

HERE THEN HERE NOW HERE *ALWAYS*

2019 ANNUAL REPORT



MULTICAP®

HIGH NEEDS DISABILITY SUPPORT

all ways. always

For 57 years, Multicap has been supporting people with disability.

From our founding year in 1962, when five families came together to provide care for young children with high disability needs, to today — we are an organisation with over 1100 staff providing a diverse range of experiences, care and support to enhance the lives of more than 1200 customers.

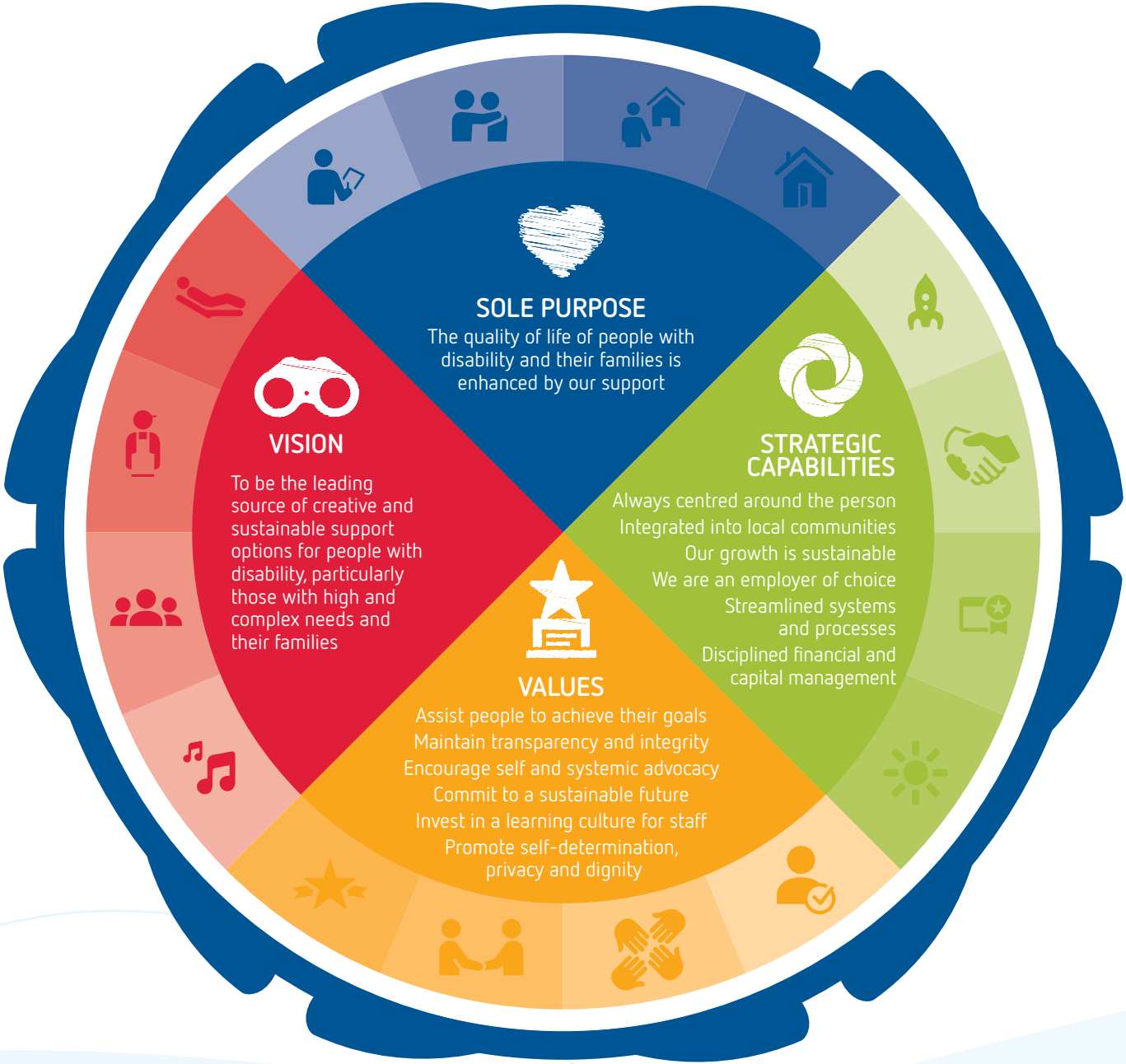
Multicap has stood the test of time: here then, here now, here always.

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Multicap's Great Expectations

Our Sole Purpose and Vision



OVERVIEW

2019 Highlights

 **1,380,591 km**

Driven when supporting our customers to access their communities. An increase from last year's 1,370,407 km.



111

Supported Employees across 10 Social Enterprise business locations



Two brand-new, fully accessible homes will open in Ormeau in late 2019. Built by Multicap Housing, the Goldmine Road and Woodland Court properties will provide modern, spacious homes for five people living with disability.

2,393,098



Hours of support provided to customers by Multicap throughout the year



Supported Independent Living customers increased to 209
A 6% increase from last year (197)



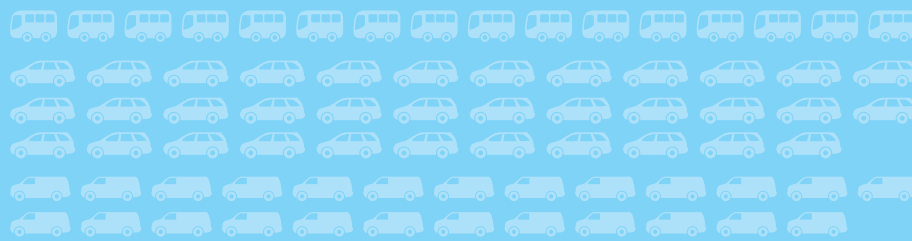
16
COMMUNITY HUBS



124
PROPERTIES

76

VEHICLES TO SUPPORT OUR CUSTOMERS



Our Story

Here then, here now, here always.

At Multicap, our customers have always been at the heart of everything we do. From our humble beginning 57 years ago, when five families established Multicap to care for their young children with complex needs, to today's thriving organisation, we offer a breadth of experience and support to all of our customers. Our goal is to support our customers' needs, goals and dreams. We offer a diverse range of services that are flexible and creative yet sustainable, we plan on being here for a long time into the future.

Operating across Queensland and northern New South Wales, our team of over 1100 skilled staff forms the backbone of our organisation. All staff are dedicated to enhancing the lives of our customers and ensuring they feel heard, safe and supported.

Multicap views our relationship with our customers as a partnership, a partnership that thrives on active listening, and enabling our customers to self-advocate and express what they want out of life; for example, to live independently, learn how to cook, play sport, take an overseas holiday, or gain meaningful employment.

Many of our customers are eager to enter the workforce to earn an income, gain greater independence, and learn new and transferable skills. Unfortunately, not all businesses support all kinds of employment; therefore, to support our customers, Multicap creates inclusive and sustainable employment opportunities. We now employ more than 100 people with disability across ten Social Enterprise business locations.

A natural evolution for the organisation has been the establishment of local community centres, known as Community Hubs, and specially purposed Multicap Housing or, more accurately, bespoke homes for our customers' individual circumstances.

Multicap homes and Community Hubs often play host to milestone transitions and transformations. From facilitating a young person's first move out of the family home to championing greater freedom later in life, our staff go to extraordinary lengths to ensure Multicap homes — whether we lease, buy or build them — are tailored to incorporate individual and families' unique needs at any stage in life.

As we look to the future, Multicap continues to reflect the needs of the community through the services and support we offer. With each new home, social experience, activity, Community Hub, or job, Multicap remains an organisation that has always, and will always be here for its customers: here then, here now, here always.

Message from Our Chair & CEO

After years of advocating and ensuring the voices of people with disability were heard loud and clear, followed by three years of supporting people to move between different funding systems, we reached a significant milestone for our customers and staff this year, with both Queensland and New South Wales now fully in the National Disability Insurance Scheme (NDIS).

Multicap as an organisation commenced providing services in 1962, in response to requests from customers and their families. We have continued to respond to customers' requests to support them successfully transition into the NDIS and, going forward, we will continue to ask our customers what they need from us, and then focus on surprising and delighting them with our responses.

In Queensland, the NDIS roll-out entered its third and final year. Around 70 per cent of our customers moved from state-funded supports to the NDIS or made alternative arrangements in this final 12 months. By the end of June, 49,013 people in Queensland had entered the NDIS, well short of the anticipated target of 90,000. In New South Wales, we have been focused on encouraging people who have not previously received funded supports to have their support needs and life aspirations met. Nationally, at 30 June 2019 there were 298,816 participants in the NDIS, of whom 99,537 were receiving services for the first time.

There are still significant issues with the NDIS, including inadequate provision of transport, inconsistent quality and appropriateness of people's plans, and the complexity for our customers and ourselves in navigating this new scheme. We continue to work with our colleagues and the NDIA in finding solutions to these issues. Our membership of both Ability First Australia (AFA) and National Disability Services (NDS) have provided strong and beneficial platforms for us

in this regard. The NDIA recognised the ongoing impact of this complexity for service providers with the introduction of a new Temporary Transformation Payment (TTP) applied to a select range of services. Importantly, when this additional payment was introduced, customers' NDIS plans were increased by the equivalent amount so people were not disadvantaged. Multicap sent letters to all our customers advising them of this change at the time it commenced.

The focus for Multicap's staff has now shifted to assisting customers to understand how to get the best out of their plans and how to access everything they need. Current data is showing that people have only used 47 per cent of the funds available to them in their first plan and, even after 5 years, this has only increased to 75 per cent.

Multicap welcomes the commencement of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. We are committed to maintaining our focus on the potential for positive outcomes that this Royal Commission represents, and welcome the opportunity for individuals to share their experiences. It is critical to the future of people living with disability that their voices are heard at the highest level, to effect positive change for these members of our community who have been disadvantaged in so many ways in years gone by. We will continue to support our customers, their families and significant others, as well as our Multicap staff throughout this process.

As an organisation, we have further changes ahead as we move under the national NDIS Quality and Safeguard Commission for our quality certification, reportable incident processes and registration requirements, and as we better understand the new compliance requirements across these areas.

The long-standing Queensland Community Care (QCC) program came to an end across Queensland on 30 June 2019, with all participants being required to formally test their eligibility for the NDIS. Many people are now accessing expanded and appropriate supports via the NDIS that meet their needs. For people under 65 years deemed

ineligible for the NDIS, the Queensland Government launched a new program called the Queensland Community Support Program (QCSS). Multicap was successful in our tender for this new program and we commenced offering services across the Brisbane Local Government Area from August 2019.

Multicap has continued to invest our surpluses in delivery of our sole purpose (the quality of life of people with disability is enhanced by our support) and this year our focus has again been on the provision of accessible, affordable housing and transport. We were thrilled to invite people to the formal opening of our most recent houses in Alexandra Hills in June, and over the year we have purchased land in Rockhampton, Bli Bli and Elimbah for new housing projects.

Our Directors make a significant contribution with their time and expertise in assisting us to remain a vibrant, flexible, customer-focused and sustainable organisation, and we are thankful for their commitment. This year, they have again travelled and visited many of our locations and met with staff, customers and families.

We, as well as our customers, staff and fellow Directors acknowledge and pay tribute to two people who passed away this year. Mr Glen Easlea who, along with his wife Gwen (also deceased), was one of Multicap's five founding families, and Mr Michael Roche, a Director and Multicap Chair 2017–2019. Both have had a significant and lasting impact on our organisation.

Multicap understands the importance of partnering with our customers on their life journey, and delivering excellent customer supports through our highly skilled and amazing staff. Thank you to every one of our customers who has chosen Multicap this year, and thank you to every one of our staff who has chosen to work with us here at Multicap. Here then, here now and here always.

John Gallimore
Chair

Joanne Jessop
CEO

STRATEGIC REPORT

Strategic Plan 2016-2021

Our Strategic Priorities and Performance

Our aspiration is to extend the reach of our services in response to the needs of people with disability and their families, driven at all times by our sole purpose.

We have achieved this over the past twelve months by developing new services that meet the changing needs of our customers. Multicap started in response to families requesting support that met their needs, we continue to meet customer needs today and also to plan for the needs of our future customers. Here then, here now and here always.

We have ensured that we are delivering high standards of services to our customers at all times, and we have provided training and support to our staff, who are central to our success.



ONE

We have focused on improving the quality of life for people with disability and recognised that our core services will change over time according to the needs of our customers.

What we have achieved

Supported all our customers to transition from their old services into either the National Disability Insurance Scheme, Continuity of Support or the Queensland Community Support Scheme

390 customers chose Multicap as their service provider for new and different services during the year

Improved the wellbeing of our customers by introducing a new Nutrition and Swallowing Checklist

Our 2019/20 focus

Support our customers to get the best from their NDIS plan or other funded supports

Implement our self-advocacy program

Continually improve our customer safeguarding and wellbeing activities



TWO

Our geographic footprint has expanded as we have responded to customer needs and growth opportunities.

What we have achieved

Improved our employment service opportunities and locations for customers

Attracted over 180 customers to our high-quality support coordination service

Twelve new supported independent living customers joined us and over 230 people across Queensland and northern New South Wales chose us for a wide range of accommodation supports

Our 2019/20 focus

Review and develop improved creative arts service opportunities for customers

Continue to provide transport services that are affordable for customers and sustainable for Multicap

Better support for our tenants by introducing a Tenancy Management System



THREE

Our organisation has grown as we have responded to customer needs.

What we have achieved

We have seen a 30% increase in operating revenue in FY2019, with customers gaining access to reasonable and necessary supports under the NDIS

We have increased our staff numbers and now have over 1100 valued employees

Our 2019/20 focus

Develop our Practice Excellence Framework so the quality of our support remains high

Improve processes for feedback directly from customers so we better understand their needs



FOUR

We have focused on attracting and retaining the right staff so our customers are increasingly satisfied, and we have invested in developing our staff so they have the skills needed for success in their roles.

What we have achieved

At the end of Q2 FY18/19, our staff turnover rate was 4.9% for permanent staff, and 6.9% for casual staff

We have provided close to 10 hours of training for each staff member during the year

We have continued to fund CPR training for all our staff, including frontline, back office and management with 86% of all staff having current CPR qualifications

Introduced Ci Anywhere as an employee payroll self-service option, as part of our focus on enabling infrastructure

Our 2019/20 focus

Increase our staff engagement by more than 5%

Maintain our frontline staff turnover below 5%

Make it easier for all our staff to be successful in their roles by introducing a Learning Management System

IMAGE ABOVE: Disability Support Workers (DSWs) from Multicap and many other organisations attended the 2019 DSW Conference, co-hosted by Multicap and CPL.



FIVE

We have made sure that our assets enable flexibility in service delivery and that any assets purchased benefit the customers we support.

What we have achieved

Our FY2019 Return on Assets was 6.3%, compared to 1.4% in FY2018

We have constructed two new fully accessible houses at Alexandra Hills and two new houses at Ormeau

We have continued with our renovation and upgrading schedule across all assets

We have a fleet of 95 vehicles to support our customers and staff

Our 2019/20 focus

Continue our program of construction of new fully accessible houses

Better use of technology to support customers and staff

Designing and constructing a purpose built accommodation solution for people with Prader-Willi Syndrome on land purchased at Elimbah



SIX

We have maintained a sound and strong financial base and have responded to our changing environment.

What we have achieved

The FY2019 EBITDA was 5.1% and our target for the same period was 2.7%

We have generated an operating surplus of \$1,815,848 (2.7%)

We have invested in additional staff and resources to support our customers to successfully transition to the NDIS, and to increase utilisation of their plans

Our 2019/20 focus

Our target EBITDA for FY20 is 5%

Improved utilisation of each of our assets

Continue to use our operating surplus to deliver on our sole purpose

IMAGE ABOVE: Col Rooney (Former Share Bayside President), Michelle Hendy (Assistant Director-General, National Disability Insurance Scheme Program Management Office), Don Brown MP, Michael Roche (then Multicap Chair), Joanne House (Multicap Manager NDIS Claims) and Joanne Jessop (Multicap CEO) cut the ribbon at the launch of the Finucane Road property.

Self-Advocacy & Employment Pathways

Being able to speak up for ourselves is something most of us take for granted — it's a basic human right. However, all too often people with disability are not afforded the same choices, information and opportunities to self-advocate.

Self-advocacy is about people with disability expressing their wants and needs in a manner that promotes their autonomy, equality, identity and independence. It's about ensuring people with disability find and share their voice in a way that is heard.

As a provider of quality services, Multicap promotes the genuine and authentic inclusion of our customers in all decisions that affect them, recognising the value of their unique insight and experiences in shaping our service options and strategies for the future.

After months of consulting with our customers and investigating global best practices to find out how other providers are assisting people with a disability to self-advocate, we have developed a self-advocacy project plan for 2019/20, which will guide our efforts over the coming year.

We have employed a Self-Advocacy Assistant to work with our customers and staff, and bring our planned initiatives into practice. This will include the roll-out of customer education sessions, as well as assistance to run and maintain customer self-advocacy groups. To guide our decision-making and design of this project, we have adopted a conceptual framework for Self-Advocacy.

Education and Employment Pathway

Many of our customers have told us they would like a real job — an opportunity to be paid, gain greater independence and learn new skills; to become contributing and participating members of their local community.

Unfortunately, compared to other Organisation for Economic Co-operation and Development (OECD) countries, Australians living with disability continue to experience considerably poorer employment outcomes relative to those without a disability.

Moreover, despite increased economic participation being a key aim of the NDIS, only 30 per cent of current participants have funds allocated to assist them with their employment-related goals and, where they do, over 60 per cent of paid jobs held by people with intellectual disability, Autism or Down Syndrome are recognised as Supported Employment, and do not appear in the open market.

