





For almost 60 years, Multicap has been here to support people with disability — through the good times and the challenging times.

From our beginnings in 1962 to today as an organisation of more than 1,200 staff throughout Queensland and northern New South Wales — we are driven by our passion to enhance quality of life for people with disability and their families.

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## CONNECT WITH MULTICAP



Phone 1300 135 886



Visit [multicap.org.au](https://multicap.org.au)



Multicap acknowledges the traditional owners of the lands on which we live and work. We pay our respects to elders past, present and emerging.

Front cover image: Multicap customer Jordin in parklands close to his Brisbane home.



## OUR PEOPLE

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Image: Multicap customer John in Multicap's Aspley hub.



Image: Multicap customer Amy with DSW Lizzy in Maroochydore.

# Our Year

2019-2020 Highlights

2,336,343

TOTAL HOURS OF  
SUPPORT PROVIDED  
THROUGHOUT THE YEAR

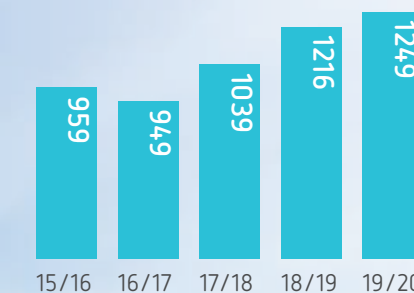
HOME AND  
WELLBEING  
CUSTOMERS

470

31

BEDS MADE AVAILABLE  
TO STATE HEALTH  
DEPARTMENTS TO SUPPORT  
COVID-19 RESPONSE

TOTAL CUSTOMERS



90 VEHICLES  
TO SUPPORT  
CUSTOMERS

- 48 BUSES
- 24 PEOPLE MOVERS
- 18 PASSENGER VEHICLES

1,281,650 km

DRIVEN WHEN SUPPORTING OUR CUSTOMERS



20,147

DRINKS SERVED  
AT MONTE LUPO  
CAFÉS AND  
COFFEE CARTS

115

EMPLOYEES  
(EMPLOYMENT SERVICES)



# Our Story

Established in 1962 by five Brisbane families seeking support for their children with complex disabilities, Multicap has evolved into an organisation with a broad service offering. From our Community Hubs where customers socialise with friends and engage in activities; to our supported and assisted employment and training opportunities where customers can increase their confidence and independence.

Our bespoke housing services often facilitate a young person's first move out of the family home. For others, it offers independence and freedom with support to meet their unique needs through any phase of life.

Customers can explore and discover their creative potential through our Music Therapy and Centre of Creative Arts programs, empowering them to unlock a whole world of new opportunity. Multicap is an industry leader in Specialist Critical Supports and Positive Behaviour Support services, working with customers and their support networks to find strategies and solutions to assist people with complex needs to increase their quality of life.

At the core of our organisation is our team of 1,200 skilled, committed staff. They are dedicated to enhancing the lives of our customers and making sure they feel heard, safe and supported as they navigate everyday life and work towards achieving their goals.

As we draw on our solid foundations to face the unexpected challenges this new decade has brought, we look to the future with nothing but inspiration and a steadfast commitment to be here for our customers in all ways, always.

*Image: Monte Lupo Arts staff install Monte Lupo's 2020 SWELL display on Currumbin Beach.*



# Our History

For almost 60 years, Multicap has been committed to enhancing the lives of people with disability. Over this time we have grown to have over 1,200 customers and 1,200 employees with services operating throughout Queensland and northern New South Wales. Our rich history enables us to remain strong for our customers, no matter the challenge at hand.

We look forward to continuing to deliver on our sole purpose for many years to come — *the quality of life of people with disability and their families is enhanced by our support.*

Following years of campaigning and dedication by our founding families, the Inaugural Meeting for the Multiple Handicapped Association of Queensland was held. The association opened its first centre in New Farm, Brisbane, to support a total of 23 young individuals.

Multicap expands its service offering and geographic footprint by purchasing a five-bedroom property in Mudgeeraba on the Gold Coast to offer Short Term Accommodation (then known as Respite Services).

Monte Lupo is born - the beginning of Multicap's Employment services. Monte Lupo initially operated at Sunnybank Hills Shopping Centre until later relocating to Eight Mile Plains. Premier-Pak, now known as Makeables, opened in 1993.

Multicap celebrated 50 years and published 'Stories that Connect Us', honouring the past and giving us strength for the future. Services expanded inland to Roma, Emerald and Toowoomba and across the border into northern New South Wales.

The rollout of the Federal National Disability Insurance Scheme (NDIS) is completed in all Multicap operational regions, following a four year transition.

1950s



1962-1964



1973

To accommodate a growing group of customers, the association bought a piece of land in Eight Mile Plains, naming it 'Multicap Meadows'. This was the beginning of the name 'Multicap', which soon became known across Queensland and beyond.



1985

1991-1993

2006

Services expanded into Rockhampton and Mackay, and customers accessed new social and creative arts programs. Our Critical Response STEPS service commenced.



2012

2019





# Strategic Plan

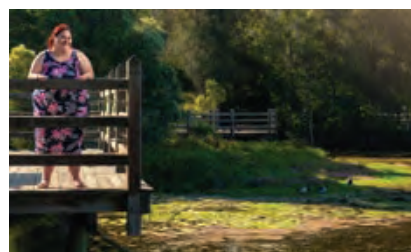
Final year of Multicap's Strategic Plan 2016-2021



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

#### What we achieved:

- We kept our customers and staff as safe as possible during the COVID-19 pandemic.
- As an integral part of the rapid hospital discharge program during COVID-19, we supported more than 30 people to leave hospital and move into our supported accommodation services using our Short Term Accommodation premises and three new temporary properties.
- We established our COVID Call Connect service to stay in touch with customers and ensure they could access the supports and services they needed.
- We improved our Circle of Support Forums so we hear more directly from customers, their families and/or their chosen representatives.
- We established new Specialist Disability Accommodation (SDA) registered accommodation options at Ormeau and Alexandra Hills. These enable us to support 11 new customers in purpose-built accommodation designed to meet their needs, improve their quality of life and help them be part of their community.



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

#### What we achieved:

- Over 1,200 customers chose Multicap as their preferred service provider during the year.
- We have attracted approximately 300 new customers to our high quality Support Coordination service.
- Around 20 new customers choosing supported accommodation services joined us during the year.
- Responding to demand, we purchased a house in Tweed Heads to provide a home for new customers, and established a Tweed Community Hub.
- Following requests for support, Multicap established new services across the Logan and Redlands areas.



Our organisation grew as we have responded to customer needs.

#### What we achieved:

- We saw a 34 per cent increase in operating revenue as more people chose Multicap for their support.
- We have created ongoing employment opportunities for more than 115 people with disability.
- We again increased our staff numbers, creating more than 100 new roles across the organisation. We now have more than 1,200 skilled, committed staff.
- The Self-Advocacy program expanded, with a customer attending the VALID Conference in Melbourne during the year.



We focused on attracting and retaining the right staff to ensure our customers continue to be satisfied with our service, and we invested in developing our staff so they have the skills needed for success in their roles.

#### What we achieved:

- Collaborative work between specialist and support services enabled us to deliver an intentional model of behaviour support, helping our customers enjoy enhanced stability and independence.
- We provided over 4,879 hours of training and free influenza immunisation for each employee during the year. In addition we provided and funded CPR training for all staff, with 734 staff holding current CPR qualifications, and 839 with Senior First Aid.
- Staff retention rate was higher than other providers in our sector at 82 per cent overall, and 78 per cent for our frontline Service Leaders and Disability Support Workers.
- The Skilling Queenslanders for Work program\* was delivered across three locations during the year – Rockhampton, Pine Rivers and Brisbane.
- Multicap moved to HESTA as our organisation's preferred superannuation partner.

\*This Skilling Queenslanders for Work initiative is proudly funded by the Queensland Government.



We made sure that our assets enabled flexibility in service delivery, and assets purchased benefitted the customers we support.

#### What we achieved:

- We addressed the increased demand for emergency or Medium Term Accommodation. We also developed a more robust transition into Supported Independent Living services, utilising assets previously used only for Short Term Accommodation.
- Upgrades were made at the Monte Lupo studio at Eight Mile Plains, including upgrades to the bathrooms, kitchen and Cardiff Air system to enhance the experience of all assisted employees, staff and workshop participants.
- Our transport fleet significantly increased to respond to the transport needs of our customers.
- Makeables moved to a new larger warehouse in Tingalpa, and the Capalaba Hub relocated to a new location.
- We purchased land for new developments that are currently in the planning stages.



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

#### What we achieved:

- The FY19-20 EBITDA was 13.32 per cent, well above our target of 5 per cent.
- We advocated for the rights of customers who are aged over 65 years and ineligible for the NDIS, and achieved funding parity for these customers to increase their choice and control.
- We adjusted production tasks at our Makeables locations to focus on PPE packs and hand sanitiser.
- We kept all Multicap staff employed despite the challenges of COVID-19 across our communities.



In the final year of Multicap's 2016-2021 Strategic Plan we identified 60 different actions that assisted us to achieve the ambitious targets we set ourselves.

75 per cent were completed and 25 per cent were taken forward to the new FY21 Onwards Strategic Plan to be incorporated into the new business and operational plans.



# Strategic Plan

## Multicap's new Strategic Plan 2021 Onwards

Multicap has developed a new Strategic Plan to guide us over the coming years. Multicap will be recognised for our quality and competence in supporting people with complex needs. Our staff will be proud to work for Multicap and earn and deserve customer confidence.

The 2021 Onwards Strategic Plan places our customers at the centre of everything we do, and reinforces our commitment to our sole purpose.

It is a clear and coordinated way for us to set the future direction for Multicap. It maps how we will continue to be recognised for the quality of our services, for our expertise in complex support, and for being an employer of choice.

**To ensure all decisions and priorities are aligned with our sole purpose, the new Strategic Plan clearly identifies four key outcome areas. These are:**

- Delighted Customers
- Skilled Engaged Workforce
- Service Excellence
- Sustainable Growth

Our commitment to our sole purpose means we must remain ambitious and innovative as we keep delivering excellent services for people with disability.

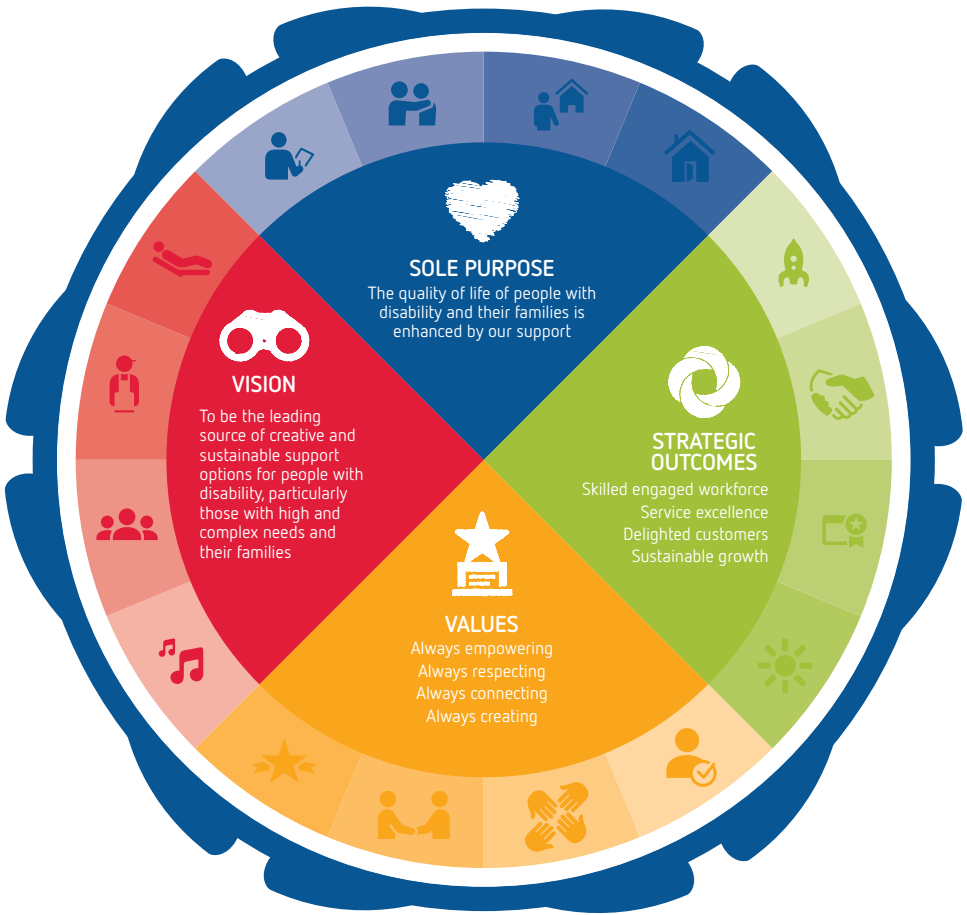


Image: Café Assistant Jessica working in the Monte Lupo Gallery Café at Eight Mile Plains.



# Our Service Locations

Multicap's extensive range of services are designed to meet the needs of people of all ages, abilities and goals — with a particular focus on high and complex support needs. We currently deliver services to over 1,200 people with disability in locations across Queensland and northern New South Wales.



Pictured: Sharon (middle) and Carmel (right) cooking at home with Multicap DSW Maricris.

## Sharon and Carmel Cook up a Storm

**With the support of Multicap staff, two of our Roma Home and Wellbeing customers found joy at home during the pandemic, through their love of cooking.**

Sharon and Carmel make the perfect house mates. Over the years the ladies have formed a tight bond and a lifestyle they both love.

With a shared passion for cooking, Sharon and Carmel are in the kitchen of their shared house in Roma at every opportunity — never more than during COVID-19.

Roma's Acting Service Leader Brendan said baking had brought so much happiness to Sharon and Carmel, it became a great distraction from the stress of the pandemic.

"We turned off the news and focused on cooking," Brendan said. "Everything from carrot cake and scones to spring rolls."

Staff shared pictures of the pair's baking with other Multicap staff and customers and are now creating a cookbook to record their baking journey and share with family and friends.

Carmel's sister and former carer Carol said Carmel had always loved to cook.

"She used to cook with mum all the time. Mum was a terrific cook and Carmel loved helping her."

"To see her cooking in her new home with Sharon and to know she is happy, safe and settled with Multicap is such a relief for me and a great outcome for Carmel," Carol said.

For Sharon and Carmel this location is not just their house, it is a place of connection and comfort, made possible with their Supported Independent Living package.



# Introducing Multicap's Service Pathways

For 58 years, Multicap has responded to the evolving needs of our customers — ensuring we provide the necessary support and opportunities to improve and enhance their quality of life.

Multicap supports each customer on their individual journey by laying foundations across three fundamental areas: Home and Wellbeing, Community and Lifestyle, and Work Readiness and Employment.

These three Service Pathways are designed to support customers to gradually develop and progress towards their goals, and towards maximum independence and capability. We recognise that everyone's life journey is different, and no journey is set in

a straight line. Customers can select service options they require from each pathway to meet their unique circumstances, preferences and goals, allowing for fully individualised and customisable support.

Our Service Pathways are supported by our Enabling Services. These are specialised supports that work to facilitate participation, enhance customer experience and maximise individual outcomes.



Home & Wellbeing

Service options to empower people with disability to live in the way, place and manner that they choose. Services in this pathway improve independence both in and out of the home while enhancing health and wellbeing, to ensure our customers enjoy a sense of comfort and stability.

## Options in the Family Home



ENABLING SERVICES

## Short Term Options



ENABLING SERVICES

## Shared Living Options



ENABLING SERVICES

## Independent Living Options



ENABLING SERVICES



Community & Lifestyle

Service options that promote active and independent inclusion of people with disability in their lifestyle choices and community. Services cover all stages of life, focusing on developing social and daily living skills and increasing connections in the wider community.

## Youth Options



ENABLING SERVICES

## Social Experiences and Events



ENABLING SERVICES

## Hub Based Options



ENABLING SERVICES

## Community Based Options



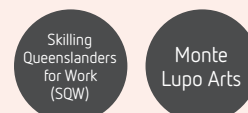
ENABLING SERVICES



Work Readiness & Employment

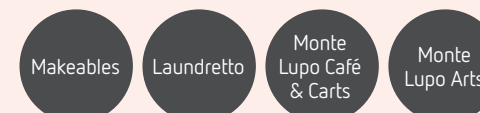
Service options that create training and employment opportunities for people with disability. This pathway continually evolves to ensure each individual has opportunities to reach their full potential through participation and experience in education and employment.

## Work Ready Options



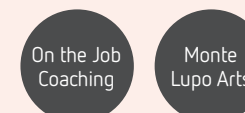
Multicap is committed to supporting customers to access training services and supports to qualify for sustainable and fulfilling employment.

## Employment with Support



ENABLING SERVICES

## Employment with Assistance



ENABLING SERVICES

## Independent Employment



Multicap is committed to being an equal opportunity employer.

\*Multicap provides personal supports to assist people with personal requirements while working in independent employment.

## Enabling Services

Supports the delivery of Service Pathways to facilitate participation, enhance customer experience and maximise individual outcomes.



## Multicap Housing

Key services include tenancy supports, property furnishing and maintenance.



## Multicap Transport

Transport options for Hub, Community and Home Connection.



## Specialist and Clinical Services

Key services include Positive Behaviour Support and Support Coordination.



# In-Home Support



In-Home Support enables customers to live how, where and with whom they want.

There are many ways our In-Home Support can enable customers to gain more independence.

Customers co-design the services they want with a support worker to suit their lifestyle and maximise their independence. A customer may choose to receive support with a wide variety of activities such as food preparation, keeping their home tidy, personal care, travel assistance, shopping or attending appointments.

