and has been identified as a specific activity moving forward.

What we do know is that employees who feel heard, are typically more engaged and productive so we've been listening. Treat employees like they make a difference and they will!

workforce planning

In June 2024, we had 490 employees, compared to 458 in June 2023. Our turnover rate for FY 2024 was 6.75%, against an organisationally set target of 15%. The northern region (Launceston clusters – Meander, Tamar and Esk) continues to show significant growth with the number of corporate staff members being increasingly represented in the Launceston based office compared to the rest of the state. This rate of growth contributed to the recent purchase of the new Launceston office based in Cameron Street.

Wages to Revenue for FY 2024 was 89% driven by an increase in weekend casual hours. Client numbers also increased by a net of 7 in June 2024 with 80 YTD. Accordingly, building our talent pools across our 10 clusters to ensure retention and reduce turnover, has become a key element of our workforce planning strategy.

The 2024 NDS Workforce Census report confirms that whilst disability sector employment has stabilised, the 'flattened trend' is continuing, indicating workforce challenges are here to stay, noting the sector is over-reliant on casual disability support workers who have a high turnover. We see this reflected in our own workforce with 60% of employees, categorised as casual. The report talks of the importance for retention and accordingly, Multicap Tasmania actively promotes casual conversion to permanent employment.

enterprise agreement

Towards the end of 2023, we met with HACSU to further progress the negotiations of the Multicap Tasmania Enterprise Agreement 2024. It has been quite a lengthy and time consuming process due to the complexity of bringing a very old (2011) Agreement into the modern legislative setting.

Such a process also involves a thorough and complete analysis on each item and how it may operationally and financially impact the organisation. The disability sector is operating under considerable financial constraints due to cost pressures within the NDIS. In addition, there are demands being placed on providers as a result of the NDIS Independent Review (December 2023) and the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (2023). These pressures are best demonstrated by the most recent NDIS (June 2024) price guide which provided a 3.19% increase for some services, and 0% for the remainder, whilst staff costs increased by 4.25% (3.75% wage increase + 0.5% superannuation).

There is considerable pressure on registered providers to meet all of their compliance and regulatory obligations within the current rates paid by the National Disability Insurance Agency. This pressure has already led to both small and large providers exiting the disability market, and other providers being taken over by big national providers, resulting in the loss of jobs in Tasmania.

Multicap Tasmania are committed to providing employees with fair working conditions that are attractive and sustainable. Accordingly, we are hopeful of implementing a new Enterprise Agreement prior to the end of 2024, that will see the organisation into the future.

induction and onboarding program

The Induction & Onboarding process has been reviewed and reinvigorated to improve employee retention and client satisfaction by developing holistic induction programs aligned to the NDIS Workforce Capability framework for person-centered service delivery. Once this body of work is finalised, working in conjunction with the training team, we will see an improved timeliness and availability of trained

staff by appropriately qualified personnel. A focus will also be on alleviating key personnel risk through building staff capability/knowledge sharing and improved management of data and information. This will be reflected in accurate reports measuring client retention and staff/client surveys.

work health safety and wellbeing

A significant focus of work in this space has been the Emergency Management Framework and the quarterly site safety reviews. All reviews have been completed, ensuring the organisation is meeting its obligations to ensure worker health and safety, noting that this encompasses both physical, mental and emotional safety. It was pleasing to see that staff reported via survey that they feel Multicap Tasmania takes psychological safety seriously and feels comfortable in coming forward to report potential areas of risk. The intention is to continue growing the safety culture. Continuous improvement through ongoing review of policies, procedures and processes has also been an active feature of this function to ensure workers in service delivery in particular are supported to understand their roles and responsibilities, look out for their own safety and balance dignity of risk with duty of care when supporting clients.

leadership capability

Development of leadership capability including staff supervision in the organisation has been an integral part of the alignment of training with the people & culture team with benefits including knowledge sharing, networking, skills development and cultural alignment with organisational values. Visible leadership supports and models a culture that promotes the principles of NDIS, sets clear expectations of what best practice looks like, provides/facilitates access to support and coaching and develops service delivery awareness and capability to deliver quality supports and services.