To better understand the barriers and experiences of people with disability who are looking for work, Multicap has spent time during the past year improving our understanding of the customer journey and mapping an Education and Employment Pathway.

Our Education and Employment Pathway assists us to:

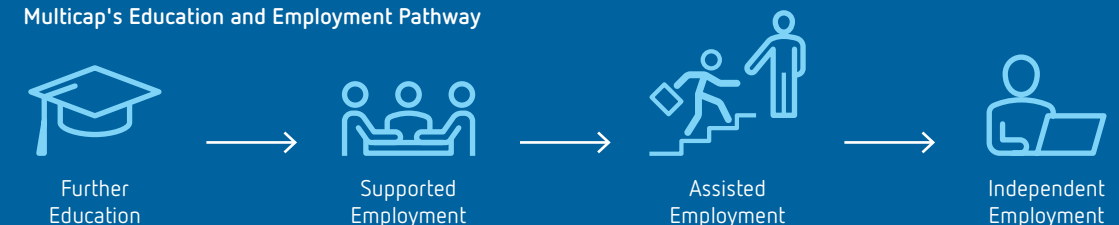
- Underpin the decision-making behind the design and delivery of our services
- Ensure our services create positive experiences and maximise customer outcomes
- Empower our customers to make decisions regarding what service options are right for them
- Explain each of our service options, and how they fit together as a pathway
- Regularly review and consider each of our service options, based on customer outcomes.

A key feature of Multicap's new Education and Employment Pathway is the distinction made between Supported

Employment and Assisted Employment. We know that Supported Employment opportunities remain a necessary and vital component of improving employment pathways for many of our customers and other people with a disability. However, we also recognise the need for Assisted Employment opportunities to build capacity and opportunities for open employment within the wider community.

To deliver on our strategy, we are investing in new resources, including the recruitment of a General Manager Employment, who will lead Multicap's efforts towards bringing this exciting new pathway of service options to life.

Multicap's Education and Employment Pathway



GEMMA AND GLEN

'Being able to communicate is important because, if you can't communicate, then you can't tell people what you want.'

That's why self-advocacy is important to Multicap customer Glen. Glen is one of a number of customers involved in Multicap's customer advisory group.

'I like being able to have more of a say and it helps me tell people what I want,' Glen, who attends Woonara Hub (Pine Rivers), said. 'Talking about self-advocacy helps me to make better decisions.'

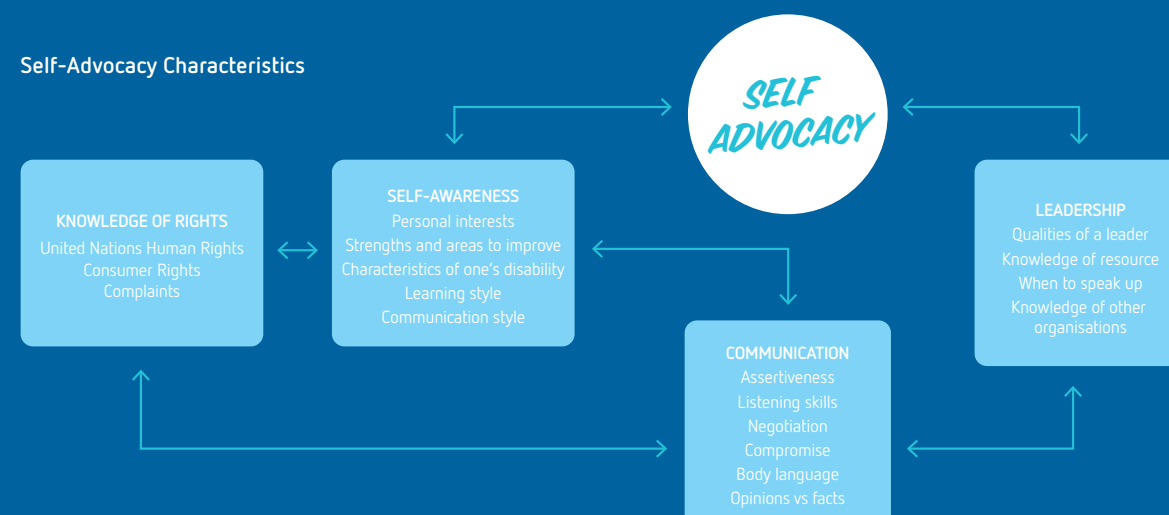
Friend and fellow Multicap customer Gemma has also accepted a position on the customer advisory group.

'It's exciting and new, and we are more involved with what is happening,' Gemma said. 'Self-advocacy is about speaking up for ourselves. It also means learning how to see how you feel. When you are sad and knowing you have the right to tell people how you are feeling.'

A Multicap customer for more than six years, Gemma attends Woonara Hub for community access and to catch up socially with friends.

'I volunteer at my local café too and I have come to the point of being able to cook more and be left alone until I get picked up,' she said. 'I enjoy volunteering.'

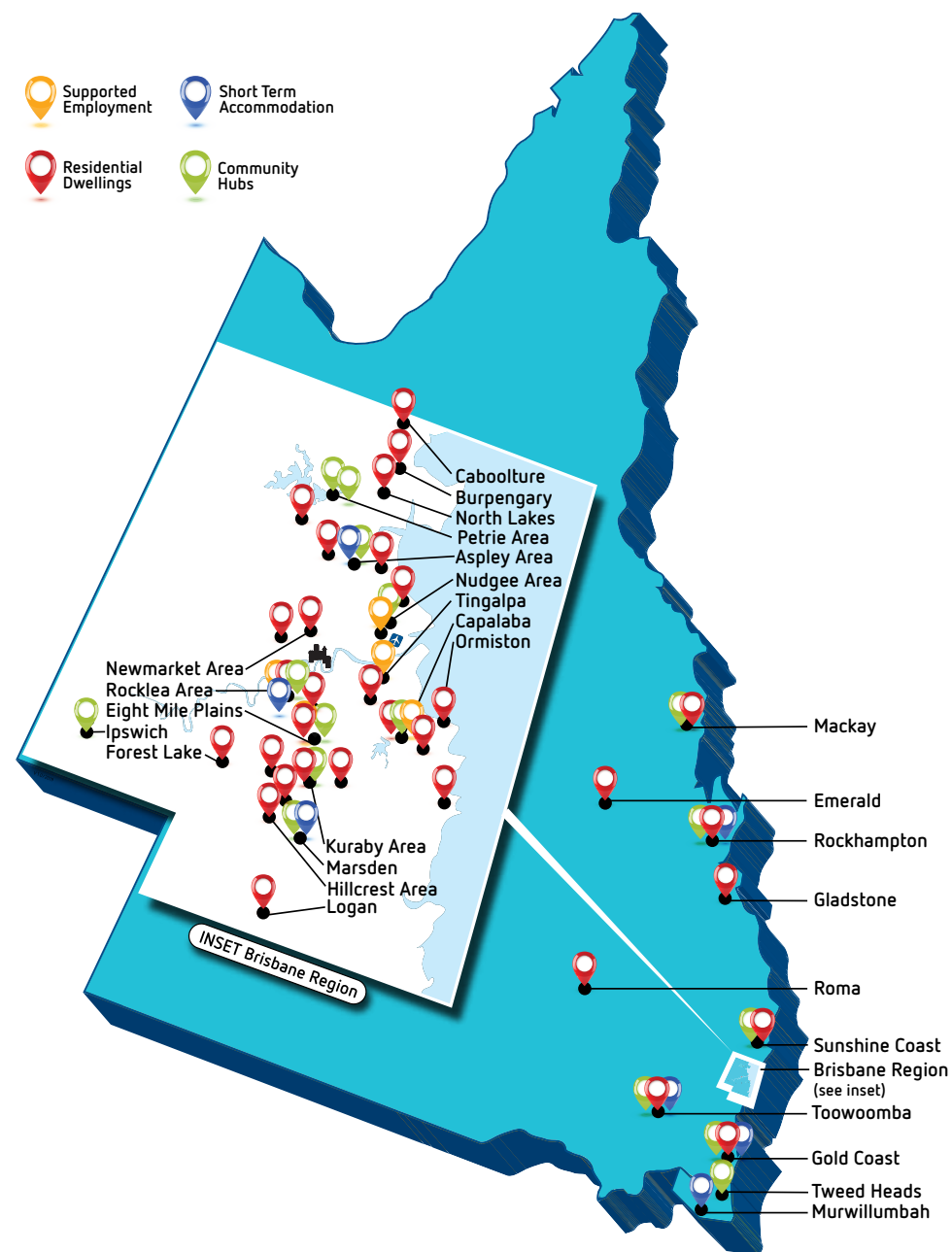
Self-Advocacy Characteristics



OUR CUSTOMERS

Multicap's extensive services are designed to meet the needs of people of all ages and abilities. We have a particular focus on people with high and complex needs.

Our Service Locations



HERE THEN HERE NOW HERE ALWAYS

PETER'S STORY

Peter has been a much-loved Multicap customer for more than 40 years. From the day in 1976 that a young six-and-a-half-year old proudly arrived at his new home at Ford House, to this year, aged 49, when he moved from Multicap's Apex House to be with his family in Chinchilla.

Peter's older brother Phil said Multicap had given Peter 'life'.

'They (Multicap staff) were his family,' said Phil, who described his brother as outgoing, loving and affectionate. 'The love and support they gave him — I just can't speak more highly of them — the people at Apex House are angels in disguise.'

Peter lived a full life with Multicap for almost 43 years, from attending school at Eight Mile Plains to working as a Supported Employee at Monte Lupo, and always getting involved in the day centre activities.

'Mum and Dad used to bring Peter home in the school holidays, and when we'd say it was time to go back to Multicap he'd get so excited, he always loved going back,' Phil said.

Over the years, Peter's had a go at everything, from horse riding and roller-skating to ten-pin bowling and sailing, but his great passion has been music.

'He loves his music,' Apex House Disability Support Worker Janice said. 'On a Wednesday he would go to the Greenbank RSL Club with his friends to listen to the music and have a dance.'

Janice has worked with Peter for 24 years and says Apex House isn't the same without him. 'He was a big presence in this house and it's very strange without him — we miss him already,' she said. 'Peter is a great person to be around — very loving, always smiling and always happy.'

He has a way of making everyone around him feel happy too. 'He is a special person,' Janice said. 'No matter who walked through that door, if you hadn't seen him for a few days, he would have the biggest smile on his face.'

Despite only having a few words, Peter is able to communicate well with those who know him best. 'He is very determined,' Janice said. 'He would let you know what he wanted or if he wasn't happy.'

Peter was flown home — his first ever flight — to be near his family in Chinchilla by the Royal Flying Doctor Service in September 2019.

Multicap Chief Executive Officer Joanne Jessop said Peter has come full circle, returning to the place where he was born and to the love of his family.

'This is Multicap's Circle of Support in action, and shows why Multicap exists,' she said. 'I, along with many of our staff, will miss Peter and seeing his bright smile.'

Peter's brother Phil made special mention of Multicap staff Liam, Jo, Tanya, along with all the Apex House staff, Rob, Janice, Dominica, Chance, Chris, Ivona, Laila, Moses, Tess, Wendy, Rachael, Sibongile, Janelle and Angelina.

'I knew they looked after him but they went above and beyond,' Phil said.



Jean (deceased), Tony and Peter.



SUPPORTED INDEPENDENT LIVING

Living independently is a goal of many Multicap customers, and for more than 45 years we've been helping to make that happen.

Supported Independent Living gives people with a disability the opportunity to move out of home and live independently in a safe, comfortable environment. Supported Independent Living is not just about providing a room and shelter — it's about creating a home environment that enables people to thrive and pursue their dreams, wherever they may lead!

It's important to Multicap that your home suits your lifestyle, so we take the time to get to know what you like to do and what you want to achieve. We understand that proximity to family, work, friends and social activities is just as important as who you want to live with, what supports you need, and who provides those supports.

Each of our Supported Independent Living houses has a dedicated team of Disability Support Workers who, with the support of a Service Leader and Service Manager, work in partnership with our customers to ensure they are living a life of their own choice and design.

Our Supported Independent Living houses are located throughout Queensland and northern New South Wales.

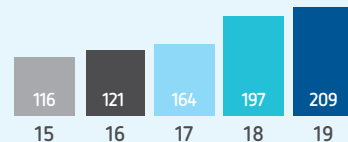
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**ADDITIONAL
CUSTOMERS MOVED
INTO SUPPORTED
INDEPENDENT LIVING**

**TOTAL CUSTOMERS
IN SUPPORTED
INDEPENDENT LIVING
ACCOMMODATION**

2019 – 209 (6% increase from last year)



1,844,070

**HOURS OF SUPPORT
PROVIDED IN
MULTICAP HOMES**

this is comparable to last
year's figure of 1,644,420

HERE THEN
HERE NOW
HERE ALWAYS

MATTHEW'S STORY

Knowing that her grandson was 'adaptable' was a great comfort to Helen when he moved out of home for the first time. But she still misses him like crazy.

'Matthew had lived with me for nine years, so I was naturally nervous for him to move out, but I wasn't able to care for him anymore,' Helen said.

'He's doing well — better than I ever thought he would, so I am happy about that.'

Matthew was 20 when he moved into Multicap's House at Calamvale in mid-2018. Together with Multicap staff, his new housemates, Rhys and Michael, have helped to smooth the transition to Supported Independent Living for the now 21-year-old.

'I'm happy with the way it's going,' Helen said. 'The staff are great with him and he's fitted in really well.'

'He was starting to develop some speech before he moved out of home so he's able to interact with the staff, which is great.'

Matthew has been a Multicap customer since he left school, and has been accessing day service activities from Monday to Friday.

'He loves the park, and he's now able to independently choose what television channel he wants to watch when he's at home, and he loves listening to music on his iPad,' Service Leader Saradah said.

'Matthew has settled in well — we're really proud of him.'



COMMUNITY HUBS

Community Hubs are central to the Multicap community.

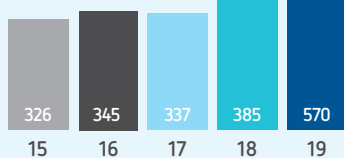
They are places for our customers to socialise with friends, have fun, learn, access specialised support, and get involved in a range of activities such as craft and cooking.

Multicap currently has 16 Community Hubs, with the opening of 2 new Hubs at Marsden and Robina during the year. The Marsden and Robina Community Hubs were opened in response to requests from customers, who were unable to find what they were looking for in their local communities. Both Hubs now offer a full range of support, resources and activities.

Our Community Hubs are located in the major regional centres of Rockhampton, Mackay, Ipswich, Toowoomba, Robina, Tweed Heads and the Sunshine Coast. A further eight are dispersed throughout the greater Brisbane region.

Fully accessible, our Hubs are designed to facilitate access to resources and activities, including sports, arts and craft, life skills classes and music.

CUSTOMERS USING OUR COMMUNITY HUBS IN 2019



269,920

COMMUNITY HUB
ACTIVITY HOURS
THIS YEAR



16



THE TOTAL NUMBER
OF COMMUNITY HUBS

following the opening the
Marsden and Robina

HERE THEN HERE NOW HERE ALWAYS

LARRAINE'S STORY

Larraine's enthusiasm for life is infectious.

The Rockhampton Community Hub customer loves to be involved and have a go at everything.

'For the past 15 months she's been catching the bus three times a week from Mount Morgan, about 40 minutes outside of Rockhampton, to come to the Community Hub,' Multicap's Naomi said.

'She just loves it. She enjoys the activities and the people, both the customers and the staff.'

Along with the Hub activities, her favourite being craft, Larraine attends the Centre of Creative Arts for painting and pottery.

She was also involved in helping to create the decorations for this year's popular Avegates Gala Ball.

'I am happy I am going to the ball,' the 64-year-old said. 'I get to spend time with my friends and have a fun night.'

As for her future plans with Multicap: 'I don't ever want to leave here'.





SHORT TERM ACCOMMODATION

(formerly known as Respite)

Everyone needs a break or a change of scenery every now and then, and this is exactly the opportunity Multicap's Short Term Accommodation offers our customers and their families.

Staying in one of our Short Term Accommodation houses gives customers the chance to trial living out of home, meet new people, learn new skills, or even go on a holiday. Each customer's visit is tailored to meet their individual goals.

In July 2018, our Short Term Accommodation customers throughout South-East Queensland began the transition to the NDIS. The change in funding means customers have more choice about where they stay and what they do during their stay.

In addition, Multicap is now able to provide emergency and transitional accommodation for new and existing customers whose personal circumstances have changed. Multicap was instrumental in finding accommodation for many customers in this situation during the past 12 months.

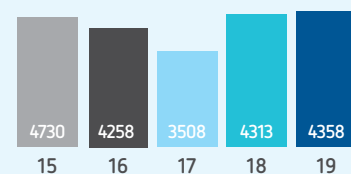
Our Short Term Accommodation services are located throughout Queensland and northern New South Wales. Our Robina and Marsden Short Term Accommodation facilities were upgraded during the year, with new and improved bathrooms and kitchens.

21

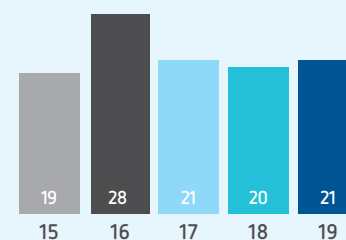


CUSTOMERS ACCESSED
SHORT TERM EMERGENCY
PLACEMENT SERVICES
(STEPS)

SHORT TERM ACCOMMODATION NIGHTS



STEPS CUSTOMERS



HERE THEN HERE NOW HERE ALWAYS

RYAN'S STORY

Multicap's Short Term Accommodation at Mount Warning has been a lifeline for Ryan and his family.

The offer of a place at the Mount Warning house saved Ryan from the very real prospect of having to move away from his family and much-loved Murwillumbah community.

