

2021 ANNUAL REPORT
Keeping Our People Safe



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 1,400 staff and 1,700 customers 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



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 Rory taking part in a Centre of Creative Arts session.



GOVERNOR OF QUEENSLAND

Message from the Governor of Queensland

It is a great pleasure, in my last year as Governor and Patron of Multicap, to introduce Multicap's 2020-21 annual report.

The report is a testament to Multicap's continuing record of achievement in supporting well over one thousand individuals with a disability to live the fullest lives as independently as possible.

The year in review saw COVID-19 challenges to the delivery of services continue, but Multicap met those challenges successfully while keeping both its staff and customers safe.

It has been my privilege as Patron to have been involved in Multicap events including opening Ford House 2016 and presenting awards at the Multicap Gala Dinner in 2017.

Visiting the Monte Lupo arts stall at the 'Ekka' was always a highlight, and I have been disappointed not to have been able to do this recently because of the cancellation of the last two Royal Queensland Shows.

Over my years as Patron, it has been gratifying and inspiring to see the organisation's support services – in such areas as social experiences, life skills, and supported accommodation and employment – continue to grow and develop.

I add my thanks and congratulations to those acknowledged in the following pages for their contributions to Multicap's success in 2020-21 – including the Board, executive, staff, wonderful volunteers, generous sponsors and donors, community and government partners and, of course, the individuals whom Multicap supports and their families.

Multicap's hard work and dedication not only benefits those it supports but also enhances the well-being of the whole community.

I wish the Multicap family every possible success in the future.

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

Our Story

Our story today, of being committed to keeping our people safe while supporting our customers and their families throughout the COVID-19 pandemic, originated almost 60 years ago.

From humble beginnings in a church hall in Brisbane, the Multicap story is rich in history.

Established in 1962 by five families needing support for their young children with complex needs, Multicap is today a leader in high needs disability support, providing individualised support and experiences for more than 1,700 customers across Queensland and northern New South Wales.

Over almost six decades, Multicap has grown and evolved with its foundation families into an organisation with a broad service offering. From social and skills development activities at our Community Hubs to increasing independence through supported and assisted employment and training opportunities. From housing and accommodation services to facilitate a young person's first move out of the family home, to bespoke support options to meet a person's unique needs through any phase of life.

At the core of our organisation is our team of more than 1,400 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. Through working alongside our customers and their families, they innovate new services and delivery models to ensure our support meets the changing needs and preferences of our customers, while always exploring more opportunities and possibilities.

Our history and legacy gives us a solid foundation to draw on when we are faced with challenges. However, as was evident during FY20-21, it is our unwavering commitment to our customers and our ability to adapt and grow in response to challenges that defines our success. As we move into the post-pandemic world and look ahead to our 60th year in 2022, we are as ever dedicated to being here for our customers in all ways, always.

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 1,700 people with disability in locations across Queensland and northern New South Wales.



Our Year



10 Total MTA Customers

1,166,158 km

Total kilometres driven when supporting our customers



155

Total Supported Employees



Hours of support during FY20-21

2,440,250

(FY20 = 2,336,343)

681

hours of training on infection control as part of the COVID-19 response

323,265

Hours of support provided in Community Hubs



Supported Independent Living customers

227

A 10% increase from last year (207)



1,400

Slabs of Rocky Road made by Monte Lupo Café



216,500

Masks purchased for COVID-19 response



FY20

FY21

TOTAL EMPLOYEES



20,509

Total drinks served at Monte Lupo Cafés and Coffee Carts



101

Total vehicles used to support customers

45 BUSES

24 PEOPLE MOVERS

32 PASSENGER VEHICLES

COVID-19 Preparation and Response

In March 2020, as COVID-19 was declared a pandemic, Multicap set three key priorities to guide our decisions:

- Keep delivering on our Sole Purpose
- Keep our customers and staff as safe as possible
- Keep as many people employed as possible.

Our response to the COVID-19 pandemic has continued to mature in line with Federal and State Government requirements and in our continuing commitment to keeping our people safe. Throughout the year, our Emergency Response Team (ERT) continued to meet regularly to update measures at Multicap to keep our customers and staff safe and informed, aligned to government directions as they were announced.

This included ensuring we had adequate supplies of personal protective equipment (PPE), understanding who our most vulnerable customers and staff were and developing COVID-Safe plans for all of our sites. During times of increased restrictions and lockdowns we remained focused on delivering continued support safely with minimal disruption, and we provided frequent and regular communications to our customers and staff.

We also established an internal vaccination program in partnership with a federal vaccination provider, for our customers and employees. We supported many customers to get vaccinated in our Hubs and at our Makeables workplaces. We also incentivised frontline staff with a one off payment when fully vaccinated, supported corporate staff to receive vaccination during normal work hours and kept customers and staff informed on access to the ongoing vaccination rollout.

We continue to review our response to ensure our plans are best-practice. We are proud that we kept our customers safe and our staff employed over the past 12 months.