Fostering a culture of accountability and authenticity within corporate services, demonstrated through behaviours that visibly embrace the core values aligned with Multicap Tasmania's mission will be achieved through the adoption and implementation of our service charter with agreed key expectations.

service awards

2023 - 2024

5 year anniversary

Hugh Acquarola	Telesha Hepi
Jasmyne Bentley	Natalie Howes
Harley Berrell	Siddig Ibrahim
Courtney Brown	Jo-Ann Kelly
Kylie Bufton	Cassandra Keyte
Jodie Burn	Jacqueline Lockley
Bridget Button	Lynne McLachlan
Leeann Clayton	Jon Moore
Mikala Cowen	Pauline Peisker
Dominic Culbert	Kevin Quigley
Larni DeZoete	Dhan Rai
Veronica Elias	Emily Reynolds-Grogan
Georgina Faulkner	Tracey Shorten
Matthew Forth	Simon Stevens
Helen George	Dexter Tabeta
Heath Halley	Michelle Villagracia
Coby Harris	

10 year anniversary

Mark Anderson	Alysha McGrail
Brian Botley	Hayley Wrangmore

15 year anniversary

Melinda Rigby	Helen Williams
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20 year anniversary

Hanne Jensen



shirralea holman
cfo
chief financial officer

Key Priority 04

Multicap Tasmania adapts to remain a financially sustainable organisation within the NDIS framework.

our strategies

4.1 Enhance the organisation's performance monitoring capabilities.

4.2 Improve the efficiency and effectiveness of our systems and processes.

4.3 Ensure the organisation has an eye to the future & is adopting contemporary approaches.

4.4 Identify opportunities for the continuous improvement of the Board.



The Finance Team

technology updates

Eaglecrest Technologies continue to support our teams across Tasmania. We continue to work with Eaglecrest Technologies to audit compliance and risk requirements and controls. This will be an ongoing part of our continuous improvement in this space. Also, to ensure ongoing success of our digital platforms and to mitigate risks as proactively as possible we engage in regular monthly meetings with the Eaglecrest team.

Part of our continuous improvement endeavours will always be ensuring we have quality systems in place. This year we engaged independent software advisory firm Value Adders to do a full “whole of systems” review, which has been invaluable. We continue to collaborate with our consultant on securing solutions that will be able support Multicap Tasmania into the future.

our fleet and vehicles

We currently hold a fleet of 42 vehicles. This year saw the sale of some of our older vehicles and the purchase of some new ones including a new (second hand) van for Launceston and 4 new sedans.

Community Access Centres (Hubs)

There is always a lot going on at our Hubs and this year has been no different, with a new sensory room at the Launceston Hub (just loved by clients), not to mention the amazing renovations to the Devonport Hub. We have rolled out lots of new programs and in the strive for continuous improvement, we have also started to streamline our hub transport runs.

transport

New processes, including rolling out QR codes in Multicap vehicles, have been implemented to ensure client invoices include the appropriate transports. This has allowed us to reduce the manual nature of our data capture and improve invoicing timeliness.

financial position

Our revenues grew 13.8% for the financial year, and we continue to return an operating surplus from both our services and our property assets.

We continue to perform well in a highly competitive environment with equity growing by 10.9% to \$25.9 million and our current ratio continues to strengthen at 4.27.

revenue concentration

For a full copy of our Financial Audit, please contact our Chief Financial Officer Shirralea Holman shirralea.holman@multicap.com.au



disability revenue concentration ratio

This ratio indicates the level of income generated from the provision of disability supports. The higher the ratio, the greater the impact the NDIS has on the organisation.

95% of Multicap Tasmania's income is from disability support services, indicating the significant impact the NDIS represents. Multicap Tasmania manage this through ensuring financially sustainable systems and processes across the organisation.



months spending ratio

This ratio indicates the number of months cash is available to cover operational expenditure. As a rule of thumb, 2 months and above is considered sustainable.

Multicap Tasmania is well positioned with a ratio of 3.55



current ratio

This ratio measures an organisations ability to meet financial obligations. A ratio greater than 2.0 is considered sustainable.

Multicap Tasmania has a current ratio of 4.27.



profit margin

This ratio is used to assess an organisations ability to generate surplus from revenue. This result represents our margin achieved through our services, property investments, interest and bequests.

Multicap Tasmania has a profit margin of 6%.