Multicap's Gold Coast/northern New South Wales Regional Manager Charles said that being able to stay close to home meant the world to Ryan.

'He always dreamed of living in the community in which he grew up,' Charles said. 'So it was a huge relief for Ryan and his family that a suitable place was available close by, allowing Ryan to continue to see his parents regularly, visit his favourite cafés and support his favourite local bands.'

The move into Multicap's Short Term Accommodation has also been good for Ryan's health and independence. He's lost 10 kilograms, which supports his NDIS goal of living a healthier lifestyle: he is now able to make his own breakfast and is learning to prepare other meals.

Also, the Multicap staff have supported Ryan to use his iPad to keep in touch with his parents and sister.

Ryan's family is hopeful that he will soon move into permanent Supported Independent Living supported by Multicap.



QUEENSLAND COMMUNITY CARE

Giving customers greater independence at home or in the community — that's the aim of Multicap's Community Care Support.

It may be that you need support with meal preparation or personal care, or you'd like someone to go to the gym with, or simply enjoy a walk and a coffee; there are many ways we can support our customers to be more independent. Support can be offered regularly or occasionally, depending on the needs of the customer and their family.

Our Community Care Support program is state-funded to support eligible customers who require a small amount of assistance to maintain or regain their independence and participate in their community.

Multicap's specialised team works with customers to ensure they find the right type of support and the right person to support them on their journey. On 1 July 2019, the Queensland Community Care program was replaced by the Queensland Community Support Scheme, which will continue to support eligible people who do not have access to the NDIS.

41,192

HOURS OF SUPPORT

provided under Multicap's
Community Care Support

388

**COMMUNITY CARE
SUPPORT CUSTOMERS**





SUPPORTED EMPLOYMENT

Many of our customers are eager to enter the workforce, but not all businesses offer all kinds of employment.

That's why, in 1991 Multicap started its first social enterprise business—to give people with disability the opportunity to gain meaningful employment. With a focus on independence and personal growth, Multicap uses its social enterprises to champion employment opportunities such as workplace skills training, work experience and assisted employment.

Today, in South-East Queensland, we employ 111 people across 10 Social Enterprise business locations. Monte Lupo Studio, Art Gallery Cafés and Coffee Carts, Makeables and Laundretto offer supported employees the opportunity to earn an income, gain independence, and learn new and transferrable skills in hospitality, packing and assembly, small business, and customer service.

Our vision is that everyone deserves the independence, skill development and satisfaction of having a job they enjoy, and Multicap is committed to delivering long-term, viable employment services for its customers.

44,419

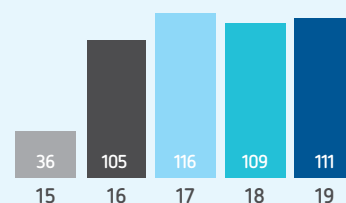


COFFEES AND DRINKS
WERE SOLD AT MONTE
LUPO GALLERY CAFES

\$1,630,120

of direct economic benefit
to Australia
\$800,758 IN REVENUE

SUPPORTED EMPLOYEES



CASE STUDY

Caltex Manufacturing

5
SUPPORTED
EMPLOYEES
INVOLVED

26
SUPPORTED
EMPLOYMENT
HOURS



makeables
ASSISTED WORKMANSHIP SERVICES

Caltex Manufacturing is one of Makeables' valued clients. Caltex contracted Makeables to manufacture wire bracing, which is used by technicians to lock out pump controls during routine maintenance.

Caltex Manufacturing provided the tools and materials, along with personal protective equipment, to ensure the build process was safe and efficient.

A Makeables job coach set up templates and a production line to ensure the work was completed with a high degree of accuracy and consistency.

Thank you for the opportunity, Caltex Manufacturing—our team of supported employees felt highly valued, knowing their work contributed to serious business in the wider community.

*Makeables is Multicap's packing and assembly Social Enterprise.

HERE THEN HERE NOW HERE ALWAYS

MICHEAL'S STORY

Life has changed considerably for Micheal over the past 6 months. Not only has he turned his living environment around by learning to clean, cook and budget, he's also feeling more confident.

The Makeables Tingalpa Supported Employee says he has his manager, Donna and Multicap Disability Support Worker Linda, to thank.

'I am so grateful for what Donna and Linda have done for me,' the 42-year-old said.

'I feel fantastic. I like my work, and I always keep my house organised and tidy now. I am learning to cook too, and I like that.'

The packaging assistant started with Makeables Tingalpa two years ago as a volunteer and was soon offered a paid position.

Makeables Service Manager Donna said Micheal didn't mind getting his hands dirty.

'And he always uses his initiative,' she said. 'He never sits around waiting for his next job, he just gets up and finds something to do.'

When Donna realised that Micheal needed support at home, she organised weekly visits from one of Multicap's individual support workers, Linda.

'He's come a long way since then,' Donna said. 'He's willing to learn more outside of work now, he looks much healthier, he's smiling more and he's on his way to achieving his goal of taking a holiday to the Philippines. I'm definitely proud of him.'



SPECIALISED SERVICES

People with complex needs and situations require specialised support. Multicap's Specialised Services include behaviour support, music therapy, and support coordination, all with the aim of improving the quality of our customers' lives. This year, we introduced a new service, 'Maintaining Critical Supports' for customers to access during crisis periods.

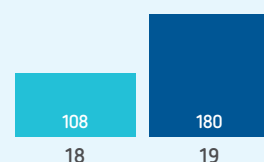
Maintaining Critical Supports

Multicap wants to be available for our customers at all times, including the most challenging of times. Our 'Maintaining Critical Supports' service provides emergency specialist accommodation to customers during times of crisis. Our emergency accommodation is available to customers, both in Queensland and across Australia. The service is based in Brisbane and has a network of short-term accommodation options available in a number of metropolitan and regional centres. Ensuring our staff are supported during crisis is also a priority for the service. The Critical Supports team is available for Multicap staff to call upon 24 hours a day, 7 days a week.

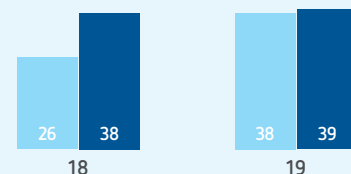
Behaviour Support

Sometimes people with intellectual disability use behaviour that can harm themselves or others. Putting the right supports and plans in place to ensure they and those around them are safe, and their quality of life improves is the role of Multicap's Behaviour Support Team. Working in partnership with customers and their families, our team members develop a Positive Behaviour Support Plan that focuses on developing the customer's skills and minimising concerning behaviours. Frontline support workers are given training to implement the plans and maximise each customer's potential. These plans will sometimes include restrictive practices such as medication and preventing access to dangerous items, to ensure the person's safety. In the past year, the number of customers benefiting from a Positive Behaviour Support Plan has doubled, while the proportion of people using restrictive practices has not increased. With the continued use of effective Positive Behaviour Support Plans, Multicap anticipates being able to reduce or even eliminate the use of restrictive practices in the future.

SUPPORT COORDINATION CUSTOMERS



BEHAVIOUR SUPPORT



■ Non-Restrictive Practice Plans
■ Restrictive Practice Plans

Support Coordination

Support Coordinators play a key role in ensuring that NDIS plans are enhancing the lives of people with disability. Multicap employs six Support Coordinators. The Coordinators work with approximately 180 people with disability, helping them to understand their NDIS plan and access the services they may need to achieve their goals. It can be particularly important for people with complex needs to access a range of services, whether allied or mental health support, accommodation or behaviour support. Once the right services are engaged, it is the job of our Support Coordinators to make sure their customers are happy with the support and that it is meeting their needs.

Music Therapy

A highly specialised clinical intervention, music therapy improves the overall wellbeing of our customers. It supports them to feel calm and invigorated, and assists with emotional regulation. Multicap's experienced music therapist Queenie uses melodies, guided imagery, songs, and a range of instruments, including drums, to create tailored programs for her customers during both group and individual sessions.





Multicap Housing offers people with disability the opportunity to live independently in accessible, supported accommodation.

This year, with the opening of two brand-new, four-bedroom houses on Finucane Road, Alexandra Hills, Multicap created homes for another six people with disability. Each house has two bedrooms, each with a fully accessible bathroom, a third bedroom with a dedicated bathroom, and a support person's bedroom. Both houses have multiple living areas and an outdoor living space. The Hon. Don Brown MP officially opened the development on Wednesday, 26 June 2019.

Multicap provides a range of independent, supported-independent and high-care living options, which are either owned by Multicap or tenanted on behalf of other community housing providers, private organisations or government. We are proud to work alongside the Queensland Department of Housing and the Department of Communities, Disability Services and Seniors to ensure appropriate housing is available when needed.

For the convenience of our customers, Multicap provides furnishings for the common areas of most houses, including whitegoods and kitchen appliances to create a homely and comfortable living space. Multicap Housing has properties throughout Brisbane and the Sunshine Coast, reaching as far north as Mackay and Rockhampton, west to Emerald and Roma, and south to the Gold Coast, and in Murwillumbah, in Northern New South Wales.

Multicap Housing's ongoing program of capital investment in fully accessible housing continues into 2019–2020 with the construction of two brand-new homes in Ormeau underway and land purchased for future developments.

New Housing in 2019

Two brand-new, fully accessible homes will open in Ormeau in late 2019. Built by Multicap Housing, the Goldmine Road and Woodland Court properties will provide modern, spacious homes for five people living with disability.

The two and three-bedroom houses will share a boundary, giving residents the opportunity to get together in a common pergola area for social events.

Upgrades

APEX House

Renovations to Apex House at Eight Mile Plains were completed this year, including the addition of a new open-plan kitchen and living space. Two bathrooms were upgraded to be fully accessible, and new vinyl flooring was installed throughout the house.


Externally, a new carport was built, along with an adjoining covered walkway to the house.

Monte Lupo Arts Studio

The Monte Lupo Arts Studio was partially renovated during the year, with improvements including the installation of new toilets, and an upgrade to a packing area and air systems.

Attigo Centre

A new pool hoist was installed at the Attigo Centre hydrotherapy pool to assist Multicap customers in accessing the pool for exercise therapy and social swimming.

 **97**
NUMBER OF
INDEPENDENT LIVING
HOUSES CREATED BY
MULTICAP

209 
.....
Number of bedrooms
supported by Multicap

HERE THEN HERE NOW HERE ALWAYS

LOREN'S STORY

For the first time in her life, Loren is living independently and loving it!

The 33-year-old is the first customer to move into one of Multicap's brand-new houses on Finucane Road in Alexandra Hills. The houses were officially opened for business in June 2019.

Loren's mother Coral said her daughter was ready for the change.

'I have seen friends' children grow up and move out, and they truly grow as a person,' she said. 'Loren will be more involved in the household decisions and become more independent.'

Coral has been Loren's sole carer since her husband passed away. Now, Loren's move from home means they can enjoy their close mother–daughter relationship without the pressures of day-to-day life.

'This place has a wonderful feel; Loren will feel happy and safe here,' Coral said. 'So I can now look forward to girly nights together, watching movies and doing each other's nails.'

Multicap Support Coordinator Karina said Loren was settling into her new home really well.

'It has been so nice to see her achieving goals of independence with such a great caring team around her,' Karina said.

'And it's been awesome to see what Multicap can achieve through the collaboration of Support Coordination and the Logan/Redlands Supported Independent Living team.'



AVEGATES

SOCIAL EXPERIENCES AND ASSISTED HOLIDAYS

From camping trips and cruise holidays to movie nights and gala balls, Avegates is Multicap's social experience network.

Run by a team of social experience specialists, Avegates gives people with disability the opportunity to enjoy a holiday or experience social activities that many of us take for granted.

During the year, 25 customers went on holidays with Avegates to Bundaberg, the Gold Coast, Byron Bay, Melbourne, Perth, and on a cruise to the Whitsundays.

A highlight of the year for many Avegates customers is the gala ball. Around 60 customers attended this year's Moulin Rouge Ball in Brisbane, with gala balls also held in Rockhampton and Mackay.

Other highlights of the year included: snorkelling on Cook Island, the Abbey Medieval Festival, the Noosa Surfing Festival, a Stradbroke Adventure, the Tamborine Forest Walk, rock-climbing, a visit to Movie World, ice-skating and the Amazing Avegates Race.

Avegates staff work closely with customers and their families to facilitate real-life experiences that build skills, friendships and memories.

1682



AVEGATES DELIVERED 1682 EXPERIENCES TO OUR CUSTOMERS

HERE THEN
HERE NOW
HERE ALWAYS

MARK'S STORY

Mark loves only one thing more than throwing the footy around — watching the Brisbane Broncos throw the footy around.

The 32-year-old rarely misses a live Broncos match with the Avegates crew at Suncorp Stadium.

'Broncos are my team,' Mark says.

And if it's not the footy, Mark will join in just about whatever else is on the Avegates calendar.

'On Saturdays we usually do something fun... I really like discos, karaoke and the footy,' he says.

The popular Avegates customer juggles his busy social life with work as a Supported Employee at Makeables Rocklea.

Never far from his side is his best mate since high school, Chris. The pair live together in Multicap's Supported Independent Living Home at Waterford West, and are always having a fun time together — whether it's throwing the footy, going out for dinner with Avegates, or just hanging out at home.

HERE THEN HERE NOW HERE ALWAYS

DAVID AND JANICE 25 Years of Support

Multicap customer David describes himself as a 'fighter'. And firmly in his corner is the team at Apex House — one of Multicap's Supported Independent Living houses and David's home for over 8 years. David has been a Multicap customer for over 35 years, after first moving into Multicap's Ford House as a child.

Among David's staunchest supporters, the team led a push for the 49-year-old to continue living at home when his health declined earlier this year.

Service Manager Tanya, Service Leader Rob and the 13 Disability Support Workers' (DSWs) at Apex House put their hands up for training to provide the specialist care David needed, and with the approval of his medical specialist, he got the nod to stay at home.

One of these DSWs is Janice, who has supported David for more than 25 years. The pair now have an inseparable bond. She says being part of David's circle of support is incredibly rewarding.

'This is David's home, and we were willing to do what it took for him to stay here,' Janice said.

Despite ongoing health complications and needing medical treatment three times a week, David's as happy and adventurous as ever! 'I like to focus on my ability, not my disability,' David said.

'It's about being here for our customers and their families, providing the best support now and into the future so they can live the life they want and achieve their goals,' Janice said.

Our committed staff:

5-10 years'
service



10-15 years'
service



15+ years'
service



OUR STAFF

Organisation Review

Human Resources and recruitment

Multicap's frontline staff are the backbone of our organisation, so it's essential they have easy access to the resources they need to support their customers. This year, our new online human resource system, Ci Anywhere was introduced. Ci Anywhere supports recruitment, pay, performance conversations and training, and gives all staff access to all relevant information in one place.

The features of Ci Anywhere, along with the introduction of our centralised recruitment model, have reduced the time it takes managers to recruit Disability Support Workers (DSWs) from 82.5 days to 35 days, lowering costs and giving managers more time to focus on staff and customers.

Performance conversations

Ongoing conversations between managers and staff are invaluable to creating a culture of openness and high engagement. This year our performance conversation framework was re-launched. Our framework includes staff self-assessments and structured performance conversations. This process allows staff the opportunity to set goals, reflect and check in with their manager three times a year. This year, 649 self-assessments were submitted compared to 495 the previous year. Increased satisfaction ratings were demonstrated, evidenced by the rating for organisational communication, which increased by 15 per cent.

More than 50 Multicap leaders received 'Inspire yourself and your team' awards this year compared with 15 the previous year, and 78 leaders (up from 33 last year) were recognised with 'Give & Receive' feedback awards for an 80 per cent or more supervisor communication rating from their staff. These leadership awards are internal awards.

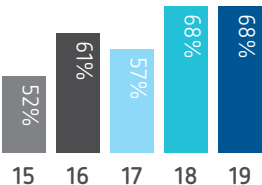
Skilling Queenslanders for Work Initiative

Multicap is committed to helping Queensland job seekers gain the skills and qualifications to find meaningful employment in the disability sector. As a partner of the Queensland Government's Skilling Queenslanders for Work (SQW) initiative since 2017, Multicap has supported 95 unemployed or underemployed people to qualify for a Certificate III in Individual Support. Of those who graduated, 83 per cent have found jobs; 52 per cent (49 people) were employed by Multicap, with a 90 per cent retention rate.

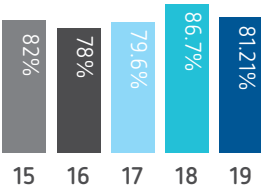
This year, Multicap offered the course in Brisbane and, for the first time, Rockhampton. Of the 55 students who enrolled in 2018/2019, 47 graduated (85 per cent completion rate) and 45 have since been offered jobs.

This Skilling Queenslanders for Work project is proudly funded by the Queensland Government.

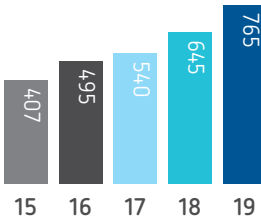
Staff Engagement



Staff Retention



Staff Numbers FTE



Staff Numbers

CASUAL	FULL-TIME	PART-TIME	TOTAL
190	74	172	436
317	141	250	708
TOTAL 507	TOTAL 215	TOTAL 422	TOTAL 1144

Staff Recognition

Multicap Celebrates

Recognising that our people are our greatest asset, Multicap acknowledged the outstanding contribution of staff at its second annual staff recognition event. More than 250 staff from as far as Mackay in the north and Roma in the west to northern New South Wales in the south attended 'Multicap Celebrates' at the Brisbane Convention and Exhibition Centre on 9 November 2018.

Multicap's late Chair Mr Michael Roche and Mr John Gallimore (current Chair) presented certificates to the winners of the seven Multicap Staff Excellence Awards categories. Graduates of the Skilling Queenslanders for Work (SQW) Initiative were presented with certificates by Mr Peter Maddock, representing the Department of Employment, Small Business and Training (QLD).