Support can be accessed occasionally or regularly, depending on the needs of the customer and their support network.

Multicap's approach to In-Home Support is focused on empowering customers to build the skills they need to enjoy their preferred lifestyle and achieve their individual goals.

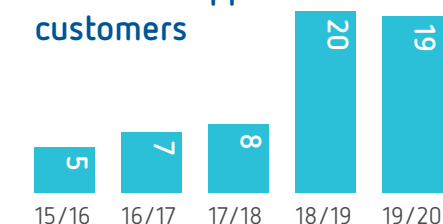
In-Home Support was a vital service during COVID-19, supporting customers to stay safely in their homes with regular visits from their support workers, and to help with purchasing groceries and other essential items.



## 12,988

Hours of In-Home Support provided in FY19-20

**In-Home Support customers**



Home & Wellbeing

## Jordin's Story

**Jordin can't tell his sister Amy what he thinks about life with the support of Multicap, but he can show her.**

"Jordin is non-verbal but if he wasn't happy, I would know," Amy said. "He's always excited to go back and it's been like that since the beginning when he first trialled living with support in a Multicap house five years ago."

The Carindale house became Jordin's home when he was 18. He'd been living with Amy and her young family until then. Trusting Multicap to provide a stable home life for Jordin, Amy couldn't be happier with the result.

"This is the first time Jordin has lived away from home without family," Amy said. "It was a nerve-wracking decision for me but

to see him getting along with his house mate and the support staff is comforting for me. He has his own life now."

A life that involves a busy social calendar and greater independence. "Moving out of home with Multicap has given him the independence he may not have had otherwise," Amy said.

When Jordin's not at home, he's a regular at Multicap's Eight Mile Plains Hub and gets out into the community with his support worker once or twice a week. Every Tuesday he's involved in Multicap's Self-Advocacy Network.

"He loves being outdoors and in the community, particularly shopping," Amy said. "Anything with people. He makes people feel good with his infectious smile and he loves a good joke. Everyone who meets Jordin falls in love with him."

Carindale SIL Service Leader Sherrie said "Jordin is a joy to be around. He's happy all the time."

With the stability of Multicap's support and love of his family, Jordin's future looks bright.





# Critical Supports and Accommodation Service



When the unexpected happens, Multicap can offer specialised support.

Our Critical Supports and Accommodation Service (CSS) team provide support during a range of crisis situations; from a breakdown in family supports, to risk of homelessness, or when parole is refused to an incarcerated person due to a lack of stable accommodation following release. Our team coordinates a multi-disciplinary and multi-agency response to facilitate the best outcome for each person.

With access to a network of Short and Medium Term Accommodation options, our team's immediate focus is finding emergency accommodation and providing highly individualised support to ensure our customers feel safe and well.

As the situation stabilises, the focus shifts to the medium and long term. Staff work with customers to set goals, increase independent living skills and social engagement opportunities, and develop a plan towards living in community-based accommodation.

Our three-stage process aims to safely transition customers from crisis to community living in a supportive and structured environment.

Members of our Critical Supports team are available 24 hours a day, seven days a week to ensure Multicap staff have the support they need when working with customers in crisis.

## The Critical Supports and Accommodation Service Framework

### Stage 1: Emergency Accommodation Placement

- Provide very intense supports for a minimum of 14 days to assess need, support requirements and identify clinical needs of an individual.
- Assess behaviour support requirements.
- Determine additional agencies that may be required to assist.
- Coordinate multi-agency response.

### Stage 2: Accommodation Support Development

- Access to Medium Term Accommodation support.
- Identification of long term support options.
- Support and transition plan development.

### Stage 3: Accommodation Transition

Transition to long-term accommodation where the focus will be on:

- Maintenance of a community-based accommodation environment.
- Engagement in stable social living arrangement.
- Support to build capacity and develop independent living skills.

**10**   
CSS bedrooms

**14**   
CSS customers



Home  
& Wellbeing

## Aaron's Story

**While supporting their son Aaron to move out of home for the first time was difficult, Paul and Shirley haven't looked back.**

"He likes where he lives - he fits in well and gets along with his house mates, it has been a great outcome."

Now 33, Aaron has called the Multicap house in Runcorn 'home' for 13 years, living there independently with support.

This year, as part of Multicap's ongoing commitment to providing the highest standard of disability accommodation, Multicap Housing invested in renovating Aaron's home.

Both the kitchen and bathroom went through major renovations to improve design and accessibility – encouraging Aaron and his housemates to engage with daily living in the kitchen.

"Aaron enjoys helping with the meal preparation and the new kitchen is lovely and very practical for the boys and their support staff," Paul said. "It's nice for him to be in a nice place."

While Aaron likes spending time at home, either enjoying his own company or that of his house mates, he also loves getting out and about.

"He's a very likeable young man and is very social, so he's always got something going on," Shirley said. "He has great variety in his lifestyle."

Looking to the future, Paul and Shirley are just grateful to see their only son safe and happy. "Our main concern is that he is happy and while he loves visiting and going on holidays with us, he's also happy to go home and that brings us great comfort."



# Short and Medium Term Accommodation



Whether it's for a holiday, a break away from home or somewhere to feel safe and supported after a crisis, Multicap's Short and Medium Term Accommodation services can be a lifeline for our customers and their support network.

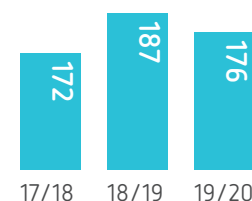
Our six Short Term Accommodation (STA) facilities give customers the opportunity to 'get away', trial living out of home, learn new skills, meet new people or even take a holiday. Each customer's stay is tailored to meet their goals.

Our Medium Term Accommodation (MTA) options are available to customers who may be transitioning between homes or into long-term accommodation. Multicap staff provide a safe space to work with customers and their wider support network to develop a plan towards a long-term solution. These customers may have experienced a break down in family or existing support, be at risk of homelessness, or have been in hospital or detention.

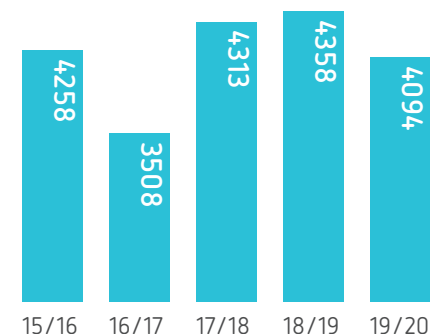
Our Short and Medium Term Accommodation adapted during COVID-19 to support health services in Queensland and New South Wales and their response to the pandemic. We temporarily suspended Short Term Accommodation services to provide accommodation to people needing to transition out of hospital, to help increase bed availability in hospitals.

Multicap worked with the NDIA, Queensland Health, the Office of the Public Guardian, and the Department of Communities to place people from hospital into supported accommodation. We established three new Medium Term Accommodation services at Ipswich, Nerang and Deception Bay to support customers with complex needs after discharge from hospital, and our staff worked closely with nursing staff for customers needing both medical and disability support.

STA customers



STA nights



39

Total STA and MTA Beds

14

MTA customers in FY19-20

616

MTA nights in FY19-20

# Supported Independent Living



The opportunity to live independently is a goal for many people living with disability. Our commitment is to make that happen.

For 45 years, Multicap has dedicated extensive resources to support people with disability to move out of the family home on their own or with others. We find each customer the right environment where they feel safe and supported to enjoy an independent lifestyle. It's not just about finding accommodation, it's about creating a home. A home with the right people and in the right location.

Each of our houses is staffed by a team of disability support workers who assist customers with their daily routine at home and out in the community, supporting customers to reach their goals.

This year, more than 200 customers lived in Multicap Housing, using their Supported Independent Living (SIL) funds for individualised support. Many of these people were in the high-risk category during COVID-19 due to age or medical reasons.

During the pandemic we introduced a range of activities to support customers to understand why they needed to wash hands regularly and maintain social distancing, and used storytelling to explain why customers couldn't have visitors or attend their regular activities. Where possible within the homes, routines were maintained and video calls were used to replace visits to neighbours, family and friends.

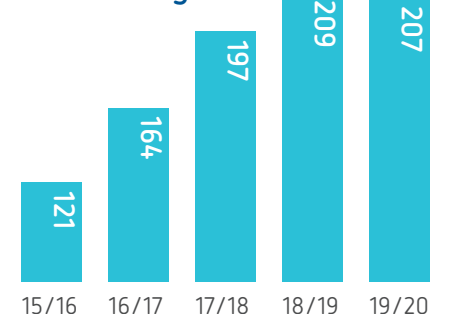
Our customers using SIL funding to live independently are located across Queensland and northern New South Wales.



1,782,072

Hours of SIL support provided in FY19-20

Customers accessing SIL funding





# Queensland Community Support Scheme



Not everyone is eligible for NDIS funding, and this is where the Queensland Community Support Scheme (QCSS) can help.

Funded by the Queensland Government's Department of Communities, Disability Services and Seniors, QCSS provides funding for between two and five hours of weekly support to enable customers to live safely and independently at home.

People with lower support needs, chronic disease and mental health concerns can access the scheme, along with families whose lives have been impacted by major health crises.

Support workers help customers with cleaning, lawn care, meal preparation and correspondence, along with access to medical appointments and social connection.

The scheme focuses on improving wellbeing and enablement, and reducing dependence on supports over time.

During the year, Multicap supported 54 QCSS eligible customers in Brisbane's northern and southern suburbs.



## 1,092

Hours of support provided by Multicap under Queensland Community Support Scheme

## 54

CUSTOMERS  
ACCESSED QCSS  
DURING FY19-20



Community  
& Lifestyle

## John's Story

**For 34 years, John's days were filled with people. The former taxi driver loved nothing more than a good chat with the many passengers he met across his six-day working week.**

"I enjoyed it," John said. "I enjoyed talking to people and taking them to where they needed to go – I was happy to help them." But when he retired in 2017, life changed considerably. "I wasn't doing much," he said. "I was staying home a lot and getting lazy, and it can get lonely on your own."

John, aged 57, first came into contact with Multicap in early 2018, when C.A.R.S. and Multicap partnered to offer sustainable disability supports to individuals living on Brisbane's northside.

Now, with the support of Multicap, John is getting back out into the community, meeting new people and finding new interests. He's now a regular at the Aspley Hub, doing anything from gardening and cooking to arts and crafts. Every Friday he goes out for lunch with his Disability Support Worker John, and is keen to join Avegates and try his hand at a Music Therapy class.

Every afternoon, John and his dog Blaze will be found getting their daily dose of fresh air at the local park.

"Multicap's been excellent," John said. "I've enjoyed every minute of it, getting out a few times a week and meeting new people."

Service Manager Kristine said expanding John's support from two hours of domestic help each week to include community support and Support Coordination has had a positive impact on his life.

"John's back shopping in his local community, meeting new people in a positive and engaging way," she said. "We are thrilled to be able to support John and see him building healthy friendships and developing new skills."



In partnership, Multicap and C.A.R.S. continue to expand opportunities and possibilities for customers and staff on Brisbane's northside, to promote independence and enhance the lives of people with disability.



# Avegates



Avegates offers a host of fun leisure options, through Social Experiences, Assisted Holidays, Youth Programs and School Holiday Programs.

Multicap's social experience network, Avegates, is designed to empower people with disability to form peer support networks that strengthen their sense of identity and wellbeing.

With COVID-19 travel restrictions, venue closures and social distancing, Avegates was redesigned in early 2020 to deliver real life experiences in an online world.

Trivia nights, virtual dinners, discos, karaoke nights, choir practice and Polynesian hula classes were held via videoconferencing, bringing customers together online for social connection, fun and support.

An Avegates Facebook group was created, along with an eNewsletter — filled with recipes, crafts, mindfulness activities and even virtual roller coaster rides — to keep customers and their support networks entertained and connected at home during the lockdown. The Avegates School Holiday program continued to operate on Brisbane's north side, with amended activities to minimise COVID-19 transmission risks.

Pre-COVID-19, Avegates' highlights included a holiday to Coffs Harbour, the Rockhampton Hollywood Gala Ball, Avegates Choir performances and a group experience to the Brisbane Ekka and Riverfire.

Avegates is run by a team of social experience specialists who work closely with customers and their support networks to create real life experiences that build skills, friendships and memories.




## Avegates customers



  
**850+**  
Social experiences delivered physically and online\*

**9**  
REGIONS ACROSS QUEENSLAND AND NORTHERN NEW SOUTH WALES

**45**   
Avegates School Holiday program customers  
**4** Avegates School Holiday Programs held

\*Per experience, per customer



Community & Lifestyle

## Louise's Story

**While life was anything but routine during COVID-19, it didn't stop Louise enjoying her favourite pastimes.**

The 36-year-old loves to socialise with her sister and the many friends she has made during 15 years as a member of Avegates.

Thanks to the innovative thinking of Avegates staff, activities like bingo and karaoke continued during COVID-19 via an online platform, allowing members to catch up from their own homes.

Disability Support Worker Donna said the stability of continuing with social activities was important to Louise.

"With the support of Multicap, Louise is a very independent lady who enjoys a sense of independence and control over her life," Donna said. "She's also very outgoing so being able to socialise and do the things she loves is really important to her. If she wasn't able to see friends and join in the online Avegates activities, she would have really missed it."

Keeping with their pre-COVID-19 routine, Louise and her sister Anne Marie used Avegates activities to stay connected. Instead of heading to a venue, they would get together at Louise's house in Brisbane north and socialise together online with their Avegates friends. Louise uses her SIL funds to live independently with Multicap's support.

"I like Avegates and seeing my sister and friends," Louise said. "My favourite thing to do is karaoke — any song, I don't mind."

Louise has also continued her daily 5pm call with her sister and family — something she's done every day since moving into the Multicap house three years ago.

"I like living here," Louise said. "The support staff are fantastic — they are like family to me."



# Community Hubs



Our Hubs are the heart of the Multicap community. With seven located in greater Brisbane and a further nine across Tweed Heads, Ipswich, Toowoomba, Sunshine Coast, Rockhampton and Mackay, our Hubs are a place for customers to connect.

Multicap's Community Hubs are a comfortable place to catch up with friends, meet new people or learn new skills. They are also a central point for accessing a whole range of Multicap programs such as Music Therapy, Centre of Creative Arts (COCA) and Avegates.

In short, our Community Hubs are about connection, experiences, opportunities and fun.

With strict measures for hygiene, physical distancing and restricted numbers, our Hubs were able to continue to welcome customers throughout COVID-19, giving people the opportunity to connect and enjoy some routine.

This year was the first in which all Multicap Hubs operated entirely under the NDIS, giving customers greater choice and control of their programs and activities.

## Centre of Creative Arts (COCA)

Multicap recognises that participation in the creative arts has both therapeutic and developmental benefits for many of our customers. Through Multicap's Community Hubs in Eight Mile Plains and Rockhampton, COCA offers customers a range of visual, tactile and performing arts activities that encourage freedom of expression, skill-discovery and connection with others. Participating customers are involved in all aspects of planning, design, production, performance and display of their art, including travelling to community art exhibitions, competitions and events.

## Music Therapy

Multicap's Music Therapy program offers music-based activities with a qualified and registered Music Therapist, with individual programs designed specifically for each person's needs and goals. Music Therapy has proven benefits in enhancing communication skills, understanding and processing of emotions, and is an outlet for self-expression and connection with others. In early 2020, our Music Therapy program expanded to offer online classes for customers who were self-isolating.

16  
COMMUNITY  
HUBS



340,316

Total Hub support  
hours in FY19-20

## Community Hub customers

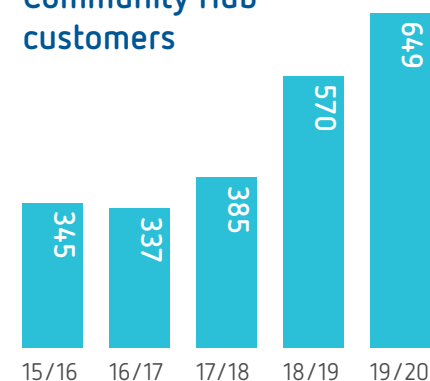


Image: Multicap customer Lara outside the Eight Mile Plains Hub.





# Employment



Almost three decades ago, Multicap opened the first of our employment businesses — Monte Lupo Arts — giving people with disability the opportunity to gain meaningful, paid employment in a safe, social and supportive work environment.

## Employment

Today, Multicap employs 115 people with disability in jobs across hospitality, creative arts and manufacturing industries.

Our belief is that everyone deserves the independence, sense of purpose and skill development that comes with having a meaningful job they enjoy.

One of our key priorities during COVID-19 was ensuring our employment businesses remained open so our employees kept their jobs. Our Makeables warehouses introduced strict COVID-19 hygiene measures to continue to remain open and viable. Our cafés and coffee carts temporarily moved to take-away services only, and took the opportunity to introduce delivery services, fresh bakery products and ready meals. Monte Lupo Arts created a new online shop for customers to purchase pottery and artwork.

## Pathway options

Multicap's businesses are key to our Work Readiness and Employment pathway. The pathway aims to maximise opportunities and outcomes by offering customers experience and training that empowers them in a supported employment role or as they step into open employment.

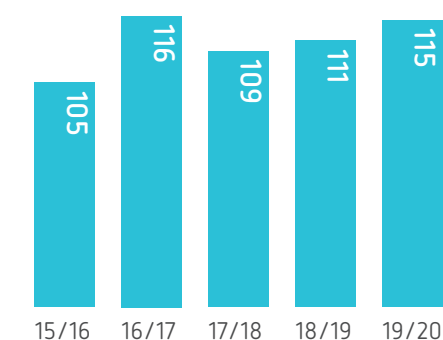
This pathway includes Work Ready Options, Employment with Support, Employment with Assistance and Independent Employment.