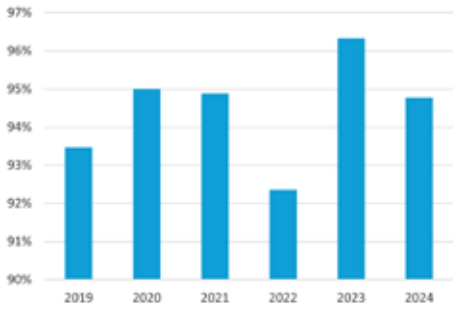


return on assets

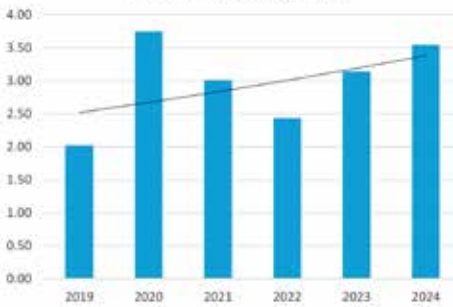
This ratio indicates how efficiently an organisation uses its assets to generate surplus.

Multicap Tasmania has a 8% return on assets.

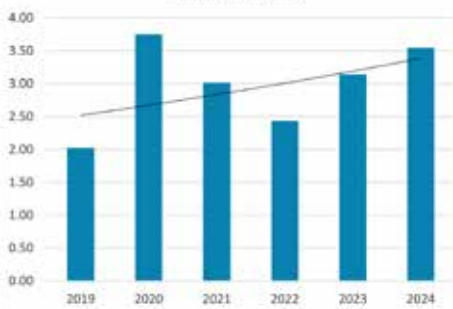
Disability Concentration Ratio



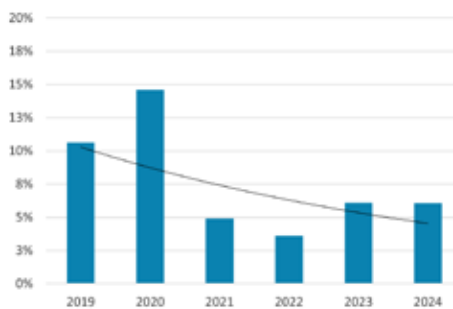
Months Spending Ratio



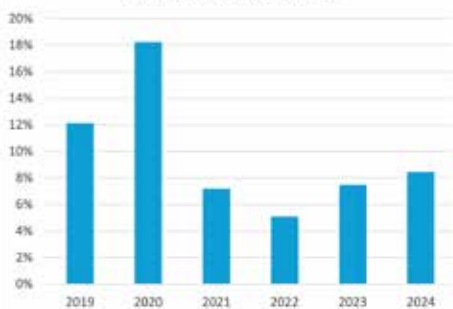
Current Ratio



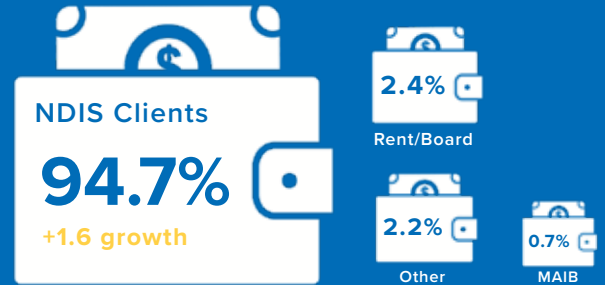
Profit Margin Ratio



Return on Assets Ratio



Funding Types



\$11.74

Cash
+1.066 million



\$30.13

Total Assets
+3.153 million



\$25.95

Equity
+2.547 million



nigel hill

ceo

chief executive officer

key priority 05

Multicap Tasmania will be a leading provider with an expanding suite of services and geographical footprint.

geographical growth

We have achieved continued growth across different parts of Tasmania. Our Hobart services have continued to grow particularly with new individual support clients. Our services have continued to grow in Circular Head and we have established our services at Legana.

We continue to work with the Motor Accidents Insurance Board and have extended our services to St Helens. This is our first client on the East Coast and builds on the services we now provide under our MAIB contract.

service growth

During the year our Board made an in principle agreement to pursue the development of a Social Enterprise at the Panorama site in Burnie. The NDIS continues to point to the

slow progress in improving employment rates for people with a disability, and we share with them that concern. To be true to our mission of empowering our clients to be recognised for their full potential, we believe investments in employment pathways as an important pillar in what we do. With some initial work underway, we welcome the opportunity to share our progress into the future. This will build on work undertaken at Panorama many years ago.

The service growth in School Leaver Employment Supports has been steady and these services also support that future vision of enhanced employment options for people with disabilities.