Staff Excellence Award winners included:

Assisted Employee Award	Kim Green, Monte Lupo Arts
Outstanding Assisted Employee Award	Chris Palmer, Makeables Tingalpa
Safety Award	Peita Orth, Facilities
Outstanding Team Award	Monte Lupo Café, Eight Mile Plains
Innovation Award	Anthony Hope, Systems
Rookie of the Year Award	Bernadette O'Keefe, Emerald
Outstanding Support Worker Award	Dan Bristow, Petrie
Leadership Award	Darren Johnson, Central Queensland



Our Amazing Staff

Camae

With Multicap for 13 months

'I am so honoured to work with our customers and feel privileged to be a part of their lives. To see them happy each day — laughing, singing, dancing and seeing them work towards achieving their goals, makes coming to work a pleasure.'

Camae started with Multicap in July 2018 as the Service Leader for Maroochydore Hub and two accommodation services in nearby Golden Beach and Bli Bli.

'I was scouting around the different service providers and I really liked Multicap's vision — Great Expectations,' Camae, who has worked in the disability sector for nine years, said. 'And I haven't looked back. I'm really glad Multicap chose me — it's a great organisation — everyone is here for the right reasons.'


A mother of three, Camae originally had her heart set on a career as a youth worker or psychologist. During her studies she got a job as a disability support worker, it was then that her career trajectory took a new direction.

'Working in this industry puts life into perspective. For the first time in my life, my goals weren't just centred around me anymore, but how I can help others,' she said. 'I've learnt so much during the past nine years and feel I am a better person for it now. I owe that to the customers I've worked with and their families.'

Camae said forming relationships with customers and their families and supporting customers and staff to achieve their goals was her number one objective as service leader.

'This role has allowed me to guide and mentor staff here on the Coast with the aim to create a team culture who feel supported and who share Multicap's vision,' she said.

'I have an incredible team — they all go above and beyond. They take the initiative to continuously formulate ideas of how we can improve customer experience and their commitment and dedication is recognised each and every day. It's comforting to know we're all here for the same reason — to enhance the lives of our customers.'



Owen

With Multicap for 2 years

Owen has found his job for life.

The 38-year-old Disability Support Worker says he doesn't see himself working anywhere else any time soon.

'I love what I am doing,' he says of his job at Multicap. 'It is not like work — it is like helping a brother or sister.'

In 2016, Owen migrated to Australia from Botswana in southern Africa, where he worked in restaurant management.

He worked in aged care for 12 months while studying his Certificate III in Individual Support, and then started work with Multicap in December 2017. Owen is currently studying for a Diploma of Community Services.

'I want to improve myself and my skills so that I can give my customers the very best opportunities,' he said.

Owen works from the Community Hub at Eight Mile Plains, and provides one-on-one support to two customers with high needs.

'I am very focused on providing the best support to my customers,' Owen said.

'I am always thinking about how to add value to my customers' lives; they become part of your life.'



Chris

With Multicap for 13 years

Prior to starting work at Multicap in 2006, Chris knew little about the organisation. Today she's one of its staunchest advocates.

'I love working for Multicap and my role in Accounts Payable' she says. 'I've been here for 13 years and I don't see myself going anywhere anytime soon.'

As the longest-serving team member in finance, Chris has seen a great deal of change over the years, from working with paper ledgers in the beginning to an almost paperless online system today.


Despite working in the 'background', Chris has found a new and unexpected way to be more involved with customers.

'My fiancé Mark is a DJ, so for the past two or three years he has been doing the music at some of the Multicap discos and Avegates' gala balls and, of course, I love to go along,' she said. 'I know all of the customers' names on paper so, to get out there and meet them, having a dance and a laugh, and to see the happiness on their faces is very special.'

Chris says the growth in Multicap over the years has been phenomenal.

'When I started there was about 260 staff, and only two of us in finance,' she said. 'Today, there are around 1100 staff and about 21 of us in finance.'

'This of course means there are more opportunities for customers, and that's what Multicap is all about — giving our customers opportunities.'



Sarah

With Multicap for 1 year

Twelve months' experience as a Disability Support Worker (DSW) with Multicap forever changed Sarah career path.

'Multicap was my first experience working with customers with challenging needs, and I loved it,' she said. 'It inspired me to get a position on a clinical team and develop my skills — I realised that the more I knew the better I could support the customers.'

Sarah left Multicap to become a Behaviour Support Practitioner and study a Masters in Applied Behaviour Analysis.

Then, given the opportunity late last year to return to Multicap and manage Behaviour Support Practice, Sarah 'jumped at it'.

'I remembered the Multicap customers I had worked with as a DSW and I wanted to go back and find them,' she said. 'Because I realised that if I knew then what I know now I could have had a big impact on their lives.'

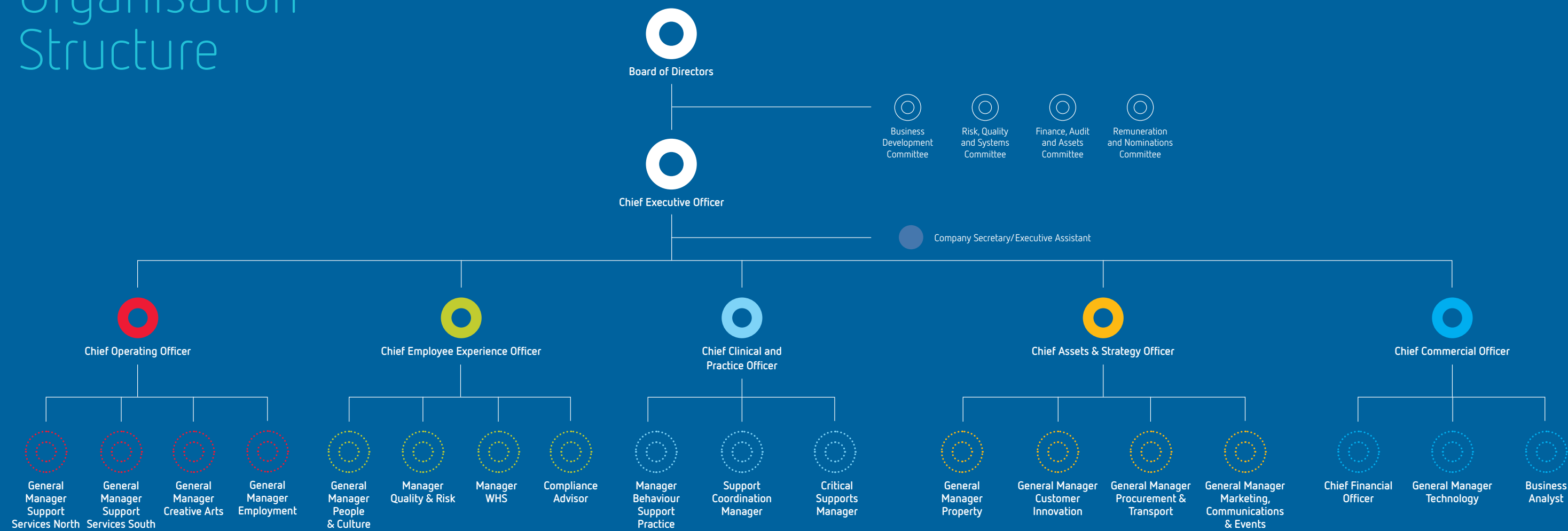
Sarah now manages a growing team that is focused on delivering individualised behaviour support to people with complex needs.

'Once you work out what is causing the behaviour you have the opportunity to support customers to develop new skills and improve their quality of life,' Sarah said.

'Because, at the end of the day, when you can see past the challenging behaviour, what you've got is a beautiful person who wants the same things everyone else does, with their own hopes and dreams and you just want the very best for them.'



Organisation Structure



Senior Executive Team

The Senior Executive Team provided direction and stability to Multicap during a year of continued growth.

Multicap has always delivered services to people who have complex support needs and, recently, we have experienced increased demand for our specialised services. In response to these changing customer needs, we invested in our organisational skills and capability by introducing Simon Wardale to the new role of Chief Clinical and Practice Officer (CCPO) in the Senior Executive Management team. The introduction of this role will ensure our ability to maximise positive outcomes for our customers using evidence-based clinical practice.

The five senior executive management roles reporting to the Chief Executive Officer (CEO) are: Chief Operating Officer (COO); Chief Commercial Officer (CCO); Chief Clinical and Practice Officer (CCPO); Chief Assets and Strategy Officer (CASO); and the Chief Employee Experience Officer (CEEO).



Joanne Jessop
Chief Executive Officer
Qualifications
MBA, GAICD
With Multicap since
2006



Seth Grantley
Chief Operating Officer
Qualifications
MBA
With Multicap since
2016



Kate Johnson
Chief Employee Experience Officer
Qualifications
B Psyc (Hon), B Bus HRM, M Org. Psyc
With Multicap since
2018



Simon Wardale
Chief Clinical and Practice Officer
Qualifications
BAppSc (Intellectual Disability) (Hons)
With Multicap since
2018



Nigel Taylor
Chief Assets and Strategy Officer
Qualifications
BSc Human Services
With Multicap since
2013



Mike Goodall
Chief Commercial Officer
Qualifications
B Com, Accounting
With Multicap since
2018

VOLUNTEERS

Multicap was supported throughout the year by many generous corporate and individual volunteers. We thank all our volunteers for their time and commitment to enhancing the lives of people with disability and their families.



Corporate Volunteer: Bentleys Queensland

Volunteering with Multicap has had unexpected rewards for the team at Bentleys.

'It's very rewarding on a personal level, and as a team,' Bentleys People and Culture Advisor Jayne McLachlan said. 'And we've also made a lot of friends.'

One such friend is Thaddeus, a Supported Employee who was working at Makeables Tingalpa when the Bentleys team first met him. 'The team chose to go back to Makeables Tingalpa to work with Thaddeus again, but when they found out he had moved to Makeables Rocklea they wanted to follow him there,' Jayne said. 'He's a very warm, social person and they enjoyed his company.'

Jayne is among 21 Bentleys staff who have given their time to support Multicap since 2016, volunteering at Makeables Rocklea and Tingalpa, the Monte Lupo Ekka Stall, the Inter-Service Cup, and Multicap's Christmas gift-wrapping stall at Westfield Garden City.

'We place significant importance on the sustainability and enterprise of the communities in which we operate,' Jayne said. 'We foster strong connections and are proactive in our efforts to "give back" to ensure that we have a positive impact.'

During the year, Bentleys staff contributed 24.5 volunteer hours to Multicap's Christmas wrapping stall, provided 17 corporate volunteers and 7 corporate volunteering days.

Bentleys staff have also donated more than \$1500 to Multicap, which was raised at their 2017 and 2018 staff Christmas parties.

What Bentleys staff say about corporate volunteering at Multicap:

"It was rewarding. It was nice to be able to see how Multicap helps individuals living with a disability integrate into and participate in the community."

"I felt like the day was rewarding. It was nice to spend some time out of the office helping other people."

"We spent the day socialising and learning new skills. I'd certainly go again."

165
CORPORATE
VOLUNTEERS
FROM SEVERAL
ORGANISATIONS



815
CORPORATE
VOLUNTEER HOURS
THROUGHOUT
THE YEAR



\$33,433
TOTAL CONTRIBUTION
IN VOLUNTEER HOURS*
*based on \$42.25 per hour as
per Volunteering QLD website

CORPORATE SERVICES

Marketing, Communications & Events

Multicap's Marketing, Communications and Events team is committed to informing customers and the wider community about Multicap's services and projects. Our goal is to promote Multicap's diverse range of services, and ensure the experiences, stories and voices of our customers are heard. Our team assists with projects and initiatives that support Multicap's core purpose of enhancing the lives of people living with disability.

Throughout the year, the Marketing, Communications and Events team initiated a number of significant projects, including the refreshment of Multicap's brand internally and within the community. A full review and audit of all collateral, both hard copy and digital, was conducted, resulting in the creation of new brochures on all services, and an updated and increased online presence.

In 2019, significant modifications were made to the Multicap website, which improved content availability and accessibility, and added new features such as a service locator, a blog and a Monte Lupo online store. This project standardised the brand elements so that they can be used consistently and are easily recognisable across all Multicap collateral.

The team also re-launched the new *All Ways* newsletter. The *All Ways* newsletter primarily targets customers, their families and supporters, as well as staff and the wider community. Along with the new-look print newsletter, an electronic version for those who prefer to sign up and receive our updates digitally was

introduced. A new multi-platform social media strategy resulted in content consistency and improved engagement across Facebook, Instagram, Twitter and LinkedIn.

Events

Throughout FY2019, the team managed a number of noteworthy events, as well as representing Multicap at expos in Brisbane, Rockhampton, Mackay and the Gold Coast.

On 8 August 2018, Multicap held the tenth Inter-Service Cup Rugby League day in Kippa-Ring. The event was the largest in its decade-long history and brought together teams from service providers and organisations across the region to enjoy an inclusive day of Rugby League.

On 27 October, Multicap hosted FashionAble at Victoria Park, an annual fashion parade and high-tea event where a number of our customers modelled new fashions on the runway.

On 9 November, the Marketing, Communication and Events team hosted 'Multicap Celebrates', Multicap's end of year awards evening. This was followed by Carols@Multicap on

24 November, a community Christmas event held at Multicap's Eight Mile Plains site.

In the new year, on 19–20 February 2019, the team co-hosted the Disability Support Workers Conference, in partnership with CPL, at the Brisbane Convention and Exhibition Centre. Expert speakers included Multicap's Simon Wardale (Chief Clinical Practice Officer) and Sarah Hutchison (Manager Behaviour Support Practice). This Conference was sold out 2 weeks before it was held and will be relocating in February 2020 to a larger venue.

In June 2019, the team assisted in launching Multicap's latest accessible housing project at Finucane Road, Alexandra Hills. This project included the creation of an updated Homes4Life brochure, which features a customer profile and the innovative details of these new homes.



Fundraising & Grants

We are privileged to partner with a number of wonderful organisations that support Multicap's sole purpose, which is to enhance the quality of our customers' lives.

Fundraising

The Lions Club of Brisbane MacGregor has generously supported Multicap for more than two decades, donating their time to Multicap's fundraising initiatives, along with profits from their own fundraising events. This year, the members contributed their time to our Christmas gift-wrapping campaign. This campaign was our fifth at Westfield Garden City and raised more than \$10,000.

Multicap's June 2019 Direct Mail appeal was the most successful on record. The generosity of our community saw the net profit from the appeal increase by 202 per cent on the 2018 appeal. Money raised from this appeal supports our new self-advocacy program, which includes training and technology, to enable our customers to communicate their individual needs and preferences; essentially building their confidence to advocate for themselves.

Many other organisations and individuals supported our fundraising events and activities throughout the year, and we would like to thank everyone for their great generosity.

Grants

Grant funding enables Multicap to improve services for our customers, upgrade facilities, buy new equipment and host inclusive community events. In 2018/2019, Multicap was generously supported with grants from a variety of trusts and foundations, corporate partners, and all levels of government.

Grant funding allowed us to purchase new pottery wheels for supported employees at our Monte Lupo Art Studio, and we were also able to upgrade the studio bathrooms and air ventilation systems. Across at our popular Monte Lupo Gallery Café, new kitchen appliances were funded, enabling our supported employees to gain new and transferable skills.

Customers of our Tweed Heads Hub had the opportunity to participate in a 'Get Ready for Work Program' developed by Multicap staff and funded with a grant from the ETC Community Support Fund.

Further north, at our Robina and Toowoomba Short Term Accommodation houses, kitchen renovations were greatly appreciated by staff and customers. Bathrooms were renovated at Nudgee and Rockhampton Hubs, Murwillumbah and Marsden Short Term Accommodation houses.

New specialised equipment will assist customers who use wheelchairs with day-to-day activities such as getting out of bed or getting in the car to access the community. Thanks to a new Hydro pool hoist, customers will now be more comfortably supported into the water at our Attigo Centre in Eight Mile Plains.

This year a number of our events were made possible due to grants received; these included the Inter Service Cup, FashionAble, Carols@Multicap, and the Avegates Kids Holiday Club Program.

Grant Providers

Our sincerest thanks go to the following organisations who supported Multicap during the year:

Brisbane City Council (Community Support Funding Program)

Brisbane City Council (Lord Mayor's Suburban Initiative)

Department of Education and Training

Department of Social Services

Gambling Community Benefit Fund

ETC Community Support Fund

Lord Mayor's Charitable Trust

Rockhampton Regional Council

Telstra Kids Fund

Moreton Bay Regional Council

Redland City Council

John T Reid Charitable Trusts

Cory Charitable Foundation

James N Kirby Foundation

Continuity of Support Accommodation Management

Good360 Partnership

Good360 supports Not-for-Profit organisations in Australia by connecting them with businesses that will divert any surplus goods otherwise destined for landfill to the people who need them the most. Big W was one of these businesses, participating stores included Strathpine, Taigum, Mt Gravatt, Calamvale and Mooloolaba. Multicap's partnership with Good360 and Big W brought joy to many people with disability just before Christmas, giving them access to thousands of items, including household goods, toys and clothing. This partnership also contributed to FashionAble 2018 and Carols@Multicap 2018, and provided cabling to our Technology team.



Pictured (left to right): Multicap Customer Carol, Sharon (General Manager Support Services South), Charles (Regional Manager Gold Coast and northern New South Wales) with ETC staff at the program launch in early 2019.

Donors and Contributions

Multicap receives donations from individuals and organisations. Every contribution makes a real difference in the lives of people with disability.