## \$1,574,517

of direct economic benefit to Australia

\$687,955 in revenue

## Total Supported Employees



## 20,147

Drinks sold at Monte Lupo cafés and coffee carts during FY19-20



Work Readiness  
& Employment

## Zach's Story

**Working as a Café Assistant for Monte Lupo has given Zach so much more than just a job.**

"It's given him an identity," his mum Barbara said. "It's helped him with independence in a tremendous way."

Zach, 25, was offered the job with Multicap straight out of high school and hasn't looked back.

"He loves it," Barbara said of Zach's job at Tingalpa Coffee Cart. "Café work suits him — he enjoys interacting with people and he loves making good coffee."

Zach's love of his café work inspired his younger sister Jessica, who is now also employed by Multicap at the Monte Lupo Gallery Café at Eight Mile Plains.

Barbara said work is often a topic of conversation at home, particularly if the siblings have worked a shift together.

"There have been times when they have worked together at one of the cafés," Barbara said. "They work really well together and if they've had a busy day they love to talk about it when they get home."

"I'm so grateful that Zach and Jess have work that they enjoy," Barbara said. "They've done so much and learnt so much they wouldn't have without it."



## Our Businesses

### Makeables

As the name suggests, Makeables adds value to businesses with anything 'makeable' such as assembly, packing and finishing. Employees at our Makeables sites at Rocklea and Tingalpa perform a range of tasks including industrial assembly and pallet production, labelling, screen printing, boxing and bagging for a variety of businesses.

### Monte Lupo Cafés and Coffee Carts

Multicap's hospitality businesses served more than 20,000 beverages this year from four locations across Brisbane — our coffee carts at Capalaba and Tingalpa, and our cafés at Eight Mile Plains and Banyo. Our employees gain experience in customer service, barista skills and managing transactions, as well as meal preparation, food delivery, baking and cooking, and food hygiene. Our Eight Mile Plains café doubles as a gallery, selling homewares and art pieces created in our Monte Lupo Arts Studio.

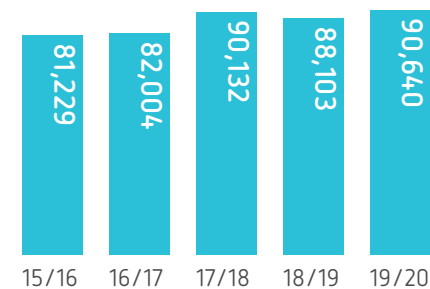
### Laundretto

Our Banyo and Capalaba Laundrettos are both full-service laundrettos, offering fluff and fold, dry cleaning and ironing services all in the one location. Self-service options are also available. Our employees gain transferable experience in customer service and laundry skills.

### Monte Lupo Arts Studio

Multicap established Monte Lupo in 1991 to provide creative employment solutions to artists with disability. Over the past 29 years, our clay products have been refined to ensure we can provide meaningful employment. Everyone in the studio is a valued team member and plays an important role in creating each piece, through creative collaboration. Our artists with disability have a combined 155 years of experience in the studio, with an average length of employment of nine years. Our team held five exhibitions this year and their art is for sale in the Monte Lupo Café and via the new Monte Lupo Online Shop.

### Total hours of employment of people with disability



**4** NEW JOBS CREATED DURING FY19-20

**17**   
Artists with disability



Work Readiness & Employment



### MAKEABLES CASE STUDY Personal Protective Equipment (PPE)

**\$63,765**

total order value for Multicap and AFA members

14,750 3 Ply Surgical Mask  
829 Goggles  
6,600 KN95 Face Mask  
300 PPE Suits

In April, Multicap's Emergency Response Team identified access to Personal Protective Equipment (PPE) for people with disability as a potential critical issue during the pandemic. Our Procurement team placed a bulk order of equipment which included more than 20,000 pieces of protective masks, goggles, disposable suits and cleaning products. The team at Makeables Tingalpa were tasked with sorting, packing and distributing the items into Emergency Response Kits, seeing us launch our new 'Multicap Courier' service, where a supported employee from Makeables delivers the emergency kits to our sites.

In addition, we delivered items to six other disability support providers across Australia who are fellow members of Ability First Australia (AFA), who had difficulty sourcing sufficient PPE items. Engaging our Makeables employees in the process of packing and distributing these vital items has given them more breadth in their experience, and allowed us to support our customers and fellow providers during this challenging time.

## Levi's Story

**Levi has loved art for as long as she can remember.**

But it wasn't until she picked up her first canvas in 2005 to paint a portrait of herself and her twin sister Rhumer, that her true talent and passion emerged.

Since then, the 27-year-old has sold art, shown art in group and solo exhibitions and created a book of caricature drawings she hopes to publish.

In 2014, Levi won the Emerging Artist category in Arts from the Margins Queensland's *Outsider Art Awards*, and was shortlisted again in 2020.

Among her proudest achievements to date was being offered her first job in late 2019, as Art Assistant at Monte Lupo Studio. Levi works two days a week creating mosaic art in the Eight Mile Plains studio.


"I love my job," Levi said. "I like the environment and that it's in the arts, as well as meeting new people and finding and keeping friends. I learn new skills and take advice and inspiration from work and put it into my art at home."

Levi's mum, Jo, also an artist, couldn't be prouder.

"She got that job all on her own and the change in her has been great. I can't tell you how much it's helped her socially; it's boosted her confidence and given her more independence. To be working in the arts is a dream come true for Levi."



# Specialist and Clinical Services

 Multicap's Specialist and Clinical Services team works to two clear objectives; firstly, to maximise individual outcomes, and secondly, to improve quality of life for customers with complex needs.

As one of three enabling services that support customers on their journey with Multicap, Specialist and Clinical Services focus on three areas; Positive Behaviour Support, Support Coordination, and the Critical Supports and Accommodation service.

In 2020, the team developed and piloted Multicap's new Practice Excellence Framework. The program establishes evidence-based baseline standards of practice and how these standards should be exceeded in four domains of customer support; Health

and Wellbeing, Person-Centred Practice, Behaviour Support and Human Rights. Practice Leadership as a cornerstone of excellence is the second aim of the program, with Practice Coaches deployed to train frontline staff in practice leadership skills. Following the successful pilot, the Practice Excellence Framework was rolled out across all Multicap locations where Supported Independent Living services are provided.

## Practice Domains

- Health and Wellbeing
- Person-Centred Practice
- Behaviour Support
- Human Rights

## Practice Domain Levels

- Level 1: Generic and minimum organisational standard
- Level 2: Targeted to specific needs, material is standardised
- Level 3: Highly Individualised

## Quality of Life Measurement Tool

During assessment of the pilot rollout, customer experience was evaluated with Multicap's custom-designed Quality of Life instrument. This instrument was developed by the Customer Innovation department to maximise accessibility within Multicap's customer group, and assesses each customer's level of wellbeing and quality of life. Assessment is based on seven domains of wellbeing for each customer; Material Possessions, Health, Education and Vocation, Social Relationships, Perceived Safety, Community Connectedness and Future Prospects. The data below was collated from the average responses of customers.

Domain	Average Score (%)
Material Possessions	86.6
Health	82.0
Education and Vocation	91.8
Social Relationships	93.2
Perceived Safety	93.8
Community Connectedness	93.2
Future Prospects	86.4

Despite this roll out being heavily impacted by COVID-19, Multicap was still able to recruit six Practice Coaches from our existing frontline workforce. Our Practice Coaches visited 42 sites, and reviewed the implementation of the Practice Excellence Framework for 93 customers.

In response to COVID-19, the Positive Behaviour Support team introduced a suite of social story visual communication documents to help customers understand social distancing and why their daily routine needed to change. A task analysis was developed to teach customers how to wash their hands and new activities were introduced to lessen the impact of having to stay at home and isolate from others. Strategies were also developed to assist with challenging behaviours resulting from the changes.

## Positive Behaviour Support

There are times when people with intellectual disability use behaviour that could harm themselves or those around them. Multicap's dedicated Positive Behaviour Support team work across the organisation to keep everyone safe and maximise the quality of life of our customers. Working closely with the customer and their support networks, our practitioners create a plan to ensure everyone responds to behaviours of concern appropriately and effectively.

This year the Positive Behaviour Support team focused on building their skills through peer feedback and evaluating their plans against an evidence-based quality evaluation tool. Overall the team's final plans were rated as 'superior' — well above the state average.

The team also evaluated the training provided to frontline staff to implement Positive Behaviour Support plans. Following each training session, staff reported an average 25 per cent increase in Positive Behaviour Support knowledge.

Monthly training was also developed on a range of topics including Supporting Empowerment and Choice Making to assist frontline staff to deliver evidence-based support to customers.

6  
Practitioners

4047  
Hours of support delivered

63  
Non-restrictive PBS Plans

124  
Restrictive PBS Plans

131  
PBS customers in FY19-20

Total PBS Plans in FY19-20: 187



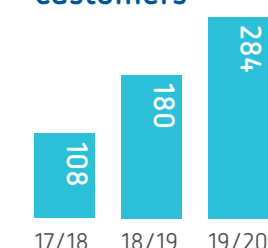
Total plans are higher than total customers due to interim plans and multiple plans for one customer to respond to changing needs over time.

## Support Coordination

Making sure people with disability get the most out of their NDIS plan is the role of Multicap's Support Coordination team. Support Coordinators work with eligible customers and their families to arrange assessments and link them with the services that will best meet their needs and help them to achieve their goals. Multicap's Support Coordination teams work across south-east Queensland, Rockhampton and Mackay.

During the past year, the Support Coordination team worked with 284 customers to access a range of supports funded through the NDIS, including daily living assistance, consumables, allied health services, community services and Positive Behaviour Support.

## Support Coordination customers



## Critical Supports and Accommodation Service

Things don't always go to plan and it's during these times that our Critical Supports and Accommodation team steps in to support people in a range of crisis situations. With access to a network of Short and Medium Term Accommodation options, our specialist Accommodation Service provides support to safely transition customers from an emergency situation to community living.

Ensuring our frontline staff are supported during a crisis is a priority, with members of our Critical Supports team available 24 hours a day, seven days a week. More information on this service is on page 20.





# Multicap Housing



For more than 45 years, Multicap has been providing accommodation options to support customers to find increased independence in a home they can call their own.

Multicap Housing facilitates the delivery of a range of supported living options, giving customers choice, control and access to appropriate housing.

As a registered NDIS Specialist Disability Accommodation (SDA) provider, Multicap Housing has an extensive range of one-, two- and three-bedroom purpose-built homes across Queensland and northern New South Wales.

Multicap Housing's ongoing program of capital investment in accessible accommodation aims to increase availability and affordability of appropriate homes for those living with disability.

Establishing purpose-built accommodation for people with Prader-Willi Syndrome is a step closer

to fruition, with Multicap purchasing land in Elimbah within the Moreton Bay Region in late 2019. The project is currently in the design and planning phase and council applications will soon be lodged.

Our Homes4Life program delivered two brand new properties in Ormeau, providing five customers with long-term, accessible and affordable accommodation. This project features on page 47.

## Renovation Projects

Extensive renovations to accommodation in Rockhampton were finished this year, including a new bathroom, entry, carport and laundry. Stage two of the project, including renovation of the second bathroom,

a walkway and concrete driveway is due for completion later in 2020.

Renovation works will commence in late 2020 for accommodation in Bli Bli to convert the property into two dwellings. This work is due for completion in the first half of 2021.

**249** TOTAL TENANTABLE ROOMS  
**102** SDA BEDROOMS

# Multicap Transport



Multicap's fleet of 90 customer vehicles travelled over one million kilometres this year to support customers to access their communities.

Our three transport options ensure customers can independently, safely and affordably travel to and from appointments, activities and work.

**Our Home Connection service** supports customers to live in the place, way and manner they choose by ensuring they have safe, affordable and reliable transport options for social and wellbeing needs.

**Our Hub Connection service** is available for customers to travel to their local Multicap Community Hub.

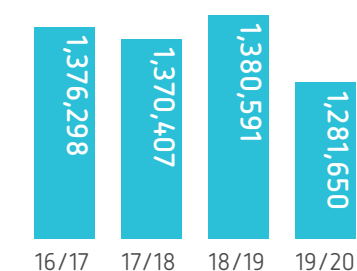
**Our Community Connection service** maximises the opportunities our customers have to access activities and events in their local community.

Multicap has introduced a number of initiatives to further reduce transport costs for customers. Among these are a ride share option for Home Connection and Community Connection customers.

In response to COVID-19 and to enable customers to social distance while travelling, Multicap purchased 13 new buses and retained the entire existing fleet. In other years, 13 existing buses would have been sold to maintain fleet size, but this allows us to temporarily increase our fleet to 48 buses to maximise customer safety throughout the COVID-19 period.

From 1 March 2020, the NDIS introduced Activity Based Transport funding items, allowing customers to use a nominated amount of their NDIS funding for some transport.

## Total kilometres travelled while supporting our customers



The lower distance of travel in FY19-20 is reflective of reduced non-essential travel in response to COVID-19 safety measures.

**90**  
VEHICLES  
TO SUPPORT  
CUSTOMERS

48 MINI BUSES  
24 PEOPLE MOVERS  
18 PASSENGER VEHICLES





# Customer Innovation

Multicap's Customer Innovation department exists to design and implement new and improved ways of delivering support and services to our customers.

In response to COVID-19, the Customer Innovation team revolutionised the way we communicate with staff and customers, initiating the Call Connect phone service. The service was operated by existing frontline staff who were temporarily displaced from their usual roles due to the effects of the pandemic. Available to all staff and customers whose circumstances changed because of the pandemic, it became a way for Multicap to check in with people and connect them with services to suit their new situation. Our five Call Connect staff made more than 1,200 phone calls to customers and staff.

Other innovations during COVID-19 included the online delivery of Music Therapy sessions and Avegates social events so customers could remain involved with their community from the safety of their own home.

Pre-COVID-19, the Customer Innovation team developed Multicap's Service Pathways to improve our understanding of service options and how they support our customers to achieve their goals. This included reimagining Multicap's employment pathway and strengthening links with the open employment market for our customers.

The Customer Innovation team also secured grant funding of more than \$2.4 million.

**To ensure our customers' voice is authentically represented in innovation and design processes, the team also:**

- Launched Multicap's Self-Advocacy Network (HAVEN - Have A Voice & Educate Network) across three pilot sites.

- Organised customer participation at the Victorian Advocacy League For Individuals With Disability (VALID) Having A Say Conference in Melbourne.
- Developed and piloted a Quality of Life measurement tool.
- Partnered with customers to introduce processes of co-design and co-production for new products and services.

- Collected customer feedback through increased regular customer surveys.

24 SELF-ADVOCACY PARTICIPANTS

30 SELF-ADVOCACY MEETINGS

## Circle of Support Forums

**Multicap holds regular group meetings in each region for customers and their supporters to help shape our services. We call these our Circle of Support forums.**

The Circle of Support forums are an important way for our customers and their supporters to have input into Multicap at a higher level, beyond ongoing direct communication about individual supports and plans.

These forums align with our commitment to the NDIS Practice Standards, and our culture of continuous improvement and best practice, with feedback reported to our Board of Directors.

The Circle of Support forums were developed as a restructure of the Local Consultation and Local Area Advisory Committee meetings, following feedback that customers and support networks wanted increased interaction with each other. The rollout, ongoing assessment and development of the forums is guided by feedback from participants.

**Benefits of attending a Circle of Support forum include:**

- Obtaining important information and insights about developments in the disability sector and at Multicap.
- Connecting with other customers and supporters, and strengthening local community networks and relationships.
- Meeting with local Multicap teams and members of the Executive and Board.

**Highlights from FY19-20 following feedback and input from Circle of Support forums include:**

- Improved customer Invoicing & Statement framework and process.
- Implementing and improving Easy Read guides of our Customer Service Agreements and Schedules of Support.
- Development of information to assist with NDIS plan reviews.

Information was also shared about our Self-Advocacy Network project plan; and Multicap's response to the Disability Royal Commission, the Human Rights Act (Qld) and COVID-19.



## Zac's Story

**At just 21, Zac has found a voice that will forever change his life.**

Since joining Multicap in 2015, Zac has made the most of every opportunity. After attending Pine Rivers Hub for the last five years, Zac joined the Pine Rivers Hub Self-Advocacy Network in late 2019.

Through the program, Zac is learning to speak up, and is helping others to do the same. His new-found confidence has seen him take major steps towards communicating his lifestyle choices and building a stronger social network.

In early 2020, Zac represented Multicap at the 'Have a Say' Conference in Melbourne, run by Victorian Advocacy League for Individuals with Disability (VALID). He travelled with Multicap's Self-Advocacy Assistant Brittany to attend what was his first conference and his first trip interstate.

"Learning to speak up and share my opinion has given me more opportunities, such as presenting to Multicap's Senior Leadership Team and helping out with the Self-Advocacy Network," Zac said.

Brittany said Zac's participation in Multicap's Self-Advocacy group had been a catalyst for setting and working towards personal goals.

"He has become clear about his goals for the future, which include getting a job, meeting new people, and his ongoing desire to be part of the change that is happening as a result of learning to be a self-advocate," she said.

"Through the challenges of managing his speech impairment, Zac remains motivated and confident in his ability to achieve his goals. I couldn't be more proud."



# Marketing, Communications and Events

Multipap's Marketing, Communications and Events department delivers a wide range of projects and initiatives aligned to Multipap's Strategic Plan.