We are aware that the landscape of disability supports is shifting to a more regulated market, with some services (Foundation Supports) to be provided outside of the NDIS. We are very keen to review the broader reform roadmap when it is available and to ensure our organisation is aligned to the new disability landscape.

brand development

3809 
+392 new followers

427 
+55 new followers

682 
+223 new followers

our strategies

5.1 Optimising our service offering

5.2 Identify and capitalise on growth opportunities

5.3 Ensure the organisation is remaining contemporary in its position in the community

community access hubs

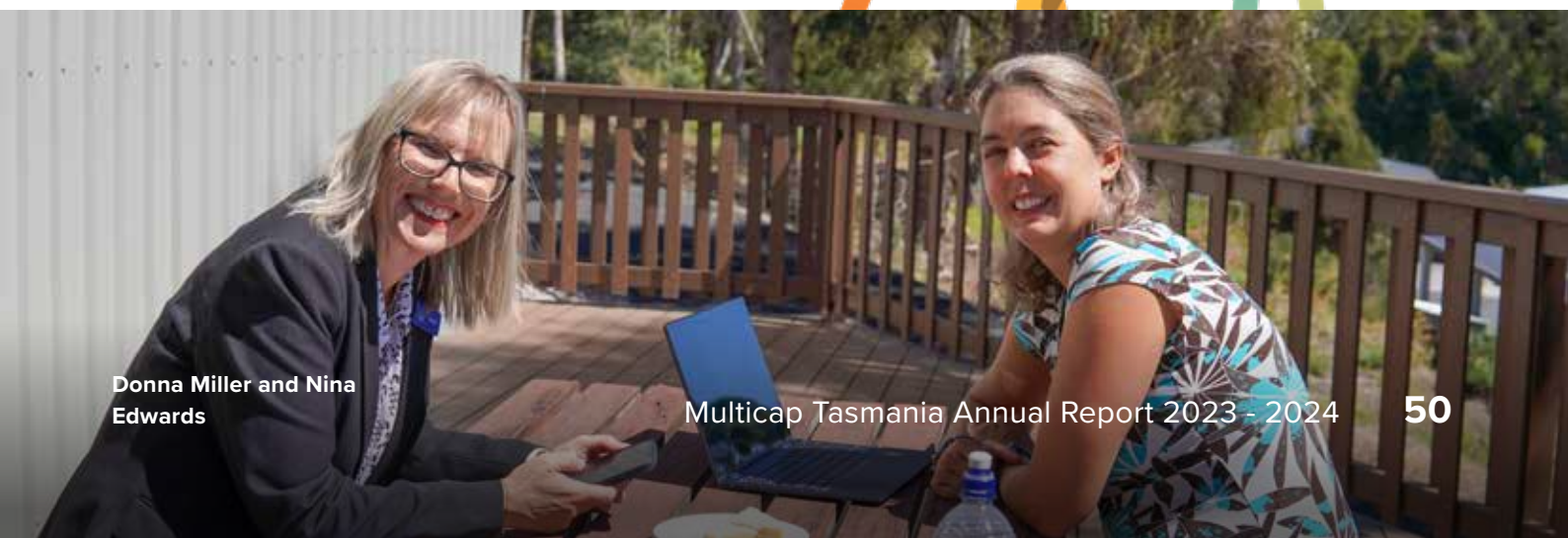
Our redevelopment of the Devonport Community Hub is almost complete. This will be a very important addition to Devonport, with the newly renovated facility significantly bigger following the development and offering some wonderful new facilities for programs to be undertaken in Devonport for the first time. We have commenced using the downstairs area but look forward to the full centre being available in late 2024.

marketing and client engagement

As the NDIS reforms continue to change the nature of the disability sector, we remain committed to ensuring that our services are well understood and that we are connected within the broader disability community.

Our social media and web presence continues to grow and I would like to pass on huge thanks for the work undertaken by Tamara Grey in continuing to keep the variety of channels we operate up to date with relevant, interesting and engaging content that showcases our organisation incredibly well.

This year we welcomed Samantha Sullivan into the newly created role of Business Development and Client Engagement Manager. Sam and her team of Client Services Coordinators are the frontline of our engagement processes, and we are committed to the ongoing execution of our Stakeholder Management Plan, in short, getting out and about and wanting to know about the needs of people in the sector and how we can help.



business development and client engagement

Samantha Sullivan - Business Development & Client Engagement Manager

As part of Multicap Tasmania's commitment to its Strategic Plan, in particular pillar 5, it was determined that a key focus was to be create a Business Development & Client and Stakeholder Engagement Manager position. Thus a role with these very words was created and I was hired!