We would like to thank just some of our generous donors and contributors this year (in alphabetical order):

AccessPay

Alexander Sneyd

AMC Training

Auto Import Centre

Bennett & Philp Lawyers

Bentleys Brisbane

Black and White Cabs

Brisbane Convention & Exhibition Centre

Bronwyn Smyth

Carroll Consulting

Clare Courtney

Commonwealth Bank

David Swales

Davidson Recruitment

Di Cant

Dowling Family Foundation

Dr Neil Heather

Edwin & Katherine Codd

Ernst & Young

EVA Air

Gavin Stevens

Hays Recruitment

Hynes Legal

Ian Heather

Intrust Super

In Vitro Technologies Pty Ltd

J.J. Richards & Sons Pty Ltd

Jill Hayward

John Newby

KO&Co Architecture

Lions Club of Brisbane MacGregor

Margaret & Michael Horwood

McCullough Robertson

Men of League Foundation

Miriam Ruth Lee

Mopki

Motorama

National Rugby League (NRL)

Nick Eglezos

Norths Leagues Club

PWC Australia

QUT School of Design

Rohan McCaul and family

Rosario Anicich

Rosemary Locke

Russell Gregory

Sharman Property Services

Terry Brent

The Flannery Foundation

U&U Recruitment

Village Motors

Westfield Garden City

Windsor Recruitment

X Central

Technology & Property

Technology

Support

The Multicap Technology Support desk function has continued to grow, with the addition of more resources. As well as reactive problem-solving through an increased span of support hours, the team is now performing proactive site visits aimed at identifying opportunities for improvement. These site visits include the identification and replacement of ageing equipment, connectivity testing, problem-solving and training.

Connectivity

The continued rollout of the National Broadband Network across Queensland and Northern New South Wales has provided the opportunity to upgrade data connections to houses, hubs and offices. Connection speeds have been improved, enabling staff to spend more time supporting customers and less time on administrative tasks. This will be a continued focus for the organisation, with active monitoring and remote management of connections.

Technology Infrastructure

During the year, the organisation upgraded the servers and switches at the Eight Mile Plains site. This hardware upgrade has returned stability to the network and removed a barrier to growth. This budgeted project was delivered on time with the support of our Telstra business partner.

Applications

One of the major technology projects for the year was the implementation of Ci Anywhere Human Resource and Payroll (HRP) software. This web-based version of the TechnologyOne HRP module provides improved functionality for support staff to access and update personal information, and engage in performance conversations with their supervisor. The recruitment module streamlines the recruitment process for managers, and provides prospective employees with a professional and modern entry point to the organisation.

Development on other applications has continued, with more content added to the Multinet intranet, resulting in increased usage. Progress has

been made on integration between applications, with the acquisition of programming interface (API) for the Carelink customer system. A big focus throughout the year has been on building the organisation's understanding of the applications and data ownership.

Property

Multicap Housing and the Property team have been busy delivering a significant number of capital projects over this past year. The team managed 124 properties, including 37 NDIS-enrolled Specialist Disability Accommodation sites. Multicap owns 33 of these properties, the balance are commercial and community leases from the Department of Housing; Local Government; the Department of Communities, Disability Services and Seniors; Social Housing and private rentals.

As Multicap continues to grow, our investment in infrastructure is increasing also. Buoyed by some capital funding from the Queensland Government and generous donations from individual donors, we continue to develop accessible and affordable housing, community hubs and supported employment sites for our customers.

Our important Homes4Life program continues, with new homes opening in Finucane Road, Alexandra Hills. These state-of-the-art properties are equipped with assistive technology throughout. Both houses are future-proofed, with wiring and structural supports in place to add hoists, a chair lift on the stairs and additional automated features as technology and customer requirements evolve. These homes have become a reality through capital funding provided by the Queensland Government's Elderly Parent Carer Innovation Initiative.

Also, two new fully accessible homes will open in Ormeau in late 2019. The Goldmine Road and Woodland Court properties will provide homes for five people living with disability.

Multicap has also purchased a large block of land at 76 Jardine Street, Rockhampton, next to our existing property at 90 Jardine Street. This will allow us future expansion for

service offerings to customers based in the Rockhampton region, and in the interim provide enhanced aspect privacy and security for current customers and tenants.

We continue to maintain our much-loved Eight Mile Plains site for a range of uses, including Community Hub, Monte Lupo Studio and Art Gallery Café, Hydro pool, Apex House, Ford House and corporate offices.

Other projects undertaken this year included significant upgrades to Apex House, new Monte Lupo studio toilets, office and dispatch upgrades, renovations to multiple kitchens and bathrooms, and equipment upgrades; for example, a new Hydro pool hoist.

Many of these projects were made possible due to successful grant applications (listed on pages 40–41) and managed forecasted maintenance.

New Role

The position of General Manager Property was introduced in early 2019 to oversee our growing property portfolio.

Safety features in all properties continued to be updated to ensure compliance with Work, Health & Safety Regulations, as well as new fire safety legislation.

Our Fleet

The role of General Manager Procurement & Fleet was created to oversee our expanding fleet of vehicles and our growing procurement needs. Multicap has a fleet of 95 vehicles, a number of which are fully accessible so that our customers can access services and connect with their local communities.

Our cent per kilometre model is based on a fair and equitable charge system designed to be sustainable. Our vehicles support the transport needs of our customers and, because transport funding has changed and for some reduced under the NDIS, Multicap subsidises transport by contributing additional funds during the year to support customer needs. The total distance travelled by customers in Multicap vehicles over this past year is over 1,380,000 km.

GOVERNANCE & FINANCIALS

Board of Directors

Multicap's Constitution

Multicap is a not-for-profit company limited by guarantee under the Corporations Act 2001 (Cth).

Multicap is a Public Benevolent Institution and is endorsed as a Deductible Gift Recipient with the Australian Tax Office.

Multicap is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC).

Multicap's Constitution allows for up to four elected Directors, each of whom is nominated by the members for a three-year term, and up to three appointed Directors.

Each year at the Annual General Meeting in November, one-third of the elected Directors retire from office and are eligible for re-election.

Strategy

The Multicap Board set the strategic direction for the organisation by formulating and approving the Multicap Strategic Plan 2016–2021. The Strategic Plan is revisited each year at the Multicap Board Planning Day. The Strategic Plan is then passed to the CEO and Senior Executive Management team for implementation.

The Board and CEO have a role in overseeing, monitoring and reporting on agreed actions. Please see pages 8-9 for performance against our strategic priorities.

Board Effectiveness

The Multicap Board is tasked with ensuring that sound governance practices are in place and, as part of their ongoing governance focus during the year, they reviewed all policies and relevant documents in line with the agreed timeframes.

The following policies were also approved:

- Policy 2 Customer Service
- Policy 3 Stakeholder Engagement
- Policy 4 Treasury & Financial Sustainability
- Policy 5 People and Culture
- Policy 6 Health & Safety

- Policy 7 Information Management
- Policy 8 Prevention and Responding to Violence, Abuse, Neglect and Exploitation
- Policy 10 Asset Management
- Policy 11 Code of Conduct

The Board met nine times during the year to discuss governance issues, review performance against agreed measures, and consider the impact of changes in the external and internal environments.

The work of the Board is supported by committees, and these committees continued to support the organisation at this time, in line with their respective terms of reference. The Board currently has four committees:

1. Business Development
2. Finance, Audit and Assets
3. Risk, Quality and Systems
4. Remuneration and Nominations.

Board Forum

During the year Multicap established a new Board Forum. Initially run annually, this Forum provides a direct link between customers and the people they choose to represent them (Local Area Advisory Committee members) and the Board, enabling them to query Multicap's strategy and direction, as well as providing Directors with further opportunity to hear the customer experience firsthand and discuss key aspects of Multicap operations. The Forum discussion was structured around three questions: What should Multicap keep doing, start doing, and stop doing? The Forum made suggestions that included extending the range of health assessments available, expanding the hours for Hub activities and improving the feedback and complaints processes.

Board Remuneration

The Multicap Constitution allows the Board to set remuneration for Directors, subject to review by members, and the Board Charter outlines that the Board should, from time to time, appropriately consider this issue because of the increasingly complex nature of Directors' roles in an environment where excellent governance and commerciality are now pre-requisites for a successful not-for-profit entity.

Remuneration of Directors has been considered in the past, with the Multicap Board on each occasion determining that Directors' roles should remain voluntary.

Given the significant growth of Multicap services and support in recent years, the increasing time that Directors are needing to devote to their roles, and the practice of many other not-for-profit organisations of remunerating Directors, the Board recently resolved that, from 1 July 2019, Directors would have the option of receiving a modest stipend in acknowledgement that:

- The time commitments of Directors have increased significantly, and the organisation wishes to acknowledge their contribution in an appropriate manner, to ensure that Multicap continues to lead the way in quality service provision to people with disability.
- Remuneration has been set at a level that strikes a balance between the financial sustainability of the organisation, the desire to continue to maximise available resources to meet customer needs, the value that the time, skills and expertise of Directors bring to the organisation, and some compensation for Directors for the income potentially foregone from other commercial activities due to their role as a Multicap Director.
- The workload of the Chair has been acknowledged as being greater than other Directors.

Directors have the option not to take remuneration, or to instead receive up to the maximum amount by way of Multicap meeting the costs of formal continuing professional development to enhance their directorship skills (e.g. Australian Institute of Company Directors' membership) and awareness of disability issues. The maximum amount (across all options) available to any Director has been set at \$10,000 annually, and the maximum available to the Chair is an additional \$10,000 annually.

Board Membership

Board Chair

Multicap was saddened by the death, after a brief illness, of Mr Michael Roche, who joined the Multicap Board in February 2017, and was appointed as Multicap Chair following the retirement of David Eades in October 2017. Mr John Gallimore, a long-standing Director, took on the role of Chair following Mr Roche's passing in July 2019.

Board of Directors



John Gallimore (Chair)

BA LLB(Hons) FANZCN MAICD

John has been a member of the Multicap Board since 1997. He is a former long-time partner, now Consultant to legal firm Allens Linklaters and its predecessors in Brisbane. John is also a Director of Brisbane Housing Company Limited, a charity providing and developing new social and affordable housing.



Christopher Perkins

BBus MBA FCPA GAICD FGIA

Chris has been a member of the Multicap Board since 2012. He has extensive experience in business and is currently a Portfolio Chief Financial Officer with the CFO Centre and operates his own Business Advisory company. Previously he has held senior executive positions in the utilities, health, property and childcare sectors. His professional qualifications include Fellow of Certified Practising Accountants, a Fellow of the Governance Institute of Australia and a Graduate of the Australian Institute of Company Directors.



Anna-Maree Shaw

BBus BVisualArt MBA GAICD

Anna-Maree has been a member of the Multicap Board since 2015. She has over 20 years' experience in customer and product strategy, brand portfolio management, e-commerce, digital marketing, loyalty programs, CRM, business development and IT. Anna-Maree delivers consultancy services focusing on transforming customer experience and digital capabilities within financial services, retail and higher education organisations.



Angela Tillmanns

MBA GAICD

Angela was appointed to the Multicap Board by the elected directors in May 2017. Angela has extensive experience in the disability sector and is also Chair of the Queensland Maritime Museum. Prior to working in the community sector, Angela worked in the Federal Government on the design and implementation of human service systems.



Heather Gardner

MBA GAICD IIDM

Heather joined the Multicap Board in September 2017. Heather began her career in the banking industry, gaining unparalleled experience in the commercial space. Moving into the construction and property industry she established herself as a well-respected professional with a no-nonsense and practical approach over a 30-year career. Driven by a purpose of enhancing lives through education, Heather is focused on business and people improvement.



David Withers

BEng MBA FAICD FRAES

David joined the Multicap Board in September 2017. David is the Chief Executive of Burrana, a world-leading provider of aircraft cabin systems that he founded in 2009. He has a long career in the aviation sector and has held several non-executive positions with not-for-profit organisations in the mental health and disability sectors. David believes company culture is the key to success and is passionate about creating agile and responsive organisations through empowered and inspired people sharing a common purpose, vision and values.

Our Governance, Quality & Risk Management

Registered Provider Status

Multicap is a registered provider for the National Disability Insurance Scheme (NDIS), the Queensland Specialist Disability Services program, the Queensland Community Support Scheme and Queensland Community Care programs, and the Department of Social Services Supported Disability Employment program. Multicap is also a registered Aged Care Provider for Home Care packages.

Strategic Risks

Multicap has a Risk Management Framework in place that is adaptive to changing internal and external factors; manages significant risks appropriately; and has logical steps, processes and structures in place. The Risk module of Riskman is now fully implemented, covering strategic and operational risks. During the year, Multicap has further strengthened our capability in managing organisational risks with the appointment of a full-time Risk and Quality Manager, as part of our ongoing continual improvement.

Quality Services

Multicap's Specialised Disability Services and Community Care Services are audited under the Human Services Quality Framework (HSQF) and externally certified under JAZ-ANZ. These audits run on a three-year cycle, with the most recent midway maintenance audit completed in August 2018. From July 2018 the new

national NDIS Quality and Safeguards Commission reporting and quality standards requirements were in place for our New South Wales services, and from July 2019 for our Queensland-based services. Multicap successfully completed our first external quality audit under the new Quality and Safeguards Commission for our New South Wales services, and we have maintained Quality Certification and satisfied the quality requirements.

The Disability Employment Services are audited annually under the National Standards for Disability Services – Australian Disability Enterprises (NSDS-ADE). The most recent audit was in August 2018. Multicap satisfied all the quality requirements and has maintained Quality Certification. With the successful transition of all our supported employees into the NDIS, we are not required to complete any further NSDS-ADE Quality Audits.

Multicap values the feedback from each of these audits and embraces the opportunities for improvement.

Safety

Multicap considers the safeguarding of customers and safety of our staff of the highest importance. The Incident Reporting module of Riskman, the Information Management system, is now fully implemented across the organisation, and the in-depth reporting capability allows evidence-based continuous improvement in this area. Multicap has a full-time Work Health and Safety Manager focused

on safety. Work continues on the simplification of procedures, guidelines and tools to improve safety for our customers and staff.

Workers' Compensation

Multicap has a strong commitment to effective management of workplace injuries by focusing on proactive early return to work programs and ongoing support for our staff.

Our proactive approach is evidenced by our WorkCover accepted claim numbers, our average claims cost and our lost days all remaining below the industry average. Multicap's final return to work percentage is 100 per cent, which is higher than the industry average of 92.56 per cent.

There is an ongoing positive impact from Multicap continually improving our injury management and return to work processes, and Multicap has a full-time Injury Management Adviser focused on this area.

Multicap's WorkCover results

Month costs

Multicap \$2457

I/A \$ 2754

Days lost

Multicap – 28.95

I/A – 30.93

Days to first return to work

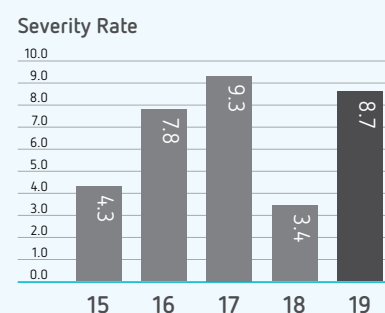
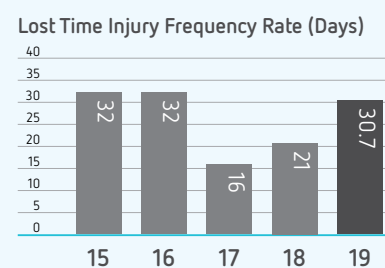
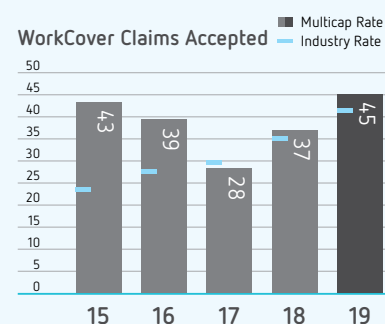
Multicap – 18.03 days

I/A – 21.19 days

Final return to work

Multicap – 100%

I/A – 92.56%



Committee Reports

Business Development Committee

The Business Development Committee continued to assist the Board during the year in fulfilling its responsibilities for meeting the needs of Multicap's customers and in responding to the changing needs of new customers seeking our support.

The Committee considers and makes recommendations to the Board on strengthening the voice of customers, outcomes measures such as quality of life, wellness and achievement of goals, the expectations of customers and, where relevant their families and decision-makers, as well as new and changing market demands resulting from the NDIS.

The Committee met five times during the year and were involved in reviewing the continued expansion of services, provided insight and feedback on the quality and consistency of services to our customers, continued to assess business opportunities as they arose, and reviewed the strategic directions of both property and other assets. In March 2019 Ms Heather Gardner also became a member of the committee.

The Committee has received management support during the year from the Chief Operating Officer, the Chief Assets and Strategy Officer and other key staff. The Business Development Committee was capably chaired by Mr Michael Roche until his recent death and I am pleased to have accepted the role of Committee Chair moving forward. Thank you to all Committee Members for their valued contributions.

David Withers BEng MBA FAICD FRAES
Chair

Finance, Audit & Assets Committee

The Finance, Audit and Assets Committee assists the Board of

Directors in the discharge of their duties with regard to the stewardship and management of Multicap's financial affairs, the external audit process and major asset acquisitions.

The Committee is comprised of Board Directors and may include co-opted members. The Chief Executive Officer, Chief Commercial Officer, Chief Assets and Strategy Officer and the Chief Financial Officer are invited to the Committee meetings at the discretion of the Committee. The Committee manages its responsibilities with an annual work plan, and during the year conducted an evaluation of the Committee's performance.

The financial responsibilities of the Committee include providing financial direction and advice to the Board, providing advice and assistance to the CEO and other executives in matters of financial management, establishing financial strategy and objectives, establishing finance-related policies, assessing the annual budget and analysing interim and annual financial reports. In particular, the Committee regularly monitors the financial performance of the organisation against the approved strategic and business plans. During the year the committee worked with management to improve the effectiveness of the financial reporting to the Board. Several new accounting standards were applicable to Multicap for the financial year and the implementation of these standards was overseen by the Committee.