## Marketing and Advertising

During the year, the team executed Multipap's largest integrated marketing campaigns to date. The '2019 Wrap Up' campaign included; a direct mail appeal, the Multipap Carols and Christmas Market event, Westfield Garden City Gift Wrapping engagement appeal, and a integrated advertising campaign across Queensland. In early 2020 in an agile response to COVID-19, a dedicated section of the Multipap website for COVID-19 updates was launched, and Multipap's first TV commercial was conceptualised and shot onsite by the team. All elements of this integrated campaign contained strong messaging to communicate Multipap's stability and commitment to supporting our customers and all people with disability requiring essential disability support, particularly throughout the pandemic.

Multipap's brand recognition and engagement was significantly increased through a strong and targeted social media strategy, including a range of campaigns across new social media accounts to improve connection within our markets.

The team continued to support our Employment businesses Makeables, Monte Lupo Arts, and Monte Lupo Cafés and Coffee Carts. In April 2020, a new eCommerce solution was built and launched for a Monte Lupo Arts Online Shop, which triggered an unprecedented increase in online sales. Likewise, the significant expansion of programs such as the Avegates Social Experience Network was delivered to market by the team, supported by customised collateral for each region.

Multipap's 2019 Annual Report was produced by the team, receiving a silver award in the Australasian Reporting Awards (ARA).

## Engagement and Fundraising

Multipap is backed by a large and generous network of supporters within our community. In 2019, Multipap's fundraising program was streamlined and improved, resulting in Multipap's most successful direct mail tax appeal to date with a 203 per cent profit increase compared to the year prior.

In 2020, a Community and Stakeholder Engagement Officer role was introduced within the team. This role has proven vital in strengthening our ties within the community, and is pivotal in providing face-to-face brand engagement across Multipap's portfolio of stakeholder and marketing events.



**Social media page likes and followers**  
110% increase



**Social media impressions**  
FY18-19: 31,124  
FY19-20: 1,655,488



**Total earned media**  
\$834,000

## Internal and External Communications

Improving Multipap's internal and external communications was a major focus throughout the year. Multipap continuously leverages a variety of channels and tools to engage with a diverse community of over 1,200 staff, 1,200 customers, and numerous stakeholder groups.

2020 saw the implementation of Multipap's Strategic Internal Communications Framework. The COVID-19 pandemic saw this rapidly rolled out to provide Multipap with a fit-for-purpose and highly augmented workforce communication ability over a variety of direct-to-staff channels.

Additional improvements across departmental functions included: delivering more engaging communications, extensive improvements to the Multipap intranet (Multinet), ongoing creation of professional video content, and a new monthly internal newsletter to promote connection across Multipap's workforce.

As a result of these efforts, staff engagement on Multinet increased by over 200 per cent, and internal social media engagement (Yammer) increased by over 100 per cent by the end of the financial year.

The team continued to track and provide updates on the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Multipap has provided updates to customers, support networks, staff and stakeholders via website, social media, and internal channels, and will continue to do so for the entirety of the Royal Commission.



**Staff accessing Multinet**  
31.5% increase

## Events

Over the course of the financial year, Multipap held five events with a combined attendance of over 1,500 people.

In August 2019, the 11th Inter-Service Cup event was held at Moreton Bay Junior Rugby League Club, inviting local disability services organisations and schools to enjoy an inclusive Rugby League competition. Soon after, FashionAble was held at the Mercure Brisbane in October 2019, with several Multipap customers and supported employees involved as models.

To wrap up 2019, Multipap held the Carols and Christmas Market event at Eight Mile Plains, seeing a huge attendance of over 700 people. The year finished with Multipap Celebrates, where staff from all of Multipap's regions came together to enjoy a special night at Brisbane Convention and Exhibition Centre, to mark the end of an immensely successful year.

In February 2020, the Disability Support Workers (DSW) Conference was held at Rydges South Bank. This co-produced event provided passionate support workers with a tailored professional development and networking opportunity. Speakers included Multipap's Simon Wardale (Chief Clinical and Practice Officer) and Sarah Hutchinson (Behaviour Support Practice Manager) alongside leaders in the sector such as Dr Jeffrey Chan (Senior Practitioner, NDIS Quality and Safeguards Commission) and Fran Vicary (Queensland State Director, NDIS Quality and Safeguards Commission).

The Events team is dedicated to ensuring the delivery of COVID-safe events in the future.

**Multipap email use**  
65% increase

## Our Supporters

### Donors and Contributors:

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

We would like to thank the following generous donors and contributors (in alphabetical order):

AccessPay  
Alexander Sneyd  
AMC Training & Consulting  
Bentleys Brisbane  
Black and White Cabs  
Brisbane City Council  
Brisbane Convention & Exhibition Centre  
Bronwyn Smyth  
By Indeko Jewellery  
Carol Rogers  
Christine Highet  
Clare Courtney  
David Swales  
Design Collective Markets  
Di Cant  
Dowling Family Foundation  
Dr Neil Heather  
Edwin and Katherine Codd  
Eight Mile Plains Shopping Centre  
EVA Airways  
Exent  
Garry Nolan  
Ian and Christine Highet  
Ian Heather  
In Vitro Technologies Pty Ltd  
JJ Richards & Sons Pty Ltd  
John Newby  
Kennards Hire  
Lions Club of Brisbane MacGregor  
Max and Norma Duffin  
McCullough Robertson Foundation  
Miriam Ruth Lee  
Murray Gourlie  
National Rugby League (NRL)  
Over the Wire Pty Ltd  
Rita Jarrett  
Rohan McCaul and family  
Rosario Anicich  
Rosemary Locke  
SPS - Sharman Property Services  
Terry Brent  
The Flannery Foundation  
Tina Emmi  
True Sound Productions  
Westfield Garden City



## Volunteering

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.

### 800 Hours Corporate / Event Volunteering

16 hrs FashionAble	121 hrs Inter-Service Cup
584 hrs Christmas Gift Wrapping	29 hrs Christmas Carols
50 hrs Makeables	

### 800 Hours Individual Volunteering

27 Volunteers
------------------

**Total Volunteer Contribution Value \$68,832**  
(calc. on Volunteering Qld rate of \$43.02 per hour)

## Building Partnerships



### NDS

Multicap has been a proud member of National Disability Services (NDS), along with 1,200 other non-government service providers for over 40 years. NDS is Australia's peak body for non-government disability service organisations, enabling the sector to collectively initiate change, influence outcomes and improve the quality of life for people with disability.



### Ability First Australia

Multicap is a proud member of Ability First Australia, one of the largest not for profit strategic alliances between 14 of Australia's leading disability service providers. Through this partnership, our common goal is to maximise outcomes for people living with disability.



### Ability Forum

Multicap is a founding member of Ability Forum, a world-first online consumer panel established to gain real-time market insights from people with disability and carers. Multicap accesses consumer insights in real time to better target our services and products, with an emphasis on consumer choice and control in a market context.



Multicap is an Alumni Member of Queensland Leaders. Queensland Leaders assists companies to achieve sustainable growth, manage succession planning and evaluate entry and exit strategies for their business.



### Lions Club of Brisbane MacGregor

Multicap has been grateful for the partnership and support of Lions Club of Brisbane MacGregor for several decades. The mission of Lions International is to empower volunteers to serve their communities, meet humanitarian needs, encourage peace and promote understanding.



### Easterseals

Easterseals is America's largest non-profit health care organisation, offering indispensable resources to more than a million people and families living with disability annually in the United States. Ability First Australia has a strong alliance with Easterseals, and is the only global affiliate of Easterseals in the Asia Pacific region.



### Ability Roundtable

Multicap is a member of Ability Roundtable, a unique national platform that supports disability service providers to benchmark their performance. With a focus on customer outcomes, the Roundtable uses detailed data provided by members to compare with peers across Australia. The Ability Roundtable supports members to innovate and drives best practice in an increasingly competitive market.



### Message from the Governor of Queensland

In these difficult times, Kaye and I extend our heartfelt support to the staff, volunteers, customers and supporters of Multicap.

We commend Multicap's commitment to respond to the challenges of COVID-19 by delivering on your purpose, keeping your customers and staff as safe as possible and keeping as many people employed as possible. It is a noble response that is consistent with your motto - "all ways. always" - and provides tremendous reassurance to Queenslanders with disabilities and their families at this uncertain time.

Multicap makes a remarkable contribution to the lives of people with disabilities throughout the State, and it has been a source of great pride to me, as your Patron, to see the organisation adapt to the challenges posed by COVID-19 by using technology to find new ways to engage, support and help your customers.

We understand this health crisis creates many challenges for Multicap, especially given the vulnerability of many of your customers to the novel coronavirus. It is inspiring to see Multicap rise to the challenge with confidence, determined to continue to provide essential disability support services as you have for almost 60 years.

Kaye and I look forward to the time we can again meet the caring and highly-skilled staff of Multicap and the wonderful Queenslanders they support to live life to its fullest.

**His Excellency the Honourable Paul de Jersey AC**  
Governor of Queensland

Multicap is privileged and very grateful to have had each Governor of Queensland since 1972 as a Patron of Multicap. In May 2020, we were honoured to receive a message of support from the current Governor of Queensland, His Excellency the Honourable Paul de Jersey AC, and his wife Mrs Kaye de Jersey. The message was delivered to Multicap at the height of the COVID-19 pandemic, and was a most welcome and appreciated gesture of kindness and support from His Excellency.

Multicap thanks the Governor of Queensland for the ongoing support of Multicap and our customers.





# Grants

Multicap is generously supported by a number of grant providers who enable us to improve the lives of people with disability.

Grant contributions from federal, state and local governments, and private organisations, make an important difference to the quality of our services and the opportunities we offer our customers.

Civic Solutions Inc generously granted \$200,000 for Multicap to buy land and build fully accessible housing at Bethania, south of Brisbane. This funding has been the catalyst for a new Multicap project that will provide accommodation for up to 10 people with disability.

The Queensland Government's Gambling Community Benefit Fund continued to support Multicap, funding the renovation of two bathrooms at our Marsden Short Term Accommodation facility and our Petrie Hub. The funding was also used to buy new equipment for Makeables at Tingalpa and Rocklea. New mailing equipment at Tingalpa gave 15 supported employees the opportunity to learn new skills and increased our capacity to attract mailing business, enhancing employment opportunities for people with disability.

Brisbane City Council has been a long-time supporter of Multicap's Christmas Carols event, and again in 2019 the Council extended its support of Multicap by providing funding for a significant bathroom renovation at our Kuraby Hub.

Multicap also received funding through the Brisbane City Council's Lord Mayor's Community Sustainability and Environmental Grant which allowed for an energy audit to be performed at our Eight Mile Plains head office site.

Thank you to our many grant providers. You assist us to deliver excellent services that enhance the lives of people with disability.

*Several of these projects were proudly funded by grants from Brisbane City Council.*



*The team at Makeables Tingalpa celebrate funding for new mailing equipment.*



*Hawking Electrical Energy Solutions (pictured with Peter from Multicap's Maintenance Team) conducted an energy audit funded by the Brisbane City Council Lord Mayor's Community Sustainability and Environmental Grant.*



*New bathrooms at Kuraby Hub, made possible with a Building Stronger Communities Grant from Brisbane City Council.*



*Ellen Rhodes (GM Support Services South), Brisbane Lord Mayor Adrian Schrinner, Cr Kim Marx (Councillor for Runcorn Ward) and Seth Grantley (COO) outside Multicap's Kuraby Hub following the completion of new bathrooms.*



*With support from the Brisbane City Council Lord Mayor's Community Fund, the Multicap Carols and Christmas Market event delighted our entire community.*

## Grant providers

- Australian Government Department of Health (Continuity of Support COVID-19 Support)
- Australian Government Department of Social Services (Temporary Viability Support)
- Brisbane City Council
  - Lord Mayor's Community Support Fund
  - Community Support Funding Program
  - Building Stronger Communities Program
  - Community Sustainability and Environmental Program
- Civic Solutions Inc
- Iwasaki Foundation
- Moreton Bay Regional Council
- Queensland Gambling Community Benefit Fund
- Australian Government Building Better Regions Fund
- Queensland Department of Employment, Small Business and Training

*Image: Warehouse and Logistics Manager for Makeables Tingalpa, Donna.*



# Technology

Technology played a pivotal role this year in keeping our customers and staff connected.

The Technology department expedited the rollout of videoconferencing and chat platform Microsoft Teams, enabling staff to work remotely and remain connected with colleagues during the height of the COVID-19 pandemic.

Executive meetings, Emergency Response Team meetings, staff and customer meetings were held via Teams to enable decision-making, urgent support and general operations to continue seamlessly. The successful rollout of Teams followed a number of major planned projects during the year to better support Multicap now and into the future.

The team implemented an updated Technology Service Desk, upgraded the Wide Area Network and telephony system and completed Multicap's server cloud migration. A new tenancy management system was introduced to enhance capability and performance in managing the property portfolio. This new system sets Multicap up for the future, enabling improved customer journey mapping, reduced manual processing and ensures compliance obligations are met.

Staff accessibility and connection was improved with the rollout of all-in-one hardware at all properties

where customers access Supported Independent Living services. The new hardware allows staff easy and reliable access to important communications and information. Following on, the team rolled out single sign-on across the organisation which streamlined access to technology applications for all employees.

The department was restructured this year, growing from a team of four to 11 staff to deliver Multicap's three-year Technology roadmap.

# Property

Multicap's Property department delivered a significant number of capital projects this year.

Most significant was the completion of two brand new properties at Ormeau, located in the Gold Coast hinterland. These two properties offer accommodation for five people with disability. The modern homes are fully accessible with wide walkways and entries, wheelchair accessible flooring, welcoming outdoor areas and four Specialist Disability Accommodation (SDA)-enrolled bedrooms.

Another major project was the renovation of two of our villas in Rockhampton. Works included a new laundry, entryway and carport, renovation of both bathrooms, and a new walkway and driveway.

Just 20 minutes' drive away another property was landscaped and given a new front entry, driveway and carport.

Other projects this year included the purchase and upgrade of a new residential property in Capalaba, with the installation of ducted air-conditioning and a new front fence.

New kitchens were installed at Kuraby Hub and the two houses in Runcorn, while bathrooms at both properties were also upgraded.

The bathroom and office facilities in Eight Mile Plains were also upgraded.

In total, the Property department managed 138 properties this year, including 38 NDIS-enrolled SDA sites. Multicap owns 36 of these properties, with the balance a variation of leasing arrangements with the Department of Housing and Public Works, local government, the Department of Communities, Disability Services & Seniors, Social Housing and private rentals.



Property  
Portfolio  
138

Owned  
Properties  
36



## PROPERTY SPOTLIGHT Ormeau

**Multicap recognises that a stable, accessible and enjoyable home environment is key to a fulfilling life. Through our Homes4Life program, Multicap is committed to developing beautiful and modern homes for people living with disability.**

Our latest project is the completion of two homes in Ormeau, located in the Gold Coast hinterland region. These two buildings are more than just disability accommodation — they provide long-term housing for five people to truly call home. Residents of these houses enjoy increased independence, freedom of choice and the opportunity to achieve their personal goals.

### Properties feature

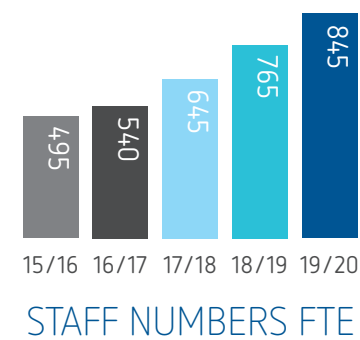
- 5 SDA-enrolled bedrooms
- Fully wheelchair accessible
- Modern layout and finishes
- Multi-level kitchen benches
- Premium appliances
- Accessible bathroom features
- 2 bedrooms and ensuites for staff



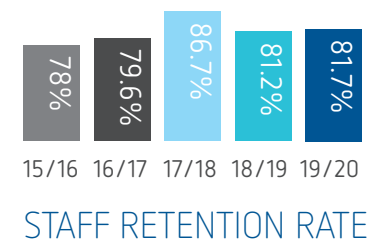


# Our People

2019-2020 Highlights



**291**  
**NEW**  
TEAM MEMBERS  
JOINED MULTICAP



## Staff Breakdown

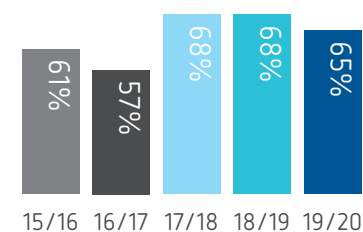


**THREE SKILLING  
QUEENSLANDERS FOR  
WORK (SQW) LOCATIONS**  
Brisbane, Rockhampton and Pine Rivers

**88%** STAFF RETENTION RATE  
FOR THOSE HIRED FROM  
MULTICAP'S SQW PROGRAM

**STAFF  
TOTAL  
1,211**

**111 STUDENTS  
ENROLLED  
in Multicap's SQW  
program**



**MULTICAP'S OVERALL  
STAFF ENGAGEMENT  
SCORE WAS 65%**

## Our People

Multicap is committed to being an employer of choice. To achieve this, we continue to invest in our people through training and education, implementing enhancements to systems and processes, and delivering initiatives to engage and retain staff.

This year, in response to staff feedback, we introduced a New Starter Survey. Designed and implemented to provide a health check for the on-boarding experience of new team members, the survey enables us to continuously improve and streamline the process to make it an enjoyable introduction to Multicap.

Our annual Staff Engagement Survey gives staff the opportunity to have a say in what Multicap does well, and what we need to improve on. Multicap recently conducted the 2020 Staff Engagement Survey, resulting in a 65 per cent staff engagement score and feedback that will inform our priorities during FY20-21. Based on the staff engagement survey from 2019, key focus areas for FY19-20 were Career and Development and Enabling Infrastructure.

We are investing in easy-to-navigate online learning options to deliver high-quality compliance training and continuous professional development. This includes the introduction of a new Learning Management System (LMS) which will help support the development of learning pathways and align with our ethos of practice excellence, human rights-focused, and person-centred practice.