I started with Multicap Tasmania in January of this year and have hit the ground running in developing a Stakeholder Engagement and Marketing & Communications Plan and have developed practices for our Client Services Coordination team to enhance client engagement and onboarding practices.

Our CSC's have been actively engaging with the stakeholder plan and in the past 8 months engagement with stakeholders has seen over 90 new engagements! This will enhance our reputation and build lasting credibility and trust with our brand and will go a long way to realise one of our goals "To be the service provider of choice for people living with disability". Our community engagement has also been very active with all the CSC team members energetically attending and engaging with community organisation's and events.

Hobart and Smithton (Circular Head) are highlighted areas for growth and I am eager to continue the good work that has been established in these regions. Well done to Chloe Olsen our Hobart CSC for her work in her region. Starting services

in St Helens was a highlight this year and in particular for CSC Nicole Symonds who managed a complex onboarding scenario extremely well. The CSC space also welcomed Jaymi Walsh (Devonport) and Sam Zetovic (Burnie) to its team this year with both ladies assimilating into their roles successfully. The CSC team onboarded 92 new clients in the last 12 months, this is up 14 on last year.

Our teams are challenged by proposed NDIS reforms, especially our Support Coordinators but we remain focused on our key outputs ensuring that our clients are serviced by high quality services. Our Support Coordination team has seen quite a bit of movement but still sees them managing a caseload of over 100 clients and reaching critical KPI's.

Our marketing department headed up by Tamara Grey continues to lead the way in enhancing our brand presence and formulating innovative ways to showcase our organisation. I am genuinely excited by the outputs from this department and am enthusiastic by the things we have planned for the next 12 months!

It is tremendously heartening to work for an organisation that is open to exploring opportunities both from a geographical and service offering. I look forward to seeing outcomes over the next 12 months that work towards realising our vision and to promote empowerment and enhance positive goal outcomes for our clients.



acknowledgements

At Multicap Tasmania, our journey of growth and success is fueled by the unwavering support of our Life Members. Their dedication and passion inspire us every day to aim higher, push boundaries, and create an even brighter future for the communities we serve.

Gaylene Dunn
Helen Hearps
Linden Hearps
Jenny Mitterbauer
John Subonj
Sandra French AM

Thank you to the following individuals, businesses and organisations who have supported us this year.

The Caring Parents Association

In the Zone

The Chapel Cafe

The Menai Hotel and Bar

Leading Edge

Coffee and Soul Cafe

Wynyard Waratah Council

Menai Hotel

Cafe Next Door

Amy's Cuisino

Mind Games

Emu Valley Rhododendron Garden Inc

The Beach Hotel

Umami Cafe

Bruces Cafe

The Wharf Hotel

Contel

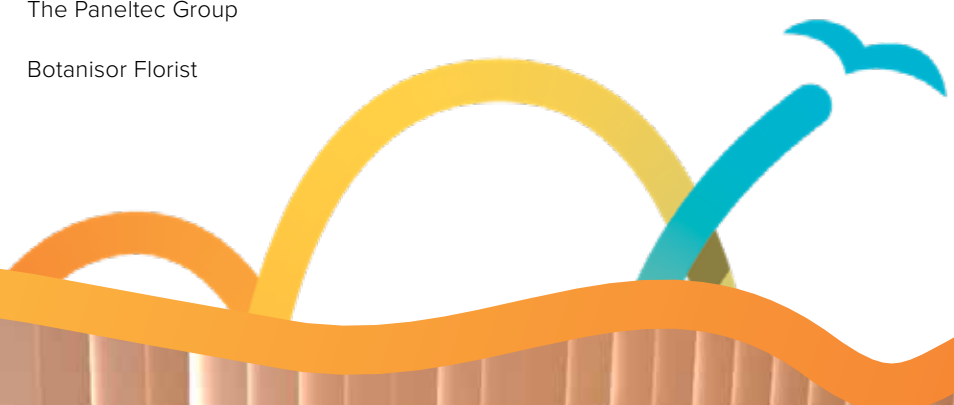
Wynyard Pizza

Dixon's Pharmacy

The Paneltec Group

Flourish Boutique

Botanisor Florist



The Support Coordination Team



burnie (head)

35 Marine Terrace
Burnie Tas 7320

smithton

Havelock St
Smithton Tas 7330

devonport

10 Fenton Street
Devonport Tas 7310

launceston

11-15 Cameron St (December 2024)
Launceston Tas 7250

hobart

Hobart Tas 7000

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annual report