The Committee works closely with Multicap's independent external auditors to ensure that the nature and extent of their audit procedures provide sufficient and appropriate assurances regarding Multicap's financial activities and position. A tender for audit services was completed during the year, and following the recommendation of the Committee and approval by the Board

of Directors, Bentleys was selected as the new auditor of Multicap's annual financial statements.

The Committee supports the organisation to ensure it has the required assets to meet the increasing demand for high needs disability services. It assesses major asset acquisition proposals including reviewing project feasibility analysis and monitors expenditure on assets. Major projects that occurred during the year included the completion of the Finucane Road development, multiple land purchases, major renovations across Eight Mile Plains, and construction at Ormeau and Rockhampton. The Committee worked with management during the year to procure additional loan facilities to assist with the funding of these projects.

The operating business performance and earnings outlook remains consistent with strategic objectives and performance expectations of the company. The Committee will continue to monitor the operating environment under the NDIS and its effect on working capital and long-term financial strategies.

The Committee monitored and provided pertinent advice to management in relation to the implementation of the National Disability Insurance Scheme as it rolled out across South-East Queensland in 2019.

Monitoring of the organisation's performance against financial strategic targets will continue as the organisation executes the 2016–2021 Strategic Plan.

Chris Perkins BBus MBA FCPA GAICD FGIA
Chair

Risk, Quality and Systems Committee

The Risk, Quality and Systems Committee assists Multicap's Board of Directors to fulfil its oversight responsibilities for internal control systems, service systems, quality management of services, risk management, governance and compliance with laws, regulations and codes of conduct.

The Committee comprises three Board Directors and meets regularly to complement the Board's scheduled meetings throughout the year. Different executive management representatives attend the meetings,

depending on the topics under review. This ensures the Committee has access to detailed information on current topics. Committee members also access opportunities across multiple sites to meet with staff, customers and families to ensure the customer's perspective and service staff influences their understanding of issues and, ultimately, Board deliberations.

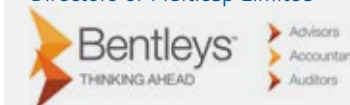
RiskMan (a risk-management and incident reporting system) continues to evolve and improve so that the accuracy and timeliness of reporting across all service areas throughout Multicap is enhanced. This enables the Committee to better understand the underlying contributing factors to incidents, and work with management to improve the quality of services. The Committee has welcomed reports from the Specialised Services team that focus on the development of communities of practice in behaviour supports through bringing together all stakeholders of varied skills to form coordinated teams. These teams resolve complex customer service requirements and improve outcomes for customers, while enhancing the safety and wellbeing of Multicap staff. Additionally, a number of policies and procedures have been reviewed and aligned to the NDIS Quality and Safeguards framework.

Throughout the year, the Committee has received high quality feedback from customers and families, as well as expert advice from Multicap staff to ensure the services, systems and internal controls continue to improve. This has given the Committee confidence that, together with customers, families and staff, Multicap can continue to improve the quality of its services and assist customers to achieve their life goals.

Angela Tillmanns MBA GAICD
Chair

Auditor's Independence Declaration

under S 60.40 of the Australian Charities and Not-for-profits Commission Act 2012 to the Directors of Multicap Limited



I declare that, to the best of my knowledge and belief, during the year ended 30 June 2019 there have been no contraventions of the independence requirements any applicable code of professional conduct in relation to the audit.

Bentleys Brisbane (Audit) Pty Ltd
Chartered Accountants

Ashley Carle

Ashley Carle
Director

Brisbane
25th September 2019

Directors' Declaration

per section 60.15 of the Australian Charities and Not-for-profits Commission Regulation 2013

The Directors of the Company declare that in the Directors' opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable;
- the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012; and
- give a true and fair view of the company's financial position as at 30 June 2019 and of its performance for the financial year ended on that date.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.

John Gallimore

John Gallimore
Chair

Chris Perkins

Chris Perkins
Director

Brisbane
25th September 2019

Discussion & Analysis

For the year ending 30 June 2019, Multicap has recorded an operating surplus of \$1,815,848 compared to the previous year's \$355,374. The surplus represents 2.67% of operating revenue (2018: 0.68%) and is required to fund capital expenditure which is generally not funded from recurrent government grants or funded under the National Disability Insurance Scheme (NDIS). The surplus also provides the Organisation a buffer for any unexpected business pressures.

Multicap's total surplus after representing non-operating items is \$2,489,531.

Key Items

Multicap has continued to experience growth in service delivery. Operating revenues grew to \$67,975,323 in 2019 compared to \$52,304,907 in 2018 representing an increase of 29.96%. New and maturing services in Queensland, increased revenue under the NDIS and the number of participants in the scheme have contributed to this growth while state government revenue has reduced as customers' transition to the NDIS and other funded services. NDIS revenue represents 53.2% of total revenue in 2019 compared to 14.4% in 2018.

Non-grant/NDIS revenue declined in 2019 compared to the previous year primarily due to NDIS funding replacing a number of customer fees and brokerage services. Multicap continues to develop additional sources of revenue through successful

grant applications with \$965,681 of non-operating grants recognised in 2019 compared to \$258,367 in 2018.

Operating expenses have increased to \$66,159,475 from \$51,949,533 in 2018 which represents an increase of 27.35%. New and maturing services, Enterprise Agreement increases and increased staff numbers due to the costs of transacting under the NDIS are contributing factors. Employee benefits expense represents the largest proportion of the organisation's operating expenses (82.3%) and the largest increase, up \$13,059,279 or 31.5% on 2018. The organisation continues to invest to improve and maintain the built environment for the benefit of our customers, including \$749,300 expensed in new proactive maintenance projects, \$407,011 in minor equipment purchases across service delivery areas and increased costs in technology of \$627,087.

Non-operating expenditure of \$291,998 includes improvements across short-term accommodation, accommodation (Supported Independent Living), Hub services and social enterprises.

Multicap's statement of financial position continues to improve with our assets increasing and our borrowings remaining at low levels. Our current assets continue to exceed our current liabilities up \$3,521,449 to \$12,165,278 in 2019 (2018: \$9,058,970). The organisation's cash position declined to \$5,804,357 (2018: \$6,594,467) with investment in new property, plant

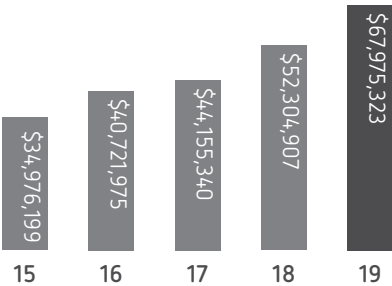
and equipment and the transition of funding to arrears under the NDIS operating environment. The new funding environment has increased Trade and other receivables from \$1,979,157 in 2018 to \$5,929,145 in 2019. The organisation continues to hold sufficient amounts of cash to manage under the new operating environment and to invest in long-term asset strategies.

Multicap's property, plant and equipment increased to \$26,892,484 (2018: \$24,909,723) with \$2,812,102 invested in purchases of land at Jardine St Rockhampton and Ormeau Gold Coast, construction of two houses at Ormeau and commencement of Stage 3 at Jardine St, finalised construction at Finucane Road Alexandra Hills and renovations across the Eight Mile Plains site. There was continued investment in new equipment (\$536,228), fleet vehicles (\$297,534) and implementation of HR software.

The statement of cash flows reflects Multicap's strong financial management with net cash from operating activities remaining positive under the new funding environment at \$2,080,672 (2018: \$2,287,006). Multicap's cash generated from operations continues to be used to fund net spend on planned investment activities \$2,762,835 (2018: \$2,101,742) and repayment of borrowings. The organisation closes the year with an adequate cash balance of \$5,804,357 (2018: \$6,594,467) to fund operations and long-term strategies.

Operating Revenue

Increased to \$67,975,323 in 2019 from \$52,304,907 in 2018



The Directors appointed Bentleys, the company's auditors, to perform a review of the controls and processes in place surrounding the recognition and reporting of revenue in relation to NDIS services for the period 1 July 2018 to 30 June 2019. The Directors used this review to obtain assurance that NDIS revenue is complete and accurate, and also improve controls and processes in place.

Directors' Report

Directors

The Directors of Multicap Limited at any time during the financial year are:

▲ The Directors present their report on Multicap Limited for the financial year ended 30 June 2019.

Name	Qualifications and Responsibilities	Service (in years)
Current at 30 June 2019		
Michael Roche	BCom(Hons) MCom (Hons) Hon Doctor of Business GAICD Chair of Business Development Committee	3
Christopher Perkins	BBus MBA FCPA GAICD FGIA Chair of Finance, Audit & Asset Committee	7
John Gallimore	BA LLB (Hons) FANZCN MAICD Member of Risk, Quality & Systems Committee Member of Finance, Audit & Asset Committee	22
Anna-Maree Shaw	BBus BVisual Art MBA GAICD Member of Finance, Audit & Asset Committee Member of Business Development Committee	3
Angela Tillmanns	MBA GAICD Chair of Risk, Quality & Systems Committee Member of Business Development Committee	3
David Withers	BEng MBA FAICD FRAES Member of Business Development Committee Member of Risk, Quality & Systems Committee	2
Heather Gardner	MBA GAICD IIDM Member of Finance, Audit & Asset Committee Member of Risk, Quality & Systems Committee	2

Directors' Meetings

The number of Directors' meetings (including committee meetings) and the number of meetings attended by each of the Directors of Multicap Limited during the financial year are:

Name	Board Meetings		Finance, Audit & Asset		Risk, Quality & Systems		Business Development	
	A	B	A	B	A	B	A	B
Michael Roche	9	9	guest	2	guest	3	5	5
Christopher Perkins	9	9	6	6	-	-	guest	1
John Gallimore	9	7	6	4	3	3	guest	1
Anna-Maree Shaw	9	8	6	4	-	-	5	3
Angela Tillmanns	9	8	guest	1	3	3	5	3
David Withers	9	7	-	-	3	2	5	4
Heather Gardner	9	8	6	4	2	2	1	1

A - Number of meetings held during the time the director held office during the year. B - Number of meetings attended.

When required the Board will create committees to assist and support the work of the Board.

Principal Activity & Objectives

As reflected in the organisation’s constitution, Multicap’s sole purpose is to enhance the quality of life of people with disabilities and their families. The principal activity during the year to achieve this was to provide support services through the following:

- Hub Services
- Accommodation (Supported Independent Living)
- Short Term Accommodation (formerly Respite)
- Social Support
- In home and Community Support
- Social Enterprises
- Supported Employment.

Multicap’s vision is to be the leading source of creative and sustainable support options for people with disability, particularly those with high and complex needs. To achieve this vision the organisation continues to implement its current strategic plan using the following six strategic capabilities:

- Our approach is always centred around the person
- We are integrated into our local communities
- Our growth is sustainable
- We are an employer of choice
- Our systems and processes are streamlined
- We have disciplined financial and capital management.

Strategic capabilities and relevant targets are reported in more detail throughout the Annual Report.

Key Performance Measures

Multicap Limited measures its own performance through the use of both quantitative and qualitative benchmarks. These benchmarks are used by the Directors to ensure Multicap delivers on its vision and to assess the financial sustainability of the company. Key performance measures are reported throughout the Annual Report.

Results

The organisation recorded an operating surplus of \$1,815,848 in the current financial year (compared to an operating surplus of \$355,374 in the previous year).

Revenues for the current financial year grew by \$15,670,416, from \$52,304,907 to \$67,975,323. Growth in NDIS revenue from the transition of customers from State-funded services, expansion of services and new customers accessing our core services are the drivers of the organisation’s revenue increase.

Employee costs increased \$13,059,279 from \$41,407,232 to \$54,466,511 which is in line with the expansion of services, wage increases increased employee numbers. The increase in new employees is due to the increase in services provided, new roles for the ongoing NDIS rollout throughout Queensland and roles to manage the complexity of operating under the NDIS.

Expenses have increased, with continued investment in service delivery and the facilities used in delivering services. The organisation has increased expenditure to maintain its existing assets and invest in new assets for the benefit of the organisation. The organisation continued to incur project costs relating to the implementation of improved IT systems and business processes which allows for the improved efficiency required for ongoing sustainability under the NDIS.

The organisation’s operating surplus represents 2.67% of operating revenue

(2018: 0.68%). Operating surpluses are required for the organisation to remain sustainable in the future and to help fund capital expenditure which is not funded under the NDIS. The organisation’s aim is to achieve an EBITDA of 5% of revenue over the 5-year Strategic Plan. The EBITDA result for 2019 is 5.12% of operating revenue (2018: 3.46%).

The organisation’s net surplus after recognising non-operating items is \$2,489,531 (2018: \$488,669). Non-operating revenues include non-recurrent government capital grants offset by non-operating expenditure.

Auditor’s Independence Declaration

The lead auditor’s independence declaration for the year ended 30 June 2019 has been received and is included in the financial report.

Signed on behalf of the Board in accordance with a resolution of Directors.

John Gallimore

John Gallimore
Chair
Brisbane
25th September 2019

Chris Perkins

Chris Perkins
Director
Brisbane
25th September 2019

Statement of Profit or Loss and Other Comprehensive Income

for the year ended 30 June 2019

	Notes	2019 \$	2018 \$
Operating revenue			
Grant revenue		26,074,360	38,516,516
NDIS revenue		36,155,060	7,512,968
Customer fees and brokerage		4,243,593	4,697,460
Sale of goods		840,474	937,618
Interest		89,108	111,216
Other revenue		572,728	529,129
Total operating revenue	2	67,975,323	52,304,907
Operating expenditure			
Employee benefits expense		54,466,511	41,407,232
Property and utility expenses		3,470,388	2,970,972
Consumables and provisions		1,549,017	1,688,547
Contractors remuneration		906,652	1,062,383
Insurance and workers compensation		1,435,364	1,127,385
Information technology costs		623,087	487,335
Professional fees and consultancy costs		439,787	385,638
Transport expenses		665,931	601,312
Other expenses		676,001	617,374
Interest expense		14,297	20,122
Bad and doubtful debts	3	173,016	36,000
Depreciation, impairment and amortisation expense	3	1,739,424	1,545,231
Total operating expenditure		66,159,475	51,949,533
Surplus for the year on operating activities		1,815,848	355,374
Non-operating activities			
Revenue			
Capital grants	2	726,238	238,402
Non-capital grants	2	239,443	-
Gain on business combination		-	19,965
Total non-operating revenue		965,681	258,367
Expenditure			
Non-capital grant expenditure		204,989	125,072
Other expenditure		87,009	-
Total non-operating expenditure		291,998	125,072
Surplus for the year		2,489,531	488,669
Other comprehensive income			
Other comprehensive income		-	-
Total comprehensive income		2,489,531	488,669

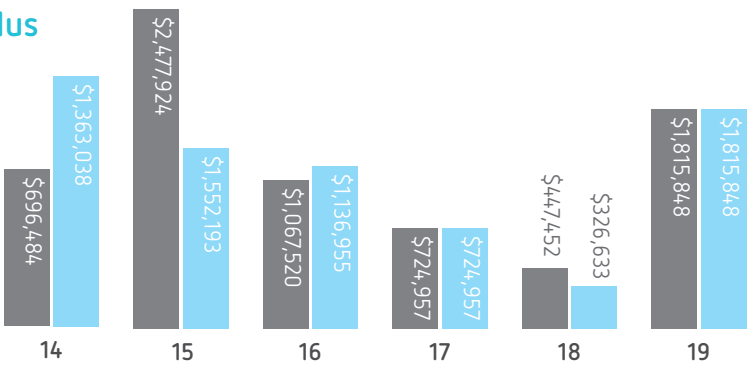


Vale Michael Roche

In July 2019, Multicap Chair Michael Roche passed away suddenly after a brief illness. Michael joined the Board in February 2017 before being elected Chair in October 2017. He made a significant impact at Multicap through his effective and contemporary governance of our organisation. We thank Michael for his contribution to the lives of people living with disability.

Operating Surplus

Operating Surplus
Normalised Operating Surplus*



*The operating surplus for 2014/15 is \$2,478M. \$977,115 in supplementary funding was received that relates to financial years 2013 and 2014. \$120,819 of supplementary funding was received in 2018 that related to 2015 and 2016. For information purposes the surpluses for these years have been normalised to highlight the effect on of the supplementary grant.