The induction process and other training initiatives continue to be reviewed to ensure they are delivered in a contemporary style and contribute to Multicap's vision of being an employer of choice. All training is allocated, assigned, delivered and assessed using a risk-based approach to ensure it remains fit for purpose.

Attracting and retaining the right people who share our values and passion allows Multicap to continue to enhance the lives of each of our customers and those who support them.

## COVID-19

The COVID-19 pandemic raised multiple workforce issues relating to workplace health and safety, reduction and loss of work across service areas (i.e. day and community access programs), staffing shortages due to absences (customers, illness and childcare), and rapid changes to work environments and community behaviour.

**To manage these impacts, Multicap used three guiding principles to support decision making during the pandemic:**

1. Continue to deliver on our sole purpose for our customers
2. Keep our staff and customers as safe as possible
3. Keep as many people employed as possible.

With Multicap's ongoing commitment to providing a safe environment that supports the health and wellbeing of staff and customers, extensive COVID-19 health and safety procedures were implemented. In addition, through regular communication and consultation with staff and customers, Multicap continued to deliver support services to customers which maintained employment for our team members.

## Skilling Queenslanders for Work (SQW)

Multicap has been involved in the Queensland Government's Skilling Queenslanders for Work (SQW) program since 2017. Under the program, Multicap delivers a Certificate III in Individual Support to eligible jobseekers and offers direct employment pathways into the disability and aged care industries. Multicap delivers the program in Brisbane and Rockhampton, and this year introduced the program at Pine Rivers.

Throughout the COVID-19 pandemic, students were supported to continue their studies and secure employment at the end of their course. Our February 2020 intakes in Brisbane, Pine Rivers and Rockhampton were supported with online classes and encouraged

to find employment opportunities to gain practical hours in the absence of placement opportunities. This resulted in 58 per cent of students finding industry-based employment as they complete their qualification.

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

Total Skilled Committed Staff Awards presented in FY19-20	Number Awarded
Inspire yourself and your team	145
Respect and value functional relationships	74
Add life to Multicap's sole purpose	130
Be accountable for your role	243
Give and receive constructive feedback	30

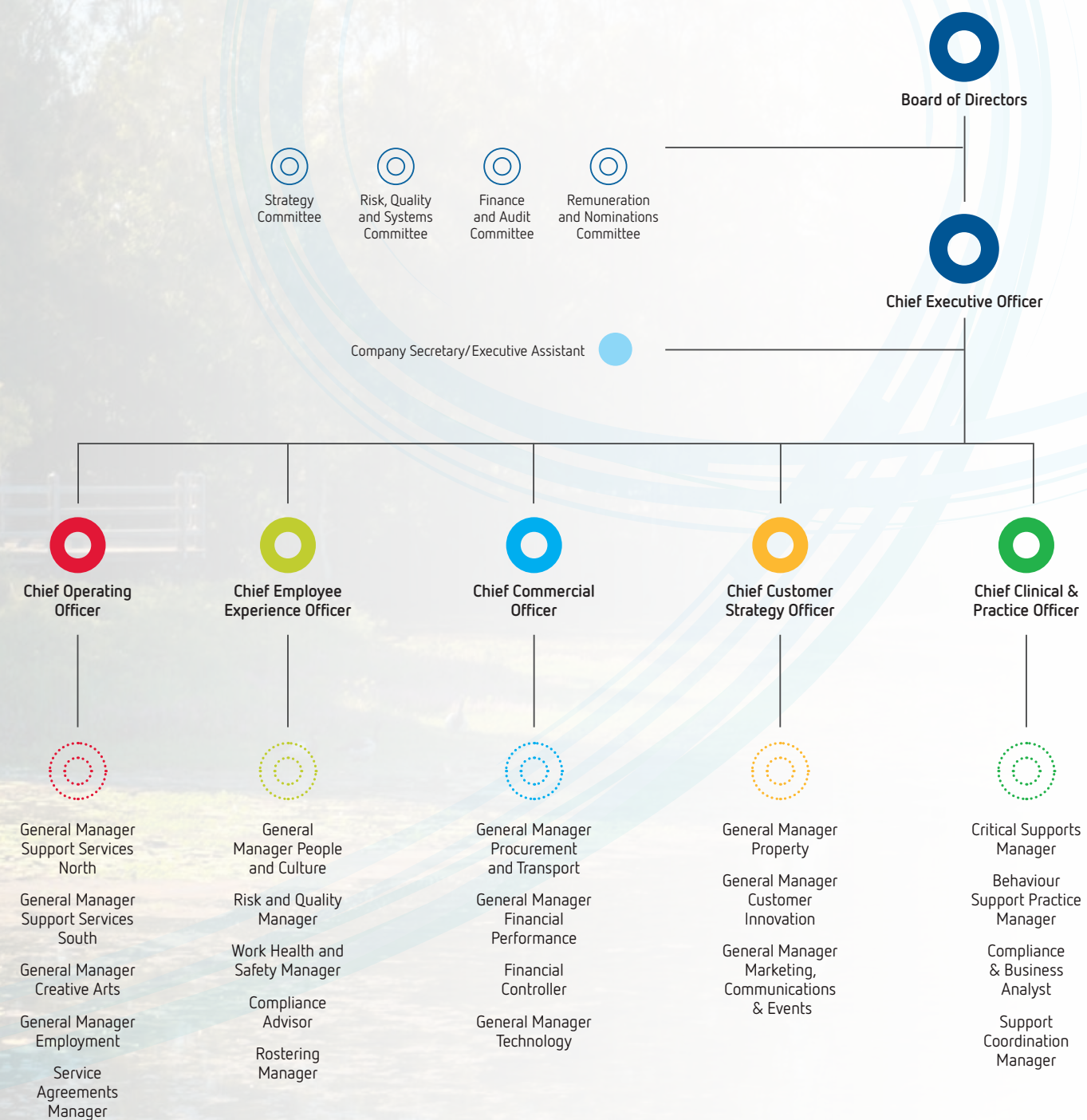
**622**   
**SKILLED COMMITTED  
STAFF RECOGNITION  
AWARDS WERE ISSUED**





Image: Multicap customer Louise in North Lakes with DSW Abigail.

# Leadership Structure





# Executive Leadership Team

This year saw the Executive Leadership Team (ELT) focus on the development and delivery of the 2021 Onwards Strategic Plan, whilst also navigating Multicap's operational and strategic response to the COVID-19 pandemic.

In February 2020 Chief Assets and Strategy Officer Nigel Taylor returned to New Zealand after seven years of invaluable contribution to Multicap. We welcomed Wendy Flavien in April 2020 as Chief Customer Strategy Officer. We also welcomed Mark Fenton to the team in January 2020 after the departure of Mike Goodall in the Chief Commercial Officer role. The high level of expertise we are privileged to have in the Executive team will be paramount as we explore and refine how we deliver specialist and personalised services to our customers.



## Chief Assets and Strategy Officer | Nigel Taylor (resigned February 2020)

*In February 2020 we said goodbye to a much-loved member of our Executive Leadership Team, Nigel Taylor. Nigel returned to New Zealand after seven years with Multicap, leading our Facilities, Procurement, Customer Innovation and Marketing teams. During his tenure Nigel set up our Customer Innovation team, as well as designed and built amazing homes for customers. The Executive Leadership Team, staff and Board of Multicap thank Nigel for his contribution to Multicap.*



## Chief Executive Officer

### Joanne Jessop

Ms Joanne Jessop has been the Chief Executive Officer of Multicap since 2006, leading organisational renewal and transformational change including transition to the National Disability Insurance Scheme. Jo has extensive senior management experience across a number of not-for-profit and commercial purpose driven sectors. She is a Director of both the Brisbane South Primary Health Network, and National Disability Services. Jo is passionate about providing high-quality human services outcomes, and improved opportunities for vulnerable people, especially those living with disability.

Qualifications MBA, GAICD

## Chief Operating Officer

### Seth Grantley

Seth Grantley leads a team of over 750 staff across Multicap's Operations portfolio, driving the delivery of services and support that delight customers. In the role with Multicap since June 2016, Seth remains committed to putting the customer first, developing and engaging staff, improving the quality of services, and ensuring sustainability and continuity of services for customers. Prior to joining Multicap, Seth held roles in pharmaceutical and logistics sectors, most notably 14 years in management roles at Australia Post.

Qualifications MBA



## Chief Employee Experience Officer

### Kate Johnson

Kate Johnson has vast experience across the not-for-profit and private sectors and has been with Multicap since August 2018. Kate specialises in coaching leaders to drive cultural change through building workforce engagement and capability. Kate has a passion for interpretation of business context to lead business transformation and achieve organisational effectiveness.

Qualifications BPsyc (Hons), BBus HRM, MOrg. Psyc

## Chief Customer Strategy Officer

### Wendy Flavien

Joining Multicap in April 2020, Wendy Flavien brings a wealth of knowledge and experience to Multicap in customer-driven change, innovation and organisational capability. Wendy has held executive positions across information and integration portfolios at several national aged care providers, as well as public health services. Wendy focuses on organising and commissioning resources to address business priorities and meet or exceed customer expectations through design-led service development.

Qualifications BEd, MBA



## Chief Clinical and Practice Officer

### Simon Wardale

Simon Wardale has 30 years' experience in working with people with intellectual disability and complex challenging behaviours across frontline support work, service management and practice/policy advisory roles. Simon has had research on disability matters published in academic journals. In the past 10 years Simon has held the positions of Director of Practice Leadership at the Centre of Excellence for Behaviour Support, Director of Forensic Disability Service (independent statutory appointment), and senior managerial roles at numerous disability support providers.

Qualifications BAppSc (Intellectual Disability) (Hons)

## Chief Commercial Officer

### Mark Fenton

Joining the ELT in January 2020, Mark Fenton has more than 25 years' experience in commercial business and financial management, in addition to 16 years' experience as a professional company director. He has held executive roles in finance across a range of sectors including affordable housing, mental health services, retirement living, corporate services and membership services. Mark leads teams and drives commercial operations with a focus on professional development, values, culture and exemplary organisational performance.

Qualifications BBus, MBA, FCPA, FAICD, JP (Qual)





# Staff Recognition

In recognition of our incredible staff, Multicap presented the Staff Excellence Awards at the third annual Multicap Celebrates event on 6 December 2019. Over 250 staff came together to celebrate a successful year.

Eight individuals and one team were presented with awards recognising their significant contributions to Multicap across seven award categories. It is our amazing staff who allow Multicap to continue delivering on our sole purpose of enhancing the lives of customers and their families.



## Outstanding Assisted Employee Award

### Michael Walsh, Makeables

At Makeables, Michael is determined and shows initiative, taking on extra tasks whenever needed. Michael has shown great respect for his team, listening, talking and laughing with the team, even sharing his lunch if someone has forgotten theirs. Through sheer work and determination, Michael has achieved his work goals, and made significant improvements in his personal life.

### Shane Wroe, Monte Lupo Coffee Cart

Shane takes great pride in his role on the Coffee Cart team and he is dedicated to delighting his customers. Since starting in his role, Shane has strengthened his communication and teamwork skills. His customer service is second to none and he goes out of his way to take orders from the community, delivering product in a timely manner.

## Safety Award

### Karen Puckeridge, Work Health and Safety

Karen successfully supported Multicap in transitioning to the NDIS National Quality & Safeguards Framework, ensuring our team members and leaders understood what was required of them to ensure customers are safeguarded. Karen consistently goes above and beyond in her role with WHS education and training. She is supportive, efficient and communicates clearly to support the health and safety of our team and customers.

## Outstanding Team Award

### Property

The Property team has a clear vision of our properties and the standard expected for our customers and staff. They go above and beyond to meet these expectations and always think outside of the box to resolve any environmental concerns. They are highly responsive to emergency situations as they arise, whilst always delivering a high-quality service.

## Innovation Award

### Julie Yeabsley, Customer Innovation

During 2019 Julie identified and pursued grant funding opportunities to secure more than \$1.3m additional funding for Multicap. Julie is innovative in her approach, connecting the right people across business and local communities. She takes the time to understand the needs of customers, staff and project initiatives to highlight the impact that our work has on improving the lives of our customers.

## Leadership Award

### Lynda O'Toole, North Coast

Lynda's hard work, proficiency, respect and positive attitude is outstanding. Lynda always puts customers first, and takes on extra work in times of need to ensure her customers and team mates are supported. Whether it is assisting with rosters or dealing with difficult complaints, Lynda gives her time and knowledge to everyone in a warm, welcoming and calming manner.

## Rookie of the Year Award

### Robert Pennisi, People and Culture

With outstanding values and work ethic, Robert shows great initiative and willingness to learn. Robert's customer service is exemplary, no task is too daunting. He is always willing to assist, and he is a valued 'go-to' person. Robert's desire to learn more about Human Resources and the disability sector shows he is passionate, driven and extremely loyal.

## Outstanding Support Worker Award

### Linda Thocolich, Makeables

Linda demonstrates real compassion toward everybody she supports and goes the extra mile to ensure her customers have improved lives. Linda has overcome personal challenges and worked extremely hard to achieve her qualification. She has significantly improved the quality of life of one of her customers, who with Linda's support is now cooking a variety of healthy meals for himself.

### Veronica Skipper, Mackay

Veronica works tirelessly to support customers to achieve their goals. She has great relationships and is well respected and valued by customers, their families and colleagues. From pitching a tent in the backyard because a customer has requested to go camping, or singing around the house, she continually thinks of innovative ways to support customers.



# Quality and Risk

## 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, Specialised Disability Accommodation and the Department of Social Services Supported Disability Employment program. Multicap is also a registered aged care provider for Home Care Packages.

## Risk Management Framework

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. Multicap uses the sophisticated information management software RiskMan for proactive risk management. RiskMan is now fully integrated within the organisation, covering strategic and operational risks. Multicap has further strengthened our capability in managing organisational risks with ongoing training as part of our continual improvement activities.

## Cyber Risk

Multicap is aware of current and emerging cyber risks. We have strong processes and systems in place to protect our organisation, including the information of our customers and staff. Our Data Breach Handling and Response procedure has been reviewed by our legal advisors and has been implemented.

## Service Quality

Multicap is committed to a culture of continuous improvement, to ensure our services are always delivered at the highest standard of quality. Our Specialised and Clinical Support, and community-based services have been aligned for auditing in compliance with the National Disability Insurance Scheme (NDIS) Quality & Safeguards

Commission, and externally certified under JAS-ANZ.

Multicap continues to comply with the Queensland requirements for the Human Services Quality Framework (HSQF) and the National Standards for Disability Services. Multicap works diligently with auditors and regulatory bodies to maximise the opportunities for continual improvement.

## Disability Royal Commission

Multicap continues to support the work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission). We assist customers and their support networks to stay up to date with news and information from the Disability Royal Commission, via a dedicated section of our website which is updated regularly, and a section in our quarterly customer newsletter. Multicap continues to contribute to the Commission's enquiries.

## Safety

Multicap considers the safety of our customers and employees to be of the highest importance. Our dedicated Work Health and Safety department works across the organisation to ensure the safeguarding of our customers, and the safety of all employees and stakeholders.

The Incident Reporting module of RiskMan is now fully implemented across the organisation and is equipped with in-depth reporting capabilities to allow evidence-based improvement in this area. This has informed ongoing streamlining of procedures, guidelines and tools.

In response to the COVID-19 pandemic, Multicap established an Emergency Response Team (ERT) in February 2020. The team created extensive plans to ensure that regardless of the situation, we were able to continue to deliver essential services, support as many customers as possible, and keep as many staff employed as

possible — safely and sustainably. Our existing emergency response/natural disaster procedures were adapted to suit the pandemic, in order to manage the business and minimise impact to customers, particularly with regard to isolation of people and disrupted supply chains. We also sought advice and input from government agencies and disability service organisations to ensure our plans are best-practice.

## Workers' Compensation

Multicap is committed to the effective management of workplace injuries, with a focus on early return to work programs and proactive support for our staff. Multicap's WorkCover results are available on page 62. Multicap's Injury Management Adviser continues to collaborate with stakeholders across the organisation to improve our injury management and return to work processes.

## Message from our

# Chair and CEO

The Coronavirus disease, known as COVID-19, was declared by the World Health Organisation as a pandemic on 11 March 2020. At that time there were 118,000 cases in 114 countries and 4,291 people had lost their lives. As we neared the end of September 2020, the very sobering numbers indicated 31 million cases in 213 countries worldwide and over 960,000 deaths. COVID-19 has impacted every aspect of our lives — family, friends, communities, and workplaces. Travel, socialising and celebrating have all been disrupted and we are all learning a 'new' normal, with physical distancing, temperature checking and increased hygiene now routine.

Responding to COVID-19 has been an enormous challenge for those working across our organisation, for our customers and their families, and for our leaders and Board.

Multicap, in the same way we have for the past 58 years, has risen to the challenge.

We have continued to provide high-quality essential services and support for people who have chosen us as their service provider. We have kept our customers and staff as safe as possible, and we have kept all our people employed. We will look back at this period in the history of our organisation as a defining one, as we have continued to deliver on our sole purpose despite the COVID-19 pandemic.

We are fortunate to have skilled and engaged staff across Multicap and we are enormously proud of them and the work they do in supporting our customers to achieve their life goals. Our staff have done an outstanding job over the past year tailoring services and support that is unique to each customer, and in particular, minimising the impact of COVID-19 for our

customers while keeping themselves and their families safe.

Late in the financial year, the Multicap Board endorsed the Multicap 2021 Onwards Strategic Plan, informed by customers, families, staff, leaders and external parties. The four key Strategic Outcomes — Delighted Customers, Skilled Engaged Workforce, Service Excellence and Sustainable Growth — will provide the foundation for what lies ahead. Our membership of Ability First Australia (AFA) and National Disability Services (NDS) also continues to benefit us and the important work we do.