Multicap COVID-19 response timeline

February 2020
First Multicap Emergency Response Team Meeting

March 2020
COVID response kits developed and supplied to each location

First lockdown and NSW/QLD Border closure implemented

April 2020
PPE supplies increased
COVID Hotline established
Customer and staff risk assessments conducted

Collaboration with local hospitals to transition people with disability into Multicap STA and MTA homes

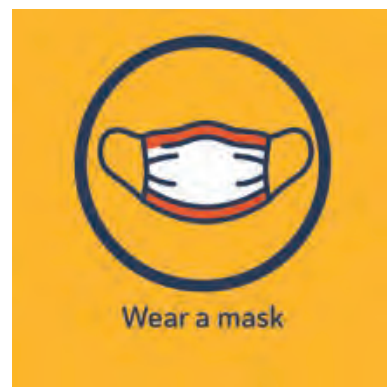
May 2020
COVID Safe Plans and screening questions completed

Staff infection control training rolled out

August 2020
Disability Health Directions initiated and complied

February 2021
Customer Vaccination program commenced

April 2021
Staff vaccination program commenced



Strategic Initiatives Achievements 2021



Delighted Customers

Supported seven HAVEN Self-Advocacy Groups involving 26 customers across eight different regions to speak up and speak out.

Continued to deliver our services safely and with minimal interruption during COVID-19 restrictions and lockdowns.

Implemented practical and accessible qualifications and courses for customers based on the ASDAN programs, designed to develop skills for learning, work and life.

Continued the expansion of our Centre of Creative Arts (COCA) program, an active and functional artistic program. COCA offers people with disability an opportunity to develop their creative abilities and potential through a variety of visual, tactile and performing arts.

Renovated and refurbished the Monte Lupo Art studio to provide modern creative and collaborative spaces for our artists.

Improved the information provided and the layout of our Multicap customer invoices for services and transport to make it easier for our customers to transact with us.



Service Excellence

Launched the new Monte Lupo Arts online shop making the unique artwork more easily available for purchase around the world.

Trained a number of staff in customer-based design so we better respond to customer needs.

Continued our consultations with families and clinicians around designing a sector-leading Prader-Willi Syndrome support model.

Moved to a full-time on-call service to better support customers and staff outside of usual hours.

Completed the NDIS Quality and Safeguards Audit for disability services, and the National Standards for Disability Services Quality audit for employment services.

Engaged with Clem Jones Community Partnerships to lease a 20-unit development at Carina in Brisbane, and form an integrated community where people with a variety of abilities and life backgrounds will feel at home.



Skilled Engaged Workforce

Designed and launched MultiLearn, our new online Learning Management System, providing accessible training for all employees.

MultiMax, our new employee benefits program, was made available to all employees.

Launched more than 300 coats each week at our Capalaba Laundrette employment business, as part of our laundry services for One Harvest, a leading provider of fresh produce to major supermarket chains.

Continued to celebrate and recognise our amazing staff and teams, with more than 200 nominations received for the Multicap Staff Excellence Awards.

In partnership with our Ability First Australia colleagues, developed and implemented a new Frontline Leader Capability Framework as part of our career development opportunities.

Introduced a new Diversity and Inclusion Policy stating our commitment to creating workplaces that are fair and inclusive, and that reflect the diversity of our customers and employees.



Sustainable Growth

Successfully implemented nine new business improvement projects during the year, benefiting customers and staff.

Updated Multinet, our intranet, so employees can more easily find relevant procedures, work instructions and other important organisation-wide information.

Implemented a new Tenancy Management System to better support customers who reside in Multicap homes.

Delivered more than 15 capital works projects across the year including renovations and new builds.

Upgraded all printers and introduced "Follow-Me" printing capability to reduce our paper use and improve efficiencies for employees.

Welcomed Breakaway - a Moreton Bay-based disability provider - to Multicap, creating more service options for customers and more career opportunities for employees.

Strategic Initiatives Focus for 2022



Delighted Customers

Improve our invoicing and offering of transport options

Streamline processes so customers have easier access to services

Provide more high-quality accessible and affordable homes



Skilled Engaged Workforce

Introduce more technology solutions to make it easier for staff to support customers

Embed the leadership capability framework

Continue to reward and recognise our valued employees



Service Excellence

Develop evidence based responses for people with complex health issues

Finalise Multicap's new business continuity plan

Implement the Prader-Willi Syndrome support model



Sustainable Growth

Continue our workforce attraction and retention strategies

Implement an internal assurance and quality framework

Continue to deliver services that are valued by our customers



Multicap's Service Pathways



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 at Home (Children and Youth)

In-Home
Support

QCSS
(Assistance
at Home)

Music
Therapy

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

QCSS
(Community
Connect)

Avegates
Experiences

Avegates
School Holiday
Programs

Music
Therapy

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

Skilling
Queenslanders
for Work
(SQW)