Statement of Financial Position

for the year ended 30 June 2019

Assets

Current assets

Notes	2019 \$	2018 \$
4	5,804,357	6,594,467
5	5,929,145	1,979,157
	69,759	72,100
	362,017	413,245
Total current assets	12,165,278	9,058,969

Non-current assets

Property, plant and equipment	6	26,892,484	24,909,723
Intangible assets	7	356,870	439,005
Total non-current assets		27,249,354	25,348,728

Total assets

		39,414,632	34,407,697
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Liabilities

Current liabilities

Trade and other payables	8	3,868,516	2,907,564
Grants received in advance	9	1,064,532	705,018
Borrowings	10	131,538	114,812
Employee provisions	11	3,579,243	2,809,685
Total current liabilities		8,643,829	6,537,079

Non-current liabilities

Borrowings	10	161,808	286,481
Employee provisions	11	1,059,337	524,010
Total non-current liabilities		1,221,145	810,491

Total liabilities

		9,864,974	7,347,570
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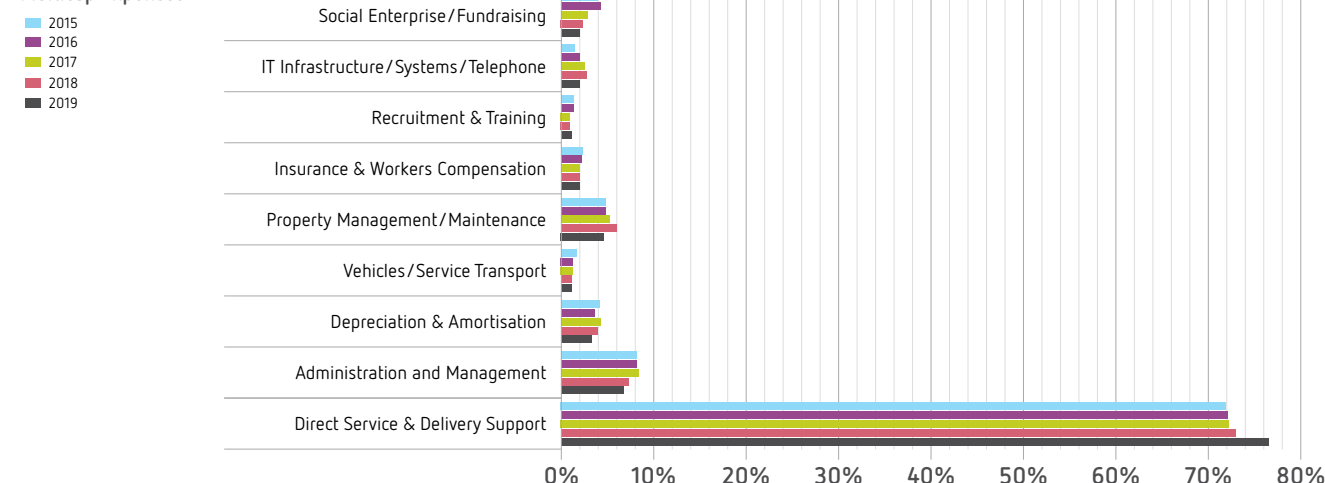
Net assets

		29,549,658	27,060,127
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Equity

Retained surplus		29,549,658	27,060,127
Total equity		29,549,658	27,060,127

Multicap Expenses



Statement of Changes in Equity

for the year ended 30 June 2019

Balance at 1 July 2018

Comprehensive income

Surplus for the year	488,669	488,669
Other comprehensive income for the year	-	-
Balance at 30 June 2018	27,060,127	27,060,127

Comprehensive income

Surplus for the year	2,489,531	2,489,531
Other comprehensive income for the year	-	-
Balance at 30 June 2019	29,549,658	29,549,658

Statement of Cash Flows

for the year ended 30 June 2019

Cash flows from operating activities

Receipts from government operating grants	24,812,604	35,609,953
Receipts from customers and members	1,670,199	5,739,355
Receipts from fundraising activities	445,191	388,732
Receipts from NDIS	35,495,535	6,853,440
Payments to suppliers and employees	(60,417,668)	(46,395,568)
Interest received	89,108	111,216
Interest paid	(14,297)	(20,122)
Net cash provided by operating activities	2,080,672	2,287,006

Cash flows from investing activities

Proceeds from sale of property, plant and equipment	86,471	101,281
Receipts from government capital grants	1,179,162	125,481
Payment for property, plant and equipment	(3,659,962)	(2,486,867)
Payment for intangible assets	(76,508)	(258,168)
Cash acquired through business combination	-	541,603
Payment for non-operating expenditure	(291,998)	(125,072)
Net cash used in investing activities	(2,762,835)	(2,101,742)

Cash flows from financing activities

Repayment of borrowings	(107,947)	(128,273)
Net cash used in financing activities	(107,947)	(128,273)

Net (decrease)/increase in cash and cash equivalents

	(790,110)	56,991
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Cash and cash equivalents at beginning of year

	6,594,467	6,537,476
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Cash and cash equivalents at end of year

	5,804,357	6,594,467
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Financial Notes

Note 1: Statement of significant accounting policies

Corporate information

Multicap Limited ("the Organisation") is a not-for-profit organisation, incorporated as a public company limited by guarantee and is domiciled in Australia. The Organisation provides sustainable support options for people with multiple disabilities and challenging and complex behaviours and their families and carers in Queensland. The registered office is located at 269 Padstow Road, Eight Mile Plains, Qld 4013.

Basis of preparation

Multicap Limited applies the Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: Application of Tiers of Australian Accounting Standards.

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012.

Australian Accounting Standards set out accounting policies that the Australian Accounting Standards Board has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial report was approved by the Directors on 25 September 2019.

The financial report, except for the cash flow information, has been prepared on an accruals basis, is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The Organisation is a not-for-profit entity, therefore the terms "profit" or "loss" do not appropriately describe the nature of the Organisation's activities. Accordingly the words "Surplus/(Deficit)" have been substituted for the terms "Profit/(Loss)".

The financial statements are presented in Australian dollars and have been rounded to the nearest dollar.

When required by Accounting Standards or for clarity, comparative information has been reclassified to achieve consistency with the current financial figures and other disclosures.

Significant accounting policies

The following is a summary of the material accounting policies adopted by the Organisation in the preparation of the financial statements. The accounting policies have been consistently applied, unless otherwise stated.

(a) Revenue

Revenue is measured at the fair value of consideration, net of Goods and Services Tax (GST), received or receivable by the Organisation for the following activities.

Government grants

When grant revenue is received whereby the Organisation incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the Statement of Financial Position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

Non-reciprocal grant revenue for the acquisition of assets is recognised in the Statement of Profit or Loss and Other Comprehensive Income when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the Organisation and the amount of the grant can be measured reliably.

Multicap Limited receives non-reciprocal contributions of assets from the government and other parties for no consideration or a nominal value. These assets are recognised at fair value on the date of acquisition in the Statement of Financial Position, with a corresponding amount of income recognised in the Statement of Profit or Loss and Other Comprehensive Income.

National Disability Insurance Scheme (NDIS)

Revenue from the provision of services to clients under the NDIS is recognised upon the delivery of services.

Customer service revenue

Revenue from the provision of services to customers is recognised upon the delivery of the service.

Sale of goods

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods passes to the customer.

Donations, bequests and fundraising activities

Donations and bequests are recognised as revenue when they are received by the Organisation.

Contributions of assets

Revenue from the contribution of assets, including the right to receive cash or other assets without providing approximately equal value to the parties providing the contribution is recognised when the Organisation receives the asset or has an unconditional right to receive the asset.

Interest revenue

Interest revenue is recognised as it accrues using the effective interest rate method.

Capital grants

Capital grants are non-recurrent grants used

for the purchase of assets. When capital grants are used for assets where the ownership is not retained by the Organisation, the purchases are disclosed as non-operating expenditure.

(b) Finance costs

Finance costs are recognised as an expense in the period in which they are incurred.

(c) Income tax

A provision for income tax has not been raised as the Organisation is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(d) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis except for the GST component of investing and financing activities which are disclosed as operating cash flows.

The net amount of GST recoverable from or payable to the Australian Tax Office is in the Statement of Financial Position.

(e) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks and other short-term highly liquid investments that are readily convertible to cash.

(f) Trade and other receivables

Trade receivables principally consist of amounts due from customers and clients for the supply of merchandise and services. These amounts are recognised and carried at the original invoiced amount.

(g) Inventories

Inventories principally consist of raw material, work in progress and finished goods for resale by Monte Lupo, Makeables and Multisnacks. Inventories are measured at the lower of cost and net realisable value. Cost is defined as the cost of bringing each inventory item to its present location and position, and cost is determined on a first-in first-out basis. Net realisable value is taken to be the estimated net selling price of an item in the ordinary course of business after deducting the necessary costs of sale. Inventories acquired at no cost, or for nominal consideration, are valued at the current replacement cost as at the date of acquisition.

(h) Property, plant and equipment

Each class of property, plant and equipment is measured on the cost basis and is therefore carried at cost less accumulated depreciation (excluding land) and any accumulated impairment losses. Land is recorded at cost. In the event that the carrying amount of property, plant and equipment is greater than the estimated recoverable amount, the carrying amount is

written down immediately to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present. Depreciation: The depreciable amount of all fixed assets, excluding freehold land and uncommissioned assets, is depreciated on a straight-line basis over the assets' estimated useful economic life to the Organisation commencing from the time the asset is first held ready for use. The depreciation rates that have been applied are as follows:

Buildings - 10 to 50 years
Leasehold improvements - 3 to 40 years
Plant and equipment - 3 to 10 years
Motor vehicles - 5 to 9 years

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount. These gains or losses are included in the Statement of Profit or Loss and Other Comprehensive Income.

(i) Intangible assets

Intangible assets acquired separately are initially measured at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses.

Intangible assets are amortised over their useful lives as follows:

Computer software - 3 to 10 years
Trademarks and licences - 10 years

(j) Impairment of non-financial assets

The carrying values of non-financial assets (property, plant and equipment and intangible assets with a finite useful life) are reviewed for impairment at each reporting date, with the recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

The recoverable amount of non-financial assets is the higher of fair value less costs to sell and value in use. Depreciated replacement cost is used to determine value in use. Depreciated replacement cost is the current replacement cost of the non-financial asset less, where applicable, accumulated depreciation to date, calculated on the basis of such cost.

Impairment exists when the carrying value of an asset exceeds its recoverable amount. The asset is then written down to its recoverable amount.

Where it is not possible to estimate the recoverable amount of an individual asset, the Organisation estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(k) Leases

Operating leases

Operating lease payments, where substantially all of the risk and benefits remain with the lessor are recognised as an expense in the Statement of Profit or Loss and Other Comprehensive Income on a straight-line basis over the term of the lease.

Finance leases

Finance leases, where the Organisation obtains substantially all the risks and benefits incidental to the ownership of the leased asset, are capitalised at the inception of the lease at the fair value of the leased asset or, if lower, the present value of the minimum lease payments. Lease payments are allocated between the reduction of the lease liability and finance charges so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised as an expense in

the Statement of Comprehensive income.

Capitalised lease assets are depreciated on a straight-line basis over the shorter of their estimated useful life or the term of the lease if there is no reasonable certainty the Organisation will obtain ownership by the end of the lease term.

(l) Trade and other payables

Trade and other payables are unpaid liabilities for goods and services provided to the Organisation before the end of the financial year. The fair value of these amounts is deemed to be equal to their cost. The Organisation usually settles these amounts within 45 days.

(m) Interest-bearing loans and borrowings

Interest-bearing loans and borrowings are initially recorded at fair value less directly applicable transaction costs. Following initial recognition interest-bearing loans and borrowings are measured at amortised cost using the effective interest rate method.

Borrowings are classified as current liabilities unless the Organisation has an unconditional right to defer settlement of the liability for at least 12 months after the balance date.

(n) Financial instruments - non-derivative financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (ie trade date accounting is adopted). Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are recognised immediately as expenses in profit or loss.

Classification and subsequent measurement

Financial instruments are subsequently measured at fair value (refer to Notes 1 (f, l, m)), amortised cost using the effective interest method, or cost.

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the effective interest method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of an income or expense item in profit or loss.

Financial assets

Financial assets consisting of loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Financial liabilities

Non-derivative financial liabilities other than

financial guarantees are subsequently measured at amortised cost using the effective interest method. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

Impairment

The Organisation uses the simplified approach as applicable under AASB 9: Financial instruments. At the end of each reporting period, the Organisation assesses whether there is objective evidence that a financial asset has been impaired. A financial asset (or a company of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a company of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the company recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

Derecognition

Financial assets are derecognised when the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised when the related obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability, which is extinguished or transferred to another party, and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

The Organisation's exposure to financial instruments is limited to trade and other receivables, trade and other payables and interest-bearing loans and borrowings. The accounting policies applied to these financial instruments are described above.

The Organisation does not have any derivative financial instruments.

(o) Employee provisions

Short-term employee provisions

Provision is made for the Organisation's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee

benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Organisation's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the Statement of Financial Position. Annual leave and long service leave where the employee is entitled to the leave is part of current employee provisions in the Statement of Financial Position.

Long-term employee provisions

The organisation classifies employees' long service leave as other long-term employee benefits, as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the Organisation's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on corporate bonds that have maturity dates that approximate the terms of the obligations. Upon the re-measurement of obligations for long-term employee provisions, the net change in the obligation is recognised in profit or loss classified under employee benefits expense.

The organisation's obligations for long-term employee benefits are presented as non-current liabilities in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current liabilities.

(p) Revenue received in advance

A significant part of the Organisation's funding is from state and federal government grants to fund services. Where these grants relate to the provision of services (or the purchase of assets) in the following financial year or are to be returned to the government, they are reported as a liability in the Statement of Financial Position.

q) Adoption of new and revised accounting standards

During the current year the Organisation adopted all of the new and revised Australian Accounting Standards and Interpretations applicable to its operations which became mandatory. It has been determined by the Organisation that there is no material impact of the new and revised Standards and Interpretations on its operations and therefore no change is necessary to the Organisation's accounting policies.

New accounting standards and interpretations not yet adopted

The following new accounting standards, amendments to standards and interpretations have been identified as those which may impact the Organisation in the period of initial application.

AASB 1058 Income for Not-for-Profit Entities is applicable when an entity receives volunteer services or enters into other transactions where the consideration to acquire the asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

Income arising from an excess of the initial carrying amount of an asset over the related amount being contributions by owners, increases in liabilities, decreases in assets and revenue

should be immediately recognised in profit or loss. For this purpose, the assets, liabilities and revenue are to be measured in accordance with other applicable Standards.

Liabilities should be recognised for the excess of the initial carrying amount of a financial asset (received in a transfer to enable the entity to acquire or construct a recognisable non-financial asset that is to be controlled by the entity) over any related amounts recognised in accordance with the applicable Standards. Income must be recognised in profit or loss when the entity satisfies its obligations under the transfer.

The Organisation will adopt this standard from 1 July 2019 and the impact of its adoption has been assessed by the organisation.

AASB 15 Revenue from contracts with customers introduces a five-step process for revenue recognition with the core principle of the new Standard being for entities to recognise revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

Accounting policy changes will arise in timing of revenue recognition, treatment of contract costs and contracts which contain a financing element. AASB 15 will also result in enhanced disclosures about revenue, provide guidance for transactions that were not previously addressed comprehensively (for example, service revenue and contract modifications) and improve guidance for multiple-element arrangements.

"The standard will be applicable to annual reporting periods beginning on or after 1 January 2019 but is available for early adoption. The changes in revenue recognition requirements in AASB 15 may cause changes to the timing and amount of revenue recorded in the financial statements as well as additional disclosures."

The Organisation will adopt this standard from 1 July 2019 and the standard is not expected to have a material impact on the transactions and balances recognised in the Financial statements when first adopted.

AASB 16 Leases will replace AASB 117 Leases and for lessees this will eliminate the classifications of operating leases and finance leases. Subject to exceptions, a 'right-of-use' asset will be capitalised in the Statement of Financial Position, measured as the present value of the unavoidable future lease payments to be made over the lease term. The exceptions relate to short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office furniture) where an accounting policy choice exists whereby either a 'right-of-use' asset is recognised or lease payments are expensed to profit or loss as incurred. A liability corresponding to the capitalised lease will also be recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. Straight-line operating lease expense recognition will be replaced with a depreciation charge for the leased asset (included in operating costs) and an interest expense on the recognised lease liability (included in finance costs).

In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117. However, EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results will be improved as the operating expense is replaced by interest expense and depreciation in profit or loss under AASB 16.

For classification within the Statement of Cash Flows, the lease payments will be separated into both a principal (financing activities) and interest (either operating or financing activities) component.

AASB 16 Leases is applicable to annual reporting periods beginning on or after 1 January 2019.

The Organisation will adopt this standard from 1 July 2019 and has assessed the impact of the standard on its financial statements.

(r) Key judgments and assumptions

The Board evaluates estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends, economic data obtained both externally and within the Organisation.

Allowance for impairment of receivables

As disclosed in note 5 and note 14 to the financial statements, trade and other receivables include amounts totalling \$4,784,417 for NDIS revenue, customer and other fees. An allowance for impairment of \$215,867 has been made against these amounts. Management believes that the amount recoverable will exceed the total outstanding net of the provision.

Revenue received in advance

Management believes that revenue held in advance as disclosed in Note 9 has been correctly calculated and relates to services or asset purchases within the next 12 months.

Note 2: Revenue

Operating revenue from (non-reciprocal) government grants and other grants

- State government funding	24,915,658	37,145,264
- Australian Government Department of Social Services	701,313	1,186,149
- Other grant revenue	457,389	185,103
Total grant revenue	26,074,360	38,516,516

- NDIS revenue	36,155,060	7,512,968
- Customer fees and brokerage	4,243,593	4,697,460
- Sale of goods	840,474	937,618
- Interest	89,108	111,216

Other revenue

- Fundraising revenue	438,164	387,450
- Membership subscriptions	1,584	1,996
- Other revenue	132,980	139,683
Total other revenue	572,728	529,129

Total operating revenue

Total operating revenue	67,975,323	52,304,907
Non operating revenue		
- Government grants – capital	726,238	238,402
- Non-operating grants	239,443	-
- Gain on business combination	-	19,965
Total capital grants and donations	965,681	258,367

	68,941,004	52,563,275
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Note 3: Operating surplus from ordinary activities

The surplus for the year includes the following specific expenses

Depreciation of property, plant and equipment	1,406,738	1,338,055
Amortisation of intangible assets	158,643	124,865
Amortisation of leasehold improvements	174,043	82,311
Bad and doubtful debts	173,016	36,000

Rental expense on operating leases		
- minimum lease payments	1,150,873	996,249
Loss/(Gain) on disposal of motor vehicles and property	9,951	(35,879)

Note 4: Cash and cash equivalents

Cash on hand	3,403	5,270
Cash at bank	3,800,954	2,547,062
Cash on short term deposit	2,000,000	4,042,135

	5,804,357	6,594,467
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As at 30 June 2019 \$2,000,000 was held on short term deposit. Cash at Bank earns interest at on-call rates. The interest rates earned on term deposits was between 1% to 2.41% (2018: 1% to 2.37%).