The Disability Royal Commission recommenced public hearings following postponement due to COVID-19 earlier in the year. Multicap has contributed positively to this important work by making submissions in response to issues papers covering Emergency Response and Planning, Employment, and Restrictive Practices. We want all people with disability to live their lives without abuse, neglect, violence or exploitation, and to ensure that positive changes occur as a result of the Commission's work.

Multicap's staff, customers and fellow Directors acknowledge and paid tribute to Prof John McAuliffe AM, a Multicap Life Member, who passed away in September 2020. John was Multicap's Chair from 2006 to 2016 and was a driving force behind innovative change, financial sustainability, and operational maturity. John's compassion and desire for people with disability to live their best possible lives was at the forefront of his time as Chair.

We welcomed two new Directors this year with Ms Helen Darch and Mr Dominic McGann joining the Board. The pandemic has underscored the importance of Multicap's sound governance structures, with our Directors being responsive and customer-focused. Directors have again joined staff and customer forums during the year, sometimes

in person and sometimes virtually. Their involvement added richness to the sessions, participating in conversations, and identifying areas where we can continue to improve. We thank our Directors for their commitment to Multicap's sole purpose.

It has been a challenging year for everyone across our Multicap Circle of Support, nevertheless, we are pleased that we have achieved new records in the numbers of customers, families and staff in that circle. We have also had a successful year in management of our financial resources which will be used to augment our resources and further enhance people's lives.

We will embrace the environment of the new normal in the year ahead, learning to live with and minimise the impact of this pandemic on our customers and our organisation. We are confident we will deliver service excellence in new ways as we delight our customers, their families and significant others.

Thank you to each of our customers for choosing us, and to each of our staff for working with us.

**John Gallimore**  
Chair

**Joanne Jessop**  
CEO



# Governance

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

Multipac is registered as a charity with the Australian Charities and Not-for-Profits Commission (ACNC), as a Public Benevolent Institution (PBI) and is endorsed as a Deductible Gift Recipient (DGR) with the Australian Tax Office (ATO).

The Multipac Board continually reviews the organisation's practices and procedures to ensure strong governance using the Australian Institute of Company Directors (AICD) Not-for-Profit Governance Principles as a guideline. Some of our governance areas of focus during FY19-20 included:

## 1. Purpose and Strategy

**Multipac has a clear purpose and strategy which aligns our activities to our purpose.**

- Multipac approved the 2021 Onwards Strategic Plan.
- In developing the new strategic plan, the Board held a strategy review day during the year.
- As part of our ongoing evolution, the Business Development Committee moved to become the Strategy Committee to better support the work of the Board.

## 2. Roles and Responsibilities

**Multipac has clarity about the roles, responsibilities and relationships of the Board.**

- Multipac reviewed and updated the Multipac Board Charter and the Director Position Descriptions.
- The work of the Board is supported by committees (Finance and Audit, Strategy, Remuneration and Nominations, and Risk, Quality & Systems) with all committees meeting regularly and having recently reviewed their Terms of Reference.
- The Board has an up-to-date Board Delegations of Authority Procedure.

## 3. Board Composition

**Multipac's Board structure and composition enable us to fulfil our role effectively.**

- As part of Board renewal and succession planning, Multipac welcomed two new Directors to the Board during the year.
- The skills and experience of each Director are provided in the Annual Report and available on the Multipac website.
- The Multipac Board approved a new Diversity Policy (Policy 12) and notes the Board currently has 43 per cent female and 57 per cent male representation.

## 4. Board Effectiveness

**Multipac's Board is run effectively and our performance is periodically evaluated.**

- The two new Directors received a comprehensive induction, including an information pack.
- The Board undertook an evaluation session as part of the strategy review day, and evaluation of each Board meeting is rotated through the Directors.
- Multipac became a member of the Committee for Economic Development of Australia (CEDA) during the year providing a further education opportunity for Directors. All Directors are also Australian Institute of Company Directors (AICD) members.

## 5. Risk Management

**Multipac's Board decision making is informed by an understanding of risk and how it is managed.**

- The Risk Quality and Systems Committee regularly reviewed the organisation's strategic risks, with the COVID-19 pandemic being added as a new strategic risk during the year.
- Multipac completed the NDIS Quality and Safeguards Commission quality certification for New South Wales services, with the Queensland quality certification delayed due to COVID-19 and scheduled later in 2020.
- The organisation continues to prepare for any requests from the Disability Royal Commission, and where appropriate, responds to relevant issues papers.

## 6. Performance

**Multipac uses its resources appropriately and evaluates our performance.**

- The Board reviewed and endorsed the FY21 Multipac financial budget.
- The Board continues to identify and refine appropriate measures to evaluate Multipac's performance. This includes review of KPIs set for the Multipac Strategic Plan 2016-2021 and setting new KPIs for the 2021 Onwards Strategic Plan.
- The Nominations and Remuneration Committee undertook the CEO's annual performance evaluation and provided feedback to the Board.

## 7. Accountability and Transparency

**The Multipac Board demonstrates accountability by providing information to stakeholders about the organisation and our performances.**

- Multipac has 12 key policies which are all available on the Multipac website.
- Multipac's full financial statements are available on the ACNC Charity Portal and included in Multipac's Annual Report which is also available on the website.
- Multipac's Whistleblower Procedure has been updated, and an independent third party (KPMG Faircall) engaged to provide an external pathway for any whistleblower complaints.

## 8. Stakeholder Engagement

**There is meaningful engagement of stakeholders and their interests are understood and considered by the Board.**

- Multipac continues to strengthen our safeguarding responses to increase protection of those at risk, including compliance with the reporting requirements of the NDIS Quality and Safeguards Commission.
- Multipac expanded regular Circle of Support Forums across all regions to ensure Directors are able to hear directly from customers, their families and representatives.
- Multipac records and tracks all customer complaints, with the Board having access to regular reports regarding actions and service improvement outcomes.

## 9. Conduct and Compliance

**The expectations of behaviour for people involved with Multipac are clear and understood.**

- Multipac has reviewed Policy 11 – Code of Conduct, and endorsed the modernised employee explanation booklet during the year.
- The Board identifies, discloses and manages conflicts of interests on a regular basis at the start of each Board meeting.
- Multipac has procedures in place regarding management of any potential misconduct, and relevant instances are reported to the Board.

## 10. Culture

**The Multipac Board models and works to instill a culture that supports Multipac's purpose and strategy.**

- Multipac measures staff engagement on an annual basis and puts in place action plans to improve areas raised by our employees.
- Multipac's values are included in our Multipac Great Expectations document, displayed at all service and office locations.
- The Skilled Committed Staff program and the annual Staff Excellence Awards reward and recognise staff, and Directors attend annual Employee Roadshow sessions to model the desired culture.

### Multipac's Constitution

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

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

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

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



# Board of Directors



**John Gallimore** BA, LLB(Hons), FANZCN, MAICD | Chair

John has been a member of the Multicap Board since 1997. He is a former long-time partner of the 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.



**Angela Tillmanns** MBA, GAICD | Deputy Chair; Chair Risk, Quality and Systems Committee

Angela joined the Multicap Board in May 2017. Angela has extensive experience in the disability sector and serving on not-for-profit boards through a variety of roles. Prior to working in the community sector, Angela worked at the senior executive level in the Federal Government leading the design and implementation of human services systems.



**Christopher Perkins** BBus, MBA, FCPA, GAICD | Chair Finance and Audit Committee

Chris has been a member of the Multicap Board since 2012. He has extensive experience in business 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 and he is a Graduate of the Australian Institute of Company Directors.



**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 | Chair Strategy Committee

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.



**Helen Darch** BA, Grad Dip Lib Sci, MEd, MAICD

Appointed to the Board in 2019, Helen brings extensive experience in strategy, facilitation, stakeholder engagement and change management to the Multicap Board. With over 13 years' experience as a non-executive director on large not-for-profit and government boards, she has held a range of leadership roles from Board Chairperson to Chair of nominations, executive appraisal, and fundraising and marketing committees. She is currently a Director on the Metro South Hospital and Health Service Board, and is Chair of the Give for Good Board.



**Dominic McGann** LLB (Hons), LLM, LLM

Dominic McGann was appointed to the Multicap Board in November 2019. He is a Partner of McCullough Robertson Lawyers and has practised as a lawyer for over 30 years. Dominic holds a range of other positions including the Chair of the McCullough Robertson Foundation, Chair of Flagship Investments Limited, Chair of Queensland Music Festival Limited, Director of TRI Foundation Limited and Director of Frazer Family Foundation Pty Ltd. He has previously been the Chair of the Brisbane Writers Festival and Chair of Australian National Development Index Limited.

# Our Policies

Multicap is committed to delivering on our Sole Purpose of enhancing the quality of life of people with disability and their families. To ensure the consistent delivery of excellent support services, our policies set the standard for all areas of our operations.

## Policy 1 Governance

The Multicap Board ensures that the organisation has a contemporary and appropriate governance framework in place. We recognise the positive impact of good governance decisions on our customers, their families, representatives and advocates, and our staff and stakeholders.

## Policy 2 Customer Service

Great customer service is a priority for Multicap so that our customers, and those responsible for their care, are very satisfied with our support. This policy ensures that we will continually look for ways to improve service quality and add value to the experience of our customers and their families.

## Policy 3 Stakeholder Engagement

Multicap is committed to engaging respectfully, openly, and authentically with our stakeholders to increase understanding, identify and address issues, and discover opportunities for collaboration. Our stakeholders are groups or individuals who have influence, or are impacted by our activities (either directly or indirectly) and include communities, government, government agencies and employees.

## Policy 4 Treasury and Financial Sustainability

Multicap understands that careful financial management is essential to ensure the organisation can deliver high-quality services and projects, both now and into the future. We are committed to effectively managing Multicap's financial risk so that the organisation is sustainable over the long term.

## Policy 5 People and Culture

Multicap is committed to providing all employees and volunteers with a positive experience throughout all stages of their employment with Multicap. We will create and maintain a positive and inclusive workplace culture that values and respects all employees. Our workplace culture promotes integrity, fairness, inclusion, accountability and consistent decision making, enabling us to deliver consistently high-quality service to our customers.

## Policy 6 Health and Safety

All Multicap employees are responsible for ensuring their own health and safety, as well as the health and safety of our customers and others in our workplaces. We are committed to providing and maintaining a safe and healthy workplace for all associated with our work, including employees (including contractors and volunteers), customers, event attendees and visitors.

## Policy 7 Information Management

Multicap understands the importance of information being captured, stored and used appropriately. We are committed to protecting the information rights of the public, our customers, our staff and the organisation, and complying with all relevant legislation.

## Policy 8 Prevention and Responding to Violence, Abuse, Neglect and Exploitation

Multicap works tirelessly to uphold the human rights, safety and wellbeing of our customers. This policy guides the Multicap Board, management and staff (including contractors and volunteers) regarding our zero-tolerance approach to violence, all forms of abuse, neglect and exploitation. We are committed to prevention, early intervention and prompt responses.

## Policy 9 Risk Management

Multicap is committed to continually improving our risk management systems and processes and maximise safety outcomes for all. All employees (including contractors and volunteers) have a responsibility to actively participate in Multicap's Risk Management Policy, Risk Management Procedure and all policy and procedural documents within the Risk Management framework.

## Policy 10 Asset Management

Multicap's customers and employees should experience high-quality services, support and workplaces. Multicap is committed to ensuring safe and accessible assets that contribute to the quality of life of our customers and employees. We are also committed to managing assets sustainably.

## Policy 11 Code of Conduct

Multicap is committed to delivering high-quality services to our customers. Our Code of Conduct provides a framework of principles for all employees that reflect our commitment to our customers, our community and each other. These principles are the importance of customer rights, honesty, accountability, respect for others and upholding the law.

## Policy 12 Diversity and Inclusion

Multicap is committed to creating fair and inclusive workplaces where people of all abilities and backgrounds are supported to thrive and achieve their goals. We are committed to thinking and working in ways that are reflective of the diversity of our staff and customers. Multicap continuously seeks the insights and experiences of those with diverse backgrounds to continually improve our services.

➡ TO ACCESS THE FULL POLICIES, GO TO [www.multicap.org.au/our-policies](http://www.multicap.org.au/our-policies)



## Multicap's WorkCover results

### Month costs

Multicap – \$3,033

Industry Average – \$2,689

### Days lost

Multicap – 38.90

Industry Average – 32.27

### Days to first return to work

Multicap – 27.63 days

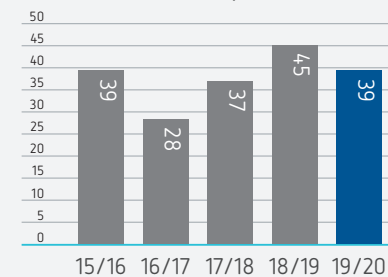
Industry Average – 23.98 days

### Final return to work

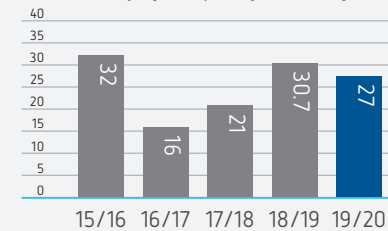
Multicap – 92.59%

Industry Average – 95.37%

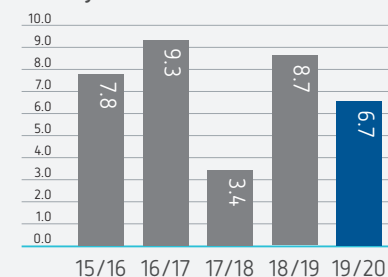
WorkCover Claims Accepted



Lost Time Injury Frequency Rate (Days)



Severity Rate



# Committee Reports

## Strategy Committee

The Committee structure was reviewed by the Board in November 2019, resulting in the change of name from the Business Development Committee to the Strategy Committee. Whilst it was recognised that strategy is the responsibility of the whole Board, the Strategy Committee was established to provide further oversight in specific areas.

The Committee considers and makes recommendations to the Board in relation to consistency of customer experience, excellence of product and service offerings, sustainable tenancy options and ensuring Multicap continues to meet new and changing market demands.

### The Committee met five times during the year and was involved in:

- the reformat of the Committee's work plan in line with the new Committee structure
- reviewing and responding where appropriate to growth opportunities
- capturing the experiences and satisfaction measures of customers across specific interaction points
- the reformat of the Local Consultation and Local Area Advisory Committee meetings into the new Circle of Support forums.

The Committee has played a pivotal role in the development of the new 2021 Onwards Strategic Plan; as well as the Multicap Property Strategy and Multicap Technology Strategy, which underpin and enable the overall 2021 Onwards Strategic Plan.

The Committee received support during the year from the Chief Executive Officer, the Chief Operating Officer, the Chief Customer Strategy Officer, the General Manager of Customer Innovation and the General Manager of Technology.

Thank you to all Committee members for your valuable contributions to

the ongoing work of the Strategy Committee.

David Withers BEng MBA FAICD FRAES  
Committee Chair

## Finance and Audit Committee

The Committee structure was reviewed by the Board in November 2019, resulting in a change of name and focus from the Finance, Audit and Assets Committee to the Finance and Audit Committee. Responsibility for monitoring the performance of assets and the acquisition of major assets was transferred to the Strategy Committee.

The Finance and Audit Committee assists the Board of Directors in the discharge of their duties regarding the stewardship and management of Multicap's financial affairs and the external audit process.

The Committee is comprised of Board Directors and may include co-opted members. The Chief Executive Officer, Chief Commercial Officer and other members of management are invited to the Committee meetings at the discretion of the Committee. The Committee manages its responsibilities with an annual work plan which has been reviewed in line with the change of structure.

### The responsibilities of the Committee include:

- providing financial direction and advice to the Board
- providing advice and assistance in matters of financial management to the Chief Executive Officer and other members of the Executive Leadership Team.
- establishing financial strategy and objectives
- establishing finance related policies
- assessing the annual budget and analysing the annual financial reports.

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. AASB 16 Leases and AASB 15 Revenue from Contracts were the two new accounting standards applicable to Multicap for the financial year, with implementation overseen by the Committee.

The Committee works 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. Bentleys was appointed as Multicap's auditor in 2019 and have completed their second audit of Multicap's annual financial statements.

The Committee worked with management during the year to ensure that appropriate banking and loan facilities were maintained to provide sufficient working capital and funding for major projects. Major projects include construction, purchase and renovation projects of homes in Ormeau, Alexandra Hills, Redland Bay, Rockhampton, Capalaba and Tweed Heads.

The operating business performance and earnings outlook remains consistent with the strategic objectives and performance expectations of the organisation. The Committee continues to monitor the operating environment under the National Disability Insurance Scheme (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 ongoing changes to the NDIS.

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

Chris Perkins BBus MBA FCPA GAICD  
Committee Chair

## Risk, Quality and Systems Committee

The Risk, Quality and Systems Committee assists Multicap's Board of Directors in fulfilling its oversight responsibilities for a range of areas to ensure customers are receiving the best services possible. These include:

- internal control systems
- service systems
- quality management of services

- risk management
- governance and compliance with laws
- regulations and codes of conduct.

The Committee is comprised of three Board Directors and meets regularly to complement the Board's scheduled meetings throughout the year. Different executive management representatives attend meetings depending on the topics under review, to ensure the Committee has access to detailed relevant information. Committee members also meet with staff, customers and families across multiple sites to ensure the perspectives of customers and staff influence both the Committee's understanding of issues and the deliberations of the Board.