Monte
Lupo Arts

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

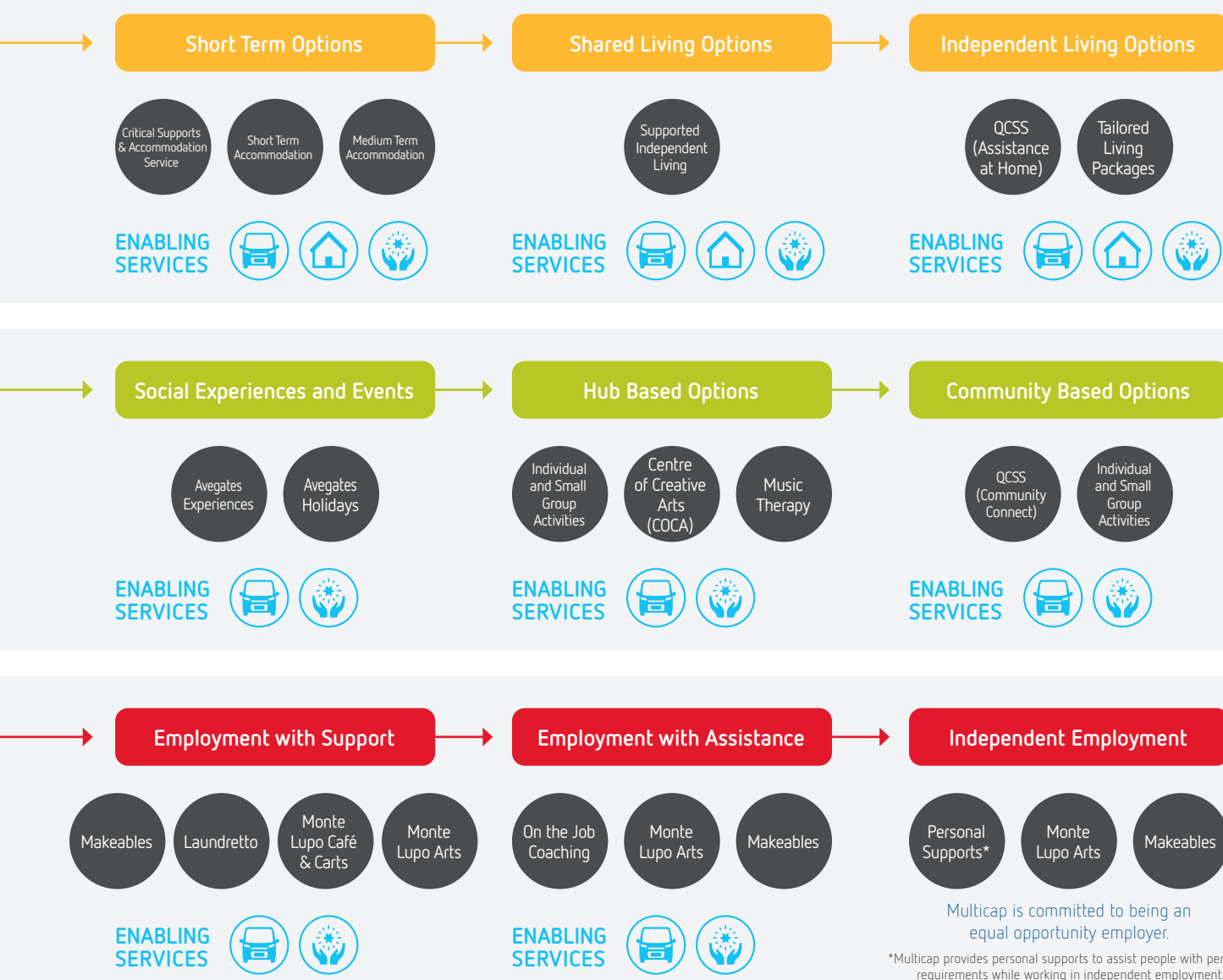
For 59 years, Multicap has responded to the evolving needs of our customers — ensuring we provide the necessary support and opportunities to improve and enhance their quality of life.

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.



Multicap Transport

Transport options for Hub, Community and Home Connection.



Specialist and Clinical Services

Key services include Positive Behaviour Support and Support Coordination.



Home
& Wellbeing

*Fishing is a favourite
past-time for Lindsay.*

Lindsay's Story

They say life begins at 40, and things are certainly looking good for Lindsay.

"I'm a happy guy," Lindsay, who celebrated his 40th birthday this year, said.

Lindsay loves the independence he has found since moving out of home into a Multicap Supported Independent Living house and getting his first job. "Working is something I have always wanted to do," Lindsay said. "I like to be independent, and I like to make my own money so I can save for certain things. I saved up and bought a laptop this year—I want to find out where my ancestors are from."

He's now saving for a holiday in Sydney, where he hopes to see his favourite football team, the Penrith Panthers, play.

Lindsay started work at Roma homewares store Crazy Sam's in 2021, working two days a week as a supported employee helping to clean and pack shelves, organise and price merchandise.

In the future, he hopes to be able to serve customers and work independently without support. When he's not at work, there's no stopping Lindsay. If he's not cooking or playing board games at his Multicap home, he might be out walking, at the gym, playing