Note 5: Trade and other receivables

Current

Customer fees, NDIS revenue and other trade receivables	4,784,417	1,439,418
less: Allowance for impairment of receivables	(215,867)	(46,125)
	4,568,550	1,393,293

Accrued revenue	1,150,832	223,147
Other receivables	209,763	362,717

	5,929,145	1,979,157
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The exposure to credit and currency risks and impairment losses related to trade and other receivables are disclosed in Note 14 - Financial risk management.

Note 6: Property, plant & equipment

Land and buildings

Freehold land - at cost	9,649,369	8,521,469
Buildings - at cost	18,161,858	16,827,463
Buildings - work in progress	675,133	325,326
less: Accumulated depreciation	(4,757,216)	(4,184,686)
Total land and buildings	23,729,144	21,489,572

Leasehold improvements

Leasehold improvements at cost	1,321,689	1,317,539
less: Accumulated depreciation	(558,646)	(384,603)
Total leasehold improvements	763,043	932,936

Plant and equipment

Plant and equipment - at cost	4,661,346	4,133,615
less: Accumulated depreciation	(3,651,973)	(3,262,876)
	1,009,373	870,739

Motor vehicles - at cost

less: Accumulated depreciation	2,927,079	2,820,148
	(1,766,413)	(1,529,583)
	1,160,666	1,290,565

Note 6: Property, plant & equipment cont.

Hire purchase motor vehicles - at cost
less: Accumulated depreciation

Total plant and equipment

Total property, plant and equipment

Reconciliation

Reconciliations of the carrying amounts for each class of property, plant and equipment are set out below:

Land and buildings

Carrying amount at beginning of year
Additions
Disposals
Impairment losses
Depreciation expense
Carrying amount at end of year

Leasehold Improvements

Carrying amount at beginning of year
Additions
Depreciation expense
Carrying amount at end of year

Plant and equipment

Carrying amount at beginning of year
Additions
Disposals
Depreciation expense
Carrying amount at end of year

Motor Vehicles

Carrying amount at beginning of year
Additions
Disposals
Depreciation expense
Carrying amount at end of year

Note 7: Intangible Assets

Computer software

Computer software - at cost
IT systems - work in progress
less: Accumulated amortisation
Total computer software

Trademarks and licences

Trademarks and licences at cost
less: Accumulated amortisation
Total trademarks and licences

Total intangible assets

Reconciliation

Reconciliations of the carrying amounts for each class of intangible asset are set out below:

Computer software

Carrying amount at beginning of year
Additions
Disposals
Work in progress
Amortisation expense
Carrying amount at end of year

Trademarks and licences

Carrying amount at beginning of year
Amortisation expense
Disposals
Carrying amount at end of year

Note 8: Trade and other payables

Current

Trade payables
Accrued employee benefits
Other accrued expenses and sundry payables

2019 \$	2018 \$
655,628	671,719
(425,369)	(345,808)
230,259	325,911

2,400,298	2,487,215
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26,892,484	24,909,723
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21,489,572	20,417,058
2,812,102	1,626,550
-	-
-	-
(572,530)	(554,036)
23,729,144	21,489,572

932,936	973,660
4,150	41,587
(174,043)	(82,311)
763,043	932,936

870,739	978,546
536,228	269,890
-	-
(397,594)	(377,697)
1,009,373	870,739

1,616,476	1,612,900
297,534	475,300
(86,471)	(65,402)
(436,614)	(406,322)
1,390,924	1,616,476

1,014,765	1,060,939
112,969	-
(770,864)	(621,934)
356,870	439,005

3,780	3,780
(3,780)	(3,780)
-	-

356,870	439,005
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439,005	371,800
38,278	192,070
(74,739)	-
112,969	-
(158,643)	(124,865)
356,870	439,005

-	-
-	-
-	-
-	-

1,420,138	1,090,338
773,181	596,512
1,675,197	1,220,714
3,868,516	2,907,564

Note 9: Grants received in advance

Operating revenue received in advance
Capital grants received in advance

Grants received in advance consists of government funding received but services were not delivered at balance date (refer Note 1(p)).
Capital grants received in advance consists of government funding received but assets have not yet been procured or constructed.

Note 10: Borrowings

Current

Bank line of credit - secured
Hire purchase liability - secured

Non - Current

Bank line of credit - secured
Hire purchase liability - secured

Multicap has two bank loans with the Commonwealth Bank of Australia. The first bank loan is a \$951,946 line of credit and was renewed in May 2017 and matures in May 2020 and the second loan is a \$1,372,000 line of credit which matures in January 2022 with an option to renew the loan for a further seven years. The line of credit was drawn to \$6,480 at 30 June 2019 and \$5,246 at 30 June 2018. Interest is payable on the outstanding balance at a market rate. The outstanding balance on both bank loans is secured by four first mortgage's over Ellison Road, Aspley, 16 Penglase Place, Doolandella, 14 Penglase Place, Doolandella and Alpita Street, Kuraby.

The line of credit is a \$732,000 facility with Westpac Banking Corporation and commenced in January 2010. The line of credit is a 30 year facility and matures in 2040. The line of credit was drawn to \$5,821 at 30 June 2019 and \$5,500 at 30 June 2018 and is secured by a first mortgage over two of the Organisation's properties located at Lee Close, Runcorn.

The hire purchase liabilities are for hire purchase agreements taken out to purchase motor vehicles. Interest is payable on the outstanding amounts on the individual agreements at rates of between 3.94% and 4.18%. The individual agreements are held under a revolving bulk facility with Westpac Banking Corporation. At 30 June 2019 the limit on the facility was \$950,000, of which \$281,045 was drawn at 30 June 2019.

Credit standby arrangements with the Organisation's bankers

At reporting date the Organisation had the following credit arrangements in place:

Loan facilities
Line of credit facility
Credit card facility
Hire purchase and leasing facility

Facilities utilised at reporting date:

Loan facility
Line of credit facility
Hire purchase and leasing facility

Facilities not utilised at reporting date:

Loan facility
Line of credit facility
Credit card facility
Hire purchase and leasing facility

The credit card and loan facilities are secured by registered first mortgages over properties situated at 487 Ellison Road Aspley 4034, 16 Penglase Place Doolandella 4077, 31 Alpita Street Kuraby 4112 and 14 Penglase Street Doolandella 4077. The line of credit facility is secured by registered first mortgages over property situated at 9 and 11 Lee Close Runcorn 4113. The hire purchase and leasing facility is secured by fixed charges over motor vehicles purchased with the facility.

Note 11: Employee Provisions

Employee Provisions

Opening balance at 1 July 2018
Additional provisions raised during year
Amounts used
Balance at 30 June 2019

Current liability for employee entitlements

Annual leave
Long service leave
Current liability for employee entitlements

Non - Current liability for employee entitlements

Long service leave

As at 30 June 2019, the Organisation employed 765 full-time equivalent employees. (2018: 645).
Employee provisions represent amounts accrued for annual leave and long service leave.

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the company does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service. There has been a significant increase in the number of employees who have amounts accrued but not yet vested due to higher retention rates and growth in services.

Note 12: Hire purchase commitments**Payable - minimum hire purchase payments**

- not later than 12 months

- between 12 months and 5 years

Minimum hire purchase payments

less: Future finance charges

Present value of minimum hire purchase payments

	2019	2018
	\$	\$
	131,538	109,566
	160,742	305,877
	292,280	415,443
	(11,235)	(24,896)
	281,045	390,547

Certain motor vehicles and buses used by the entity have been acquired under hire purchase agreements (refer Note 10).

The motor vehicle hire purchase commitments are non-cancellable hire purchase agreements contracted with a three to five-year term.

Note 13: Segment reporting

The Organisation has three operating segments which are described below. The operating segments reflect the Organisation's three major areas of activity which are all based in Australia.

Disability Enterprises

This is a segment which provides employment opportunities for people with disabilities. This segment consists of Monte Lupo Gallery & Cafe, Monte Lupo Arts, Laundretto, Makeables and Coffee Carts. Monte Lupo Arts produces, exhibits and sells a wide range of individual artworks and tableware. Makeables provides re-packaging and other business services.

Disability services and other operations

This segment includes the Organisation's specialist disability services and all other operations of the Organisation. The Organisation's other operations exist to support the Organisation's specialist disability services.

Community Care

This segment includes the Organisation's Community Care, In-Home support and centre based services and social support services of the Organisation.

	Disability Enterprises		Disability Services and other operations		Community Care		Total	Total
	2019	2018	2019	2018	2019	2018	2019	2018
	\$	\$	\$	\$	\$	\$	\$	\$
Segment revenue								
- Grant & NDIS revenue	1,705,030	1,283,403	58,814,561	42,596,395	1,709,829	2,149,686	62,229,420	46,029,484
- Other operating revenue	848,600	950,457	4,722,949	5,169,389	174,354	155,577	5,745,903	6,275,423
- Non operating revenue	40,163	90,317	925,518	148,085	-	-	965,681	238,402
Total segment revenue	2,593,793	2,324,177	64,463,028	47,913,869	1,884,183	2,305,263	68,941,004	52,543,309
Interest expense	-	-	14,297	20,122	-	-	14,297	20,122
Depreciation and amortisation expense	190,563	114,567	1,524,786	1,403,203	24,075	27,461	1,739,424	1,545,231
Segment surplus	(336,913)	(700,702)	2,724,126	1,029,195	102,318	160,176	2,489,531	488,669
Segment assets and liabilities								
- Segment assets	479,877	507,645	38,571,585	33,559,528	363,170	340,524	39,414,632	34,407,697
- Segment liabilities	152,804	181,172	9,055,466	6,974,203	656,704	192,195	9,864,974	7,347,570
- Segment capital expenditure	164,785	45,553	3,479,064	2,542,353	44,443	17,492	3,688,292	2,605,398

During the year the Organisation increased the number of jobs provided to supported employees in Disability Enterprises to 108 from 98. The Organisation has appropriately increased its investment in the enterprises to support the sustainable growth of the business and to ensure continued employment of the organisation's new and existing supported employees.

Note 14: Financial risk management**Financial Risk Management Policies**

The Risk and Compliance Committee is responsible for monitoring and managing the organisation's compliance with its risk management strategy and consists of board members. The Risk and Compliance Committee's overall risk management strategy is to assist the organisation in meeting its financial and services targets while minimising potential adverse effects on financial performance. Risk management policies are approved and reviewed by the Risk and Compliance Committee on a regular basis.

The Organisation's financial instruments consist of short-term deposits with banks, accounts receivable, accounts payable, leases and borrowings.

The totals for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies adopted in the preparation of these financial statements, are as follows:

	2019	2018
	\$	\$
Financial assets		
Cash and cash equivalents	5,804,357	6,594,467
Client fees and other trade receivables (net)	4,568,550	1,393,293
Other receivables	209,763	362,717
	10,582,670	8,350,477
Financial liabilities at amortised cost		
Interest bearing loan	-	5,246
Line of credit	12,301	5,500
Hire purchase agreements	281,045	390,547
Current trade and other payables	3,095,335	2,311,052
	3,388,681	2,712,345

Note 15: Fair Value Measurements**Net fair value of financial assets and liabilities**

All financial assets and liabilities have a net fair value equal to their carrying amount.

Note 16: Commitments for expenditure**Operating lease commitments**

The Organisation has various non-cancellable operating leases as lessee of rented property. The lease payments are charged to expenses in the period in which they are incurred. Under the terms of these leases the Organisation has commitments for future rental payments on properties leased to the Organisation for a defined term. The leases are generally for periods of 12 months to 5 years.

	2019	2018
	\$	\$
Payable - minimum lease payments		
- not later than 12 months	1,200,384	964,155
- between 12 months and 5 years	2,177,493	441,432
- greater than 5 years	16,570	-
	3,394,447	1,405,587

The property lease commitments are non-cancellable operating leases. Leases with a five-year term are not recognised in the financial statements. Increase in lease commitments can occur in line with the consumer price index (CPI).

Capital Expenditure Commitments

The Organisation has committed to several capital projects in the next financial year with contracts to the value of \$798,804 having been signed.

Note 17: Related party transactions

In accordance with the Organisation's Constitution, the members of the Board of Directors are entitled to be remunerated subject to approval from members at the Annual General Meeting. No Director has received remuneration during the financial year.

Since the end of the previous financial year none of the members of the Directors have entered into a material contract with the Organisation.

During the year ended 30 June 2019 the Organisation rented a property at Hartopp Lane, Kelvin Grove from Brisbane Housing Company Ltd. The total rent paid in the year was \$42,120 (2018: \$42,120). One member of the Board of Directors, J Gallimore, is a Director of the Brisbane Housing Company Ltd.

Transactions between the Organisation and related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

Note 18: Key management personnel

The Organisation's key management personnel are those persons who have the responsibility and authority for planning, directing and controlling the day-to-day activities and strategic direction of the Organisation.

In addition to the Directors (refer note 17) the Organisation's key management personnel as at June 2019 consisted of the Chief Executive Officer, the Chief Operating Officer, the Chief Commercial Officer, the Chief Assets and Strategy Officer and the Chief Employee Experience Officer.

As disclosed in Note 17 the Organisation's directors performed their duties in a voluntary capacity and did not receive any remuneration. During the year ended 30 June 2019 the Organisation paid membership fees to the Australian Institute of Company Directors for five of the seven current Directors and courses for two Directors.

	2019	2018
	\$	\$
Membership/Course costs	6,514	11,699

The remuneration of other Key Management Personnel consists entirely of short-term employee and post employment benefits. The total remuneration of the Organisation's key management personnel, which is included in the Statement of Comprehensive Income under the heading of employee benefits is:

	2019	2018
	\$	\$
Short-term employee benefits	920,546	781,952
Post employment benefits	87,452	74,286

Other related parties

Other related parties include immediate family members of key management personnel and entities that are controlled, or significantly influenced by those personnel, either individually or collectively with their immediate family members.

Note 19: Contingent liabilities

Some of the Organisation's properties and other assets were acquired with federal and state government capital grants. In some cases the Organisation may be required to relinquish ownership of these assets, or repay a proportion of the grant, if the terms and conditions of the grant agreement are not complied with. Typically this would occur if the Organisation disposed of the asset within a specified time, or used the asset for a purpose contrary to the terms of the grant agreement. The Organisation is not aware of any such circumstances existing as at the date of the financial statements and does not intend to act in a manner that would allow such circumstances to arise in the future.

Note 20: Limitation of members' liability

The Organisation is a company limited by guarantee and in accordance with the Constitution, in the event of Multicap Limited being wound up, the liability would not exceed \$10 per member. At 30 June 2019 the number of members was 217 (2018: 214).

Independent Auditor’s Report to the Members of Multicap Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Multicap Limited (the “Company”), which comprises the Statement of Financial Position as at 30 June 2019 and the Statement of Profit or Loss and Other Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Director’s Declaration.

In our opinion the financial report of the Company is in accordance with Division 60 of the Australian Charities and Not-for-Profit Commission Act 2012, including:

- (i) giving a true and fair view of the Company’s financial position as at 30 June 2019 and of its performance for the year then ended; and
- (ii) complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-Profits Commission Regulations 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 Company in accordance with the ethical requirements of the Australian Professional and Ethical Standards Board’s APES 110 Code of Ethics for Professional Accountants (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 the Directors for the Financial Report

The directors of the Company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the

Australian Charities and Non-for-Profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for overseeing the company’s financial reporting process.

Independent Auditor’s Report to the Members of Multicap Limited

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 the 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 this financial report.

As part of an audit in accordance with 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 Company’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors’ 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 Company’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 Company 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 those charged with governance 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.

Bentleys Brisbane (Audit) Pty Ltd Chartered Accountants



Ashley Carle
Director

Brisbane, 25 September 2019

Life Members

Patron His Excellency the Honourable Paul De Jersey AC Governor of Queensland

Secretary Sandra Williams

Past Life Members

1965	Rev S B Ford
1965	Brisbane Caledonian Society & Burns Club
1967	LS Frost Pty Ltd
1967	CTO Staff, Brisbane
1967	Mrs U Mulholland
1972	Rev S R Ramsden
1972	Mr N P Scott
1974	Mr L N Saunders
1979	Mrs M Ramsden
1984	Mr A E Walker
2003	Mr D Kenway
2009	Dr R J Andrews MBE OAM
2013	Mrs Gwen Easlea
2019	Mr Glen Easlea

Life Members

1996	Mr N Rendell
1999	Ms R Shepherd
2001	Mrs M Rudken
2001	Dr N Heather
2004	Mr M Sprenger
2007	Mrs D Wilkinson
2013	Mrs Donna Bock
2016	Prof John McAuliffe AM
2017	Sandra Williams
2017	John Gallimore

Auditors Bentleys Brisbane (Audit) Pty Ltd

Legal Partners Aegis Legal
McCullough Robertson
Bennett and Philp Lawyers
Thomson Geer Lawyers
Allens (additional pro-bono work provided)

Banking Partners Commonwealth Bank of Australia
Westpac Banking Corporation

Bequests

When preparing your Will, after considering your immediate family, you may want to consider a bequest to Multicap. Our passion for every individual’s right to connect to and realise the possibilities available to them, drives us to always believe there is a way. Your gift or bequest will ensure we can respond to these needs.

For more information, please contact us on (07) 3340 9000 or visit multicap.org.au



Vale Glen Easlea

Multicap recognises the significant contributions of Mr Glen Easlea, one of our highly respected founding family members who passed away in February 2019.

Glen, alongside his wife Gwen Easlea and the other four founding families, were integral to the foundation of Multicap over five decades ago. Multicap’s continued work to enhance the lives of people with disability is owed to their determination and belief in a brighter future for their children.



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