A particular focus for the Committee during FY19-20 was the oversight of managing the risks associated with delivering services during the COVID-19 outbreak, and the Technology Capability Review. RiskMan (a risk management and incident reporting system) continues to evolve and improve to enhance the accuracy and timeliness of reporting across all service areas throughout Multicap. It continues to enable the Committee to better understand the underlying contributing factors to incidents and work with management to improve the quality of services. The Committee has noted the positive outcomes for customers and staff from the interventions delivered by the Specialised Services team. This team brings together all stakeholders of varied skills to form coordinated teams to resolve complex customer service requirements and improve outcomes for customers, while enhancing the safety and wellbeing of Multicap staff. A number of policies and procedures have been reviewed to ensure the NDIS Quality and Safeguarding Framework underpins all services being delivered.

Throughout the year the Committee has received high quality feedback from customers and families as well as expert advice from Multicap staff to ensure 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 services and assist customers to achieve their life goals, even during a pandemic.

Angela Tillmanns MBA GAICD  
Committee 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 2020 there has been:

- no contraventions of the auditor independence requirements of the Australian Charities and Not-for-Profits Commission Act 2012 in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

Bentleys Brisbane (Audit) Pty Ltd  
Chartered Accountants

Ashley Carle  
Director

Brisbane  
28th September 2020

## 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 2020 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  
Chair

Chris Perkins  
Director

Brisbane  
28th September 2020



# Discussion and Analysis

For the year ending 30 June 2020, Multicap has recorded an operating surplus of \$9,796,979 compared to the previous year's \$1,815,848. The surplus represents 10.7% of operating revenue (2019: 2.7%) which enables the organisation to fund capital expenditure which is generally not funded from government grants or funded under the NDIS. The surplus also provides the organisation with a buffer to protect against any unforeseen business pressures.

Multicap's total surplus after representing non-operating items is \$9,783,639.

## Key Items

Multicap has continued to experience growth in the delivery of its services. Operating revenues grew to \$91,525,906 in 2020 compared to \$67,975,323 in 2019 representing an increase of 34.6%. In addition to the increase in services provided, all eligible customers had transitioned to the NDIS during 2019 and consequently 2020 was the first full year when services were delivered through the new scheme. NDIS revenue represents 90.1% of total revenue in 2020 compared to 53.2% in 2019.

Non-grant/NDIS revenue continued to decline in 2020 compared to the previous year primarily due to NDIS funding that has replaced many of the customer fees and brokerage services. Multicap continues to deliver additional sources of revenue through successful

grant applications with \$250,896 of non-operating grants recognised in 2020 compared to \$965,681 in 2019.

Operating expenses have increased to \$81,728,927 from \$66,159,475 in 2019 which represents an increase of 23.5%. The growth in services, the Enterprise Agreement increases and increased staff numbers due to the costs of transacting under the NDIS are contributing factors. Employee benefits expenses represent the largest proportion of the organisation's operating expenses (83.1%) and the largest increase, up \$13,416,026 or 24.6% on 2019. The organisation continues to invest to improve and maintain the built environment for the benefit of our customers, including \$1,131,510 expensed on maintaining and improving our buildings, \$396,827 in minor equipment purchases across service delivery areas and increased costs in technology of \$797,156.

Non-operating expenditure of \$264,236 includes improvements across Short Term Accommodation, Supported Independent Living, Hub services and Creative Arts. Employment services at Tingalpa also incurred costs relating to relocation to a new facility.

Multicap's statement of financial position continued to improve with our current assets increasing by \$14,264,271 to \$26,429,549 in 2020 (2019: \$12,165,278) and exceeding our current liabilities by \$8,776,798 (2019: \$3,521,449). The organisation's cash position increased to \$20,261,350 (2019: \$5,804,357) with the continued

transition to funding in arrears under the NDIS operating environment and the receipt of an advance from the NDIA to provide increased working capital during the COVID-19 pandemic. Trade and other receivables decreased from \$5,929,145 in 2019 to \$5,603,416 in 2020 even though total revenue has increased and NDIS funding in arrears has also increased. The organisation continues to hold enough cash to invest in its long-term asset strategies.

Multicap's property, plant and equipment increased to \$34,501,261 (2019: \$26,892,484). \$3,700,096 was invested in construction of two homes at Ormeau, a land purchase at Elimbah, bathroom rebuilds at Hubs, purchase of buildings at Tweed Heads and Capalaba and further renovations across the Eight Mile Plains site. There was continued investment in new equipment (\$949,632) and fleet vehicles (\$1,312,675).

The statement of cash flows reflects Multicap's stronger financial position with net cash from operating activities increasing to \$14,398,030 (2019: \$2,080,672). Multicap's cash generated from operations of \$5,337,377 (2019: \$2,762,835) continues to be used for planned investment activities. Multicap received an advance of \$5,704,586 in 2020 from the NDIA that is expected to be repaid during 2021. The organisation closed the year with an improved cash balance of \$20,261,350 (2019: \$5,804,357) to fund longer-term strategies.

## Operating Revenue

Increased to \$91,525,906 in 2020 from \$67,975,323 in 2019

FY19-20	\$91,525,906	<div></div>
FY18-19	\$67,975,323	<div></div>
FY17-18	\$52,304,907	<div></div>
FY16-17	\$44,155,340	<div></div>
FY15-16	\$40,721,975	<div></div>

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 2019 to 30 June 2020. 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 2020.

Name	Qualifications and Responsibilities	Service (in years)
Current at 30 June 2020		
John Gallimore	BA, LLB(Hons), FANZCN, MAICD Chair of the Board Member of the Risk, Quality & Systems Committee Member of the Finance & Audit Committee (until 11.12.19)	23
Christopher Perkins	BBus, MBA, FCPA, GAICD Chair of the Finance & Audit Committee	8
Angela Tillmanns	MBA, GAICD Deputy Chair of the Board Chair of the Risk, Quality & Systems Committee Member of the Strategy Committee (until 11.12.19) Member of the Finance & Audit Committee (from 11.12.19)	4
Heather Gardner	MBA, GAICD, IIDM Member of the Strategy Committee Member of the Finance & Audit Committee (until 11.12.19)	3
David Withers	BEng, MBA, FAICD, FRAES Chair of the Strategy Committee	3
Anna-Maree Shaw (until 15.11.19)	BBus, BVisualArt, MBA, GAICD Member of the Strategy Committee (until 15.11.19) Member of the Finance & Audit Committee (until 15.11.19)	4
Helen Darch (from 15.11.19)	BA, Grad Dip Lib Sci, MEd, MAICD Member of the Risk, Quality & Systems Committee (from 15.11.19) Member of the Strategy Committee (from 15.11.19)	1
Dominic McGann (from 15.11.19)	LLB(Hons), LLM, LLM Member of the Strategy Committee (from 15.11.19) Member of the Finance & Audit Committee (from 15.11.19)	1

## 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		Risk, Quality & Systems		Strategy	
	A	B	A	B	A	B	A	B
John Gallimore	9	9	5	5	4	4	-	-
Christopher Perkins	9	9	7	7	-	-	-	-
Angela Tillmanns	9	9	4	3	4	4	2	2
Heather Gardner	9	9	3	3	-	-	5	4
David Withers	9	9	-	-	-	-	5	5
Helen Darch	6	5	-	1 (guest)	2	2	3	3
Dominic McGann	6	5	4	4	-	-	3	2
Anna-Maree Shaw	3	3	2	2	-	-	2	0

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



# Directors' Report cont.

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)
- Respite (Short Term Accommodation)
- 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 disabilities, particularly those with high and complex needs. To achieve this vision the organisation has developed a new strategic plan to achieve its stated vision with the following four strategic outcomes:

- Delighted Customers
- Service Excellence
- Skilled and Engaged Workforce
- Sustainable Growth.

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 organisation. Key performance measures are reported throughout the Annual Report.

## Results

The organisation recorded an operating surplus of \$9,796,979 in the current financial year (compared to an operating surplus of \$1,815,848 in the previous year).

Revenues for the current financial year grew by \$23,550,583 from \$67,975,323 to \$91,525,906. Employee costs increased by \$13,416,026 from \$54,466,511 to \$67,882,537 which is in line with the expansion of services, wage increases and increased employee numbers.

Expenses have increased to support growth in the delivery of disability services. 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 National Disability Insurance Scheme.

The organisation's operating surplus represents 10.70% of operating revenue (2019: 2.67%). Operating surpluses are required for the organisation to remain sustainable in the future and to help fund capital expenditure which are not funded under the National Disability Insurance Scheme. The organisation's aim is to achieve an EBITDA of 5% of revenue over the five year 2016-2021 Strategic Plan. The EBITDA result for 2020 is 13.32% of operating revenue (2019: 5.23%).

The organisation's net surplus after recognising non-operating items is \$9,783,639 (2019: \$2,489,531). 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 2020 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**  
Chair  
Brisbane  
28 September 2020



**Christopher Perkins**  
Director  
Brisbane  
28 September 2020

# Statement of Profit or Loss and Other Comprehensive Income

for the year ended 30 June 2020

## Operating revenue

Grant revenue  
NDIS revenue  
Customer service revenue  
Sale of goods  
Interest revenue  
Other revenue

## Total operating revenue

## Operating expenditure

Employee benefits expenses  
Property and utility expenses  
Consumables and provisions  
Contractors remuneration  
Insurance and workers compensation  
Information technology costs  
Professional fees and consultancy costs  
Transport expenses  
Other expenses  
Interest expenses  
Bad and doubtful debts  
Depreciation, amortisation and impairment expense

## Total operating expenditure

## Surplus for the year on operating activities

## Non-operating activities

### Revenue

Capital grants  
Non-capital grants

## Total non-operating revenue

### Expenditure

Non-capital grant expenditure  
Other expenditure

## Total non-operating expenditure

## Surplus for the year

### Other comprehensive income

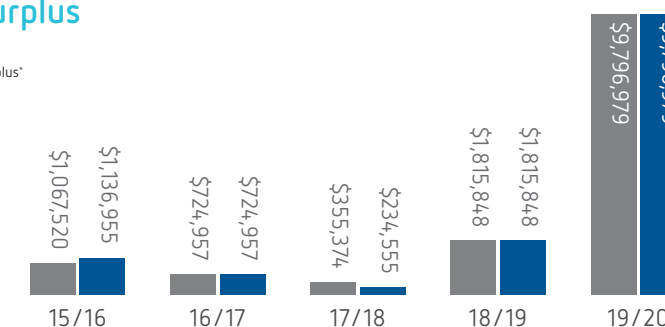
Other comprehensive income

## Total comprehensive income

Notes	2020 \$	2019 \$
	4,880,891	26,074,360
	82,466,800	36,155,060
	3,060,491	4,243,593
	840,173	840,474
	37,137	89,108
	240,414	572,728
2	<b>91,525,906</b>	<b>67,975,323</b>
	67,882,537	54,466,511
	3,096,840	3,470,388
	1,933,695	1,549,017
	1,340,096	906,652
	1,868,296	1,435,364
	797,156	623,087
	757,564	439,787
	589,033	665,931
	586,101	676,001
	81,804	14,297
	397,678	173,016
3	<b>2,398,127</b>	<b>1,739,424</b>
	<b>81,728,927</b>	<b>66,159,475</b>
	<b>9,796,979</b>	<b>1,815,848</b>
2	250,896	726,238
2	-	239,443
	<b>250,896</b>	<b>965,681</b>
	264,236	204,989
	-	87,009
	<b>264,236</b>	<b>291,998</b>
	<b>9,783,639</b>	<b>2,489,531</b>
	-	-
	<b>9,783,639</b>	<b>2,489,531</b>

## Operating Surplus

■ Operating Surplus  
■ Normalised Operating Surplus\*



\*\$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 of the supplementary grant.



# Statement of Financial Position

for the year ended 30 June 2020

## Assets

### Current assets

	Notes	2020 \$	2019 \$
Cash and cash equivalents	4	20,261,350	5,804,357
Trade and other receivables	5	5,603,416	5,929,145
Inventories		62,706	69,759
Prepayments		502,077	362,017
<b>Total current assets</b>		<b>26,429,549</b>	<b>12,165,278</b>

### Non-current assets

Property, Plant and Equipment	6	34,501,261	26,892,484
Intangible assets	7	254,130	356,870
<b>Total non-current assets</b>		<b>34,755,391</b>	<b>27,249,354</b>
<b>Total assets</b>		<b>61,184,940</b>	<b>39,414,632</b>

## Liabilities

### Current liabilities

Trade and other payables	8	5,359,509	3,868,516
Grants received in advance	9	6,863,965	1,064,532
Borrowings	10	-	-
Employee provisions	11	4,387,055	3,579,243
Lease liabilities	12	1,042,222	131,538
<b>Total current liabilities</b>		<b>17,652,751</b>	<b>8,643,829</b>

### Non-current liabilities

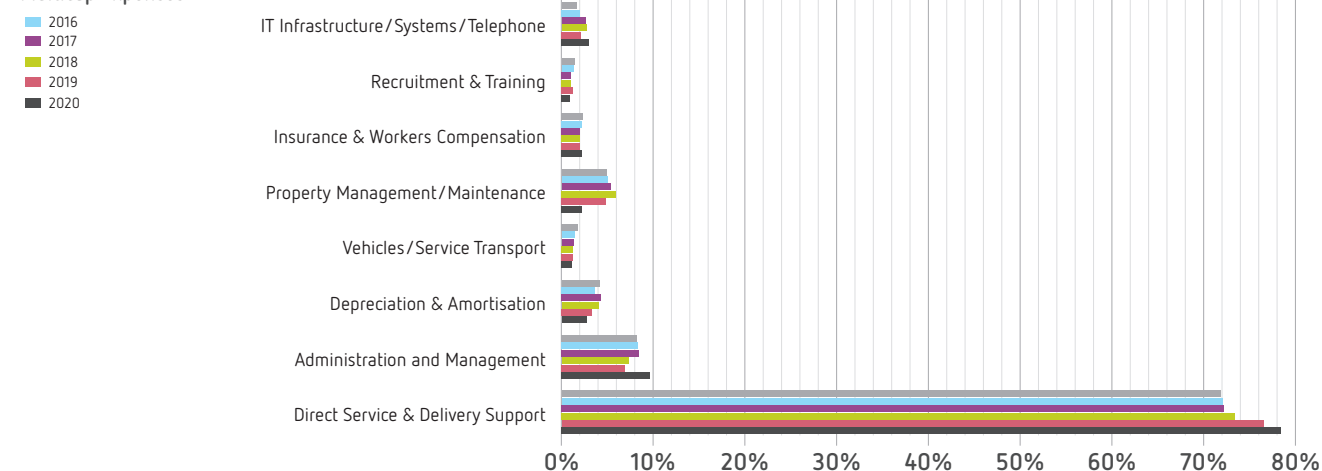
Borrowings	10	12,841	12,301
Employee provisions	11	1,127,979	1,059,337
Lease liabilities	12	3,058,072	149,507
<b>Total non-current liabilities</b>		<b>4,198,892</b>	<b>1,221,145</b>
<b>Total liabilities</b>		<b>21,851,643</b>	<b>9,864,974</b>

### Net assets

## Equity

Retained surplus		39,333,297	29,549,658
<b>Total equity</b>		<b>39,333,297</b>	<b>29,549,658</b>

### Multicap Expenses



# Statement of Changes in Equity

for the year ended 30 June 2020

### Balance at 1 July 2018

### Comprehensive income

Surplus for the year  
Other comprehensive income for the year

### Balance at 30 June 2019

### Comprehensive income

Surplus for the year  
Other comprehensive income for the year

### Balance at 30 June 2020

	Retained Surplus \$	Total \$
<b>Balance at 1 July 2018</b>	<b>27,060,127</b>	<b>27,060,127</b>
Surplus for the year	2,489,531	2,489,531
Other comprehensive income for the year	-	-
<b>Balance at 30 June 2019</b>	<b>29,549,658</b>	<b>29,549,658</b>
Surplus for the year	9,783,639	9,783,639
Other comprehensive income for the year	-	-
<b>Balance at 30 June 2020</b>	<b>39,333,297</b>	<b>39,333,297</b>

# Statement of Cash Flows

for the year ended 30 June 2020

### Cash flows from operating activities

	Notes	2020 \$	2019 \$
Receipts from government operating grants		5,188,962	24,812,604
Receipts from customers and members		4,206,851	1,670,199
Receipts from fundraising activities		135,842	445,191
Receipts from NDIS		82,682,494	35,495,535
Payments to suppliers and employees		(77,829,567)	(60,417,668)
Interest received		37,137	89,108
Interest paid		(23,689)	(14,297)
<b>Net cash provided by operating activities</b>		<b>14,398,030</b>	<b>2,080,672</b>

### Cash flows from investing activities

Proceeds from sale of property, plant and equipment		369,998	86,471
Receipts from government capital grants		558,136	1,179,162
Payment for property, plant and equipment		(5,962,404)	(3,659,962)
Payment for intangible assets		(38,871)	(76,508)
Payment for non-operating expenditure		(264,236)	(291,998)
<b>Net cash used in investing activities</b>		<b>(5,337,377)</b>	<b>(2,762,835)</b>

### Cash flows from financing activities

Repayment of borrowings		(189,528)	(107,947)
Proceeds from borrowings		615,310	-
Property leasing		(734,028)	-
NDIS advance payment		5,704,586	-
<b>Net cash used in financing activities</b>		<b>5,396,340</b>	<b>(107,947)</b>

### Net (decrease)/increase in cash and cash equivalents

<b>Cash and cash equivalents at beginning of year</b>	<b>5,804,357</b>	<b>6,594,467</b>
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<b>Cash and cash equivalents at end of year</b>	<b>20,261,350</b>	<b>5,804,357</b>
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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 28 September 2020.

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.

### 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. Significant changes from adoption of new and revised accounting standards have been discussed below.

### (a) Revenue from contracts: AASB 15

"AASB 15 'Revenue from Contracts' has been adopted and is effective from 1 July 2019. Under AASB 15, revenue is measured based on the consideration specified in a contract with a customer. The Organisation recognises revenue when it delivers a product or service to a customer.

"The Organisation has seen no material impact by the adoption of the Standard as the updated requirements are not significantly different to how accounting policies were previously applied."

The timing of satisfaction of performance obligations and materiality of transition to AASB 15 for each revenue category is as follows.

### Grant revenue

Grants from state and federal government were previously assessed on a case-by-case basis to determine the performance obligations in the specific contract. In the case where a grant is received which requires a specific service to be delivered, the Organisation has recognised liabilities back to the grant provider until the service obligations are met and revenue can be recognised. Adoption of AASB 15 presents no material difference.

### NDIS revenue

NDIA funded revenue has previously been recognised based upon delivery of the service to the customer, therefore there is no impact to due to the change of Standard.

### Customer service revenue

Customer funded revenue has previously been recognised based upon delivery of the service to the customer, therefore there is no impact to due to the change of Standard.

### (b) Leases: AASB 16

AASB 16 'Leases' replaces AASB 117 'Leases', effective from 1 July 2019. The adoption of AASB 16 has resulted in the Organisation recognising a right-of-use asset and related lease liability in connection with all former operating leases except for those identified as low-value or having a remaining lease term of less than 12 months from the date of initial application. AASB 2018-8 (Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities) allows the Organisation to measure peppercorn leases at either cost or fair value. Because of the complexity involved in determining fair value for these right-of-use assets, the Organisation has adopted the cost option.

The new Standard has been applied using the modified retrospective approach, with the cumulative effect of adopting AASB 16 being recognised in equity as an adjustment to the opening balance of retained earnings for the current period. Prior periods have not been restated. The practical expedient allowing right-of-use assets to be recognised at the current fair value of future lease payments as at 1 July 2019 was taken, therefore no adjustment to retained earnings upon adoption of the standard.

The Organisation has tested the right-of-use assets for impairment and has concluded that there is not indication that the right-of-use

assets are impaired.

On transition, for leases previously accounted for as operating leases with a remaining lease term of less than 12 months and for leases of low-value assets the Organisation has applied the optional exemptions to not recognise right-of-use assets but to account for the lease expense on a straightline basis over the remaining lease term.

The Organisation has benefited from the use of hindsight for determining the lease term when considering options to extend and terminate leases.

### Reconciliation of the transition impact at 1 July 2019

Property, plant and equipment	\$
Carrying amount at 30 June 2019	26,892,484
AASB 16 Lease recognition	1,987,164
Carrying amount at 1 July 2019	28,879,648

Lease liabilities	\$
Carrying amount at 30 June 2019	-
AASB 16 Lease recognition	1,987,164
Carrying amount at 1 July 2019	1,987,164

Operating lease commitments disclosed in the 30 June 2019 financial statements: 3,394,447

Leases excluded due to either low value or short-term exemptions: (1,180,673)

The effect of discounting applied: (226,610)

AASB 16 Right of Use Assets and Lease Liabilities as at 30 June 2020: 1,987,164

The incremental borrowing rate applied as at the initial date of application was 2.54%

### 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

The Entity has applied AASB 15: Revenue from Contracts with Customers (AASB 15) and AASB 1058: Income of Not-for-Profit Entities (AASB 1058) using the cumulative effective method of initially applying AASB 15 and AASB 1058 as an adjustment to the opening balance of equity at 1 July 2019. Therefore, the comparative information has not been restated and continues to be presented under AASB 118: Revenue and AASB 1004: Contributions. The details of accounting policies under AASB 118 and AASB 1004 are disclosed separately since they are different from those under AASB 15 and AASB 1058, and the impact of changes is disclosed in Note 1.

### National Disability Insurance Scheme (NDIS)

Revenue from the provision of services to customers under the NDIS is recognised upon the delivery of agreed services to the customer.

### Operating grants, donations and bequests

When the Organisation receives operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in

accordance with AASB 15.

When both these conditions are satisfied, the Organisation:

- identifies each performance obligation relating to the grant
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations.

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Organisation:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (eg AASB 9, AASB 16, AASB 116 and AASB 138);
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer) and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the Organisation recognises income in profit or loss when or as it satisfies its obligations under the contract.

### Contributed Assets

The Organisation receives assets from the government and other parties for nil or nominal consideration in order to further its objectives. These assets are recognised in accordance with the recognition requirements of other applicable accounting standards (for example AASB 9, AASB 16, AASB 116 and AASB 138).

On initial recognition of an asset, the Organisation recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer).

The Organisation recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

### Interest revenue

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

### (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

At inception of a contract, the Organisation assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Entity where the Entity is a lessee. However all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Organisation uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options if lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Entity anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

For leases that have significantly below-market terms and conditions principally to enable the Organisation to further its objectives (commonly known as peppercorn/concessionary leases), the Organisation has adopted the temporary relief under AASB 2018-8 and measures the right-of-use assets at cost on initial recognition.

### (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 Organisation becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Organisation 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 Organisation 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 part of the Organisation's funding is from state and federal government grants with a contracted obligation to provide future services to customers. 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 contracted liability in the Statement of Financial Position. These contract liabilities are referred to as grants received in advance.

Key judgements and assumptions

The Organisation evaluates estimates and judgements 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 13 to the financial statements, trade and other receivables include amounts totalling \$4,771,239 for unpaid NDIS revenue, customer fees and other fees. An allowance for impairment of \$397,388 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.

Performance obligations under AASB 15

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, Management includes the nature, type, cost, value, quantity and the period of transfer related to the goods or services promised.

Lease term and Option to Extend under AASB 16

The lease term is defined as the non-cancellable period of a lease together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and also periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. The options that are reasonably going to be exercised is a key management judgement that the Organisation will make. The Organisation determines the likelihood to exercise the options on a lease-by-lease basis looking at various factors such as which assets are strategic and which are key to future strategy of the Organisation.

Note 2: Revenue

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

- Federal & state government funding

- Other grant revenue

Total grant revenue

- NDIS revenue  
- Customer fees and brokerage  
- Sale of goods  
- Interest

Other revenue

- Fundraising revenue  
- Membership subscriptions  
- Other revenue

Total other revenue

Total operating revenue

Non operating revenue

- Government grants – capital

- Non-operating grants

Total capital grants and donations

Total revenue

Note 3: Depreciation, amortisation and impairment expense

The surplus for the year includes the following specific expenses

Depreciation of property, plant and equipment

Amortisation of intangible assets

Amortisation of leasehold improvements

Depreciation of right-of-access assets

Depreciation, amortisation and impairment expense

Note 4: Cash and cash equivalents

Cash on hand

Cash at bank

Cash on short term deposit

As at 30 June 2020 \$13,312,878 was held on short term deposit. Cash at Bank earns interest at on-call rates. The interest rates earned on term deposits was between 0.25% to 1.71% (2019: 1% to 2.41%).

Note 5: Trade and other receivables

Current

Customer fees, NDIS revenue and other trade receivables

less: Allowance for impairment of receivables

Accrued revenue

Other receivables

The exposure to credit and currency risks and impairment losses related to trade and other receivables are disclosed in Note 13 - Financial risk management.

Note 6: Property, plant & equipment

Land and buildings

Freehold land - at cost

Buildings - at cost

Buildings - work in progress

less: Accumulated depreciation

Total land and buildings

Leasehold improvements

Leasehold improvements at cost

less: Accumulated depreciation

Total leasehold improvements

Plant and equipment

Plant and equipment - at cost

less: Accumulated depreciation

Motor vehicles - at cost

less: Accumulated depreciation



	2020	2019
	\$	\$
<b>Note 6: Property, plant &amp; equipment cont.</b>		
Hire purchase motor vehicles - at cost	1,215,675	655,628
less: Accumulated depreciation	(557,153)	(425,369)
	<b>658,522</b>	<b>230,259</b>
<b>Total plant and equipment</b>	<b>3,669,183</b>	<b>2,400,298</b>
<b>Right-of-use assets (as per AASB16)</b>		
Right of use assets	4,069,920	-
less: Accumulated depreciation	(714,655)	-
	<b>3,355,265</b>	<b>-</b>
<b>Total Right of use assets (as per AASB16)</b>	<b>3,355,265</b>	<b>-</b>
<b>Total property, plant and equipment</b>	<b>34,501,261</b>	<b>26,892,484</b>
<b>Reconciliation</b>		
Reconciliations of the carrying amounts for each class of property, plant and equipment are set out below:		
<b>Land and buildings</b>		
Carrying amount at beginning of year	23,729,144	21,489,572
Additions	3,700,096	2,812,102
Disposals	-	-
Impairment losses	-	-
Depreciation expense	(629,222)	(572,530)
Carrying amount at end of year	<b>26,800,018</b>	<b>23,729,144</b>
<b>Leasehold improvements</b>		
Carrying amount at beginning of year	763,043	932,936
Additions	-	4,150
Depreciation expense	(86,248)	(174,043)
Carrying amount at end of year	<b>676,795</b>	<b>763,043</b>
<b>Plant and equipment</b>		
Carrying amount at beginning of year	1,009,373	870,739
Additions	949,632	536,228
Disposals	(26,035)	-
Depreciation expense	(485,883)	(397,594)
Carrying amount at end of year	<b>1,447,087</b>	<b>1,009,373</b>
<b>Motor vehicles</b>		
Carrying amount at beginning of year	1,390,924	1,616,476
Additions	1,312,675	297,534
Disposals	(140,995)	(86,471)
Depreciation expense	(340,508)	(436,614)
Carrying amount at end of year	<b>2,222,096</b>	<b>1,390,924</b>
<b>Right-of-use assets (as per AASB16)</b>		
Carrying amount at beginning of year	1,987,164	-
Additions	2,082,756	-
Disposals	-	-
Depreciation expense	(714,655)	-
	<b>3,355,265</b>	<b>-</b>
<b>Total property, plant and equipment</b>	<b>34,501,261</b>	<b>26,892,484</b>
<b>Note 7: Intangible Assets</b>		
<b>Computer software</b>		
Computer software - at cost	1,127,833	1,014,765
IT systems - work in progress	38,773	112,969
less: Accumulated amortisation	(912,476)	(770,864)
<b>Total computer software</b>	<b>254,130</b>	<b>356,870</b>
<b>Trademarks and licences</b>		
Trademarks and licences at cost	3,780	3,780
less: Accumulated amortisation	(3,780)	(3,780)
<b>Total trademarks and licences</b>	<b>-</b>	<b>-</b>
<b>Total intangible assets</b>	<b>254,130</b>	<b>356,870</b>
<b>Reconciliation</b>		
Reconciliations of the carrying amounts for each class of intangible asset are set out below:		
<b>Computer software</b>		
Carrying amount at beginning of year	356,870	439,005
Additions	38,871	151,247
Disposals	-	(74,739)
Amortisation Expense	(141,611)	(158,643)
Carrying amount at end of year	<b>254,130</b>	<b>356,870</b>

	2020	2019
	\$	\$
<b>Trademarks and licences</b>		
Carrying amount at beginning of year	-	-
Amortisation expense	-	-
Disposals	-	-
Carrying amount at end of year	-	-
<b>Note 8: Trade and other payables</b>		
<b>Current</b>		
Trade payables	1,334,026	1,420,138
Employee benefits	908,324	773,181
Other accrued expenses and sundry payables	3,117,159	1,675,197
	<b>5,359,509</b>	<b>3,868,516</b>
<b>Note 9: Grants received in advance</b>		
Operating revenue received in advance	356,023	1,026,485
COVID-19 Continuity of Support Discretionary grant	546,856	-
Capital grants received in advance	256,500	38,047
NDIS COVID-19 Advance Payment	5,704,586	-
	<b>6,863,965</b>	<b>1,064,532</b>
Grants received in advance consist of government funding received but services were not delivered at balance date (refer Note 1(p)).		
The COVID-19 Continuity of Support grant is to be used to provide additional services and support for customers.		
Capital grants received in advance consists of government funding received but assets have not yet been procured or constructed.		
During the financial year, the NDIS paid the Organisation \$5,704,586 to cover any possible cashflow issues caused by the COVID-19 pandemic. This is expected to be paid back from October 2020.		
<b>Note 10: Borrowings</b>		
<b>Current</b>		
	-	-
	-	-
<b>Non - Current</b>		
Bank line of credit - secured	12,841	12,301
	<b>12,841</b>	<b>12,301</b>
Multicap has two bank loans with the Commonwealth Bank of Australia. The first bank loan is a \$1,000,000 line of credit and was renewed in May 2020 and matures in Feb 2023. The second is an Investment property loan for \$1,372,000 which matures in January 2022 with an option to renew the loan for a further seven years. The line of credit was drawn to \$5,690 at 30 June 2020 and \$5,480 at 30 June 2019. Interest is payable on the outstanding balance at a market rate. The outstanding balance on both bank loans is secured by four first mortgages 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 Jan 2040. The line of credit was drawn to \$6,114 at 30 June 2020 and \$5,821 at 30 June 2019 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 3.96% and 4.18%. The individual agreements are held under a revolving bulk facility with Westpac Banking Corporation. At 30 June 2020 the limit on the facility was \$950,000, of which \$706,287 was drawn at 30 June 2020.		
<b>Credit standby arrangements with the Organisation's bankers</b>	2020	2019
<b>At reporting date the Organisation had the following credit arrangements in place:</b>	\$	\$
Lines of credit facilities	3,104,000	3,055,946
Credit card facility	60,000	15,000
Hire purchase and leasing facility	950,000	950,000
	<b>4,114,000</b>	<b>4,020,946</b>
<b>Facilities utilised at reporting date:</b>		
Lines of credit facilities	12,841	12,301
Credit card facility	0	0
Hire purchase and leasing facility	706,287	281,045
	<b>719,128</b>	<b>293,346</b>
<b>Facilities not utilised at reporting date:</b>		
Lines of credit facilities	3,091,159	719,699
Credit card facility	60,000	15,000
Hire purchase and leasing facility	243,713	668,955
	<b>3,394,872</b>	<b>3,727,600</b>
<b>Note 11: Employee provisions</b>		
<b>Employee provisions</b>		
Opening balance at 1 July 2019	4,638,580	
Additional provisions raised during year	3,780,059	
Amounts used	(2,903,605)	
<b>Balance at 30 June 2020</b>	<b>5,515,034</b>	
<b>Current liability for employee entitlements</b>		
Annual leave	3,141,897	2,566,431
Long service leave	1,245,158	1,012,812
<b>Current liability for employee entitlements</b>	<b>4,387,055</b>	<b>3,579,243</b>
<b>Non - Current liability for employee entitlements</b>		
Long service leave	1,127,979	1,059,337



As at 30 June 2020, the Organisation employed 845 full time equivalent employees. (2019: 765). 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: Lease liabilities

Lease liabilities	\$	
Balance at 1 July 2019	1,987,164	
New leasing contracts signed	2,082,756	
Lease payments during the year	(734,028)	
Interest	58,115	
Finance Leases reclassified as lease liabilities	706,287	
Balance at 30 June 2020	4,100,294	

Current liability for leases

Lease commitments < 12 months	2020	2019
Current liability for leases	1,042,222	131,538
	1,042,222	131,538

Non - Current liability for leases

Lease commitments > 12 months	3,058,072	149,507
Non - Current liability for leases	3,058,072	149,507

Note 13: Financial risk management

Financial Risk Management Policies

The Finance and Audit Committee is responsible for assisting the Board of Multicap to fulfil their corporate governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems and the external audit functions. All members of the Finance and Audit Committee are appointed by the Board and are selected in order to provide complementary skills and experience in the areas of finance, audit and risk management.

The Organisation's financial instruments consist of short term deposits with banks, accounts receivable, accounts payable, line of credit, 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:

	2020	2019
	\$	\$
Financial assets		
Cash and cash equivalents	20,261,350	5,804,357
Client fees and other trade receivables (net)	4,373,852	4,568,550
Other receivables	347,119	209,763
	24,982,321	10,582,670

Financial liabilities at amortised cost

Line of credit facilities	12,841	12,301
Hire purchase agreements	706,287	281,045
Current trade and other payables	4,451,185	3,095,335
	5,170,313	3,388,681

Note 14: 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 15: Capital expenditure commitments

The Organisation has committed to several capital projects in the next financial year with contracts to the value of \$1,381,574 having been signed.

Note 16: 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. The Directors received remuneration totalling \$47,364 during the financial year to 30 June 2020.

During the year ended 30 June 2020 the Organisation rented a property at Hartopp Lane, Kelvin Grove from Brisbane Housing Company Ltd. The total rent paid in the year was \$43,186 (2019: \$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 17: 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 16) the Organisation's key management personnel consists of the Chief Executive Officer, the Chief Operating Officer, the Chief Employee Experience Officer, the Chief Commercial Officer, the Chief Customer Strategy Officer and the Chief Clinical and Practice Officer.

	2020	2019
	\$	\$
During the year ended 30 June 2020 the Organisation paid for travel and accommodation costs for Directors to attend Employee Roadshows:	4,243	6,514

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:

	2020	2019
	\$	\$
Short term employee benefits	1,044,867	920,546
Post employment benefits	99,262	87,452

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 18: 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 19: 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 2020 the number of members was 170 (2019: 217).





Advisors  
Accountants  
Auditors

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 2020 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 2020 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.

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, 28 September 2020

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
- 2013 Mr Glen Easlea
- 2016 Prof John McAuliffe AM

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- 1999 Ms R Shepherd
- 2001 Mrs M Rudken
- 2001 Dr N Heather
- 2004 Mr M Sprenger
- 2007 Mrs D Wilkinson
- 2013 Mrs Donna Bock
- 2017 Mrs Sandra Williams
- 2017 Mr 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](http://multicap.org.au)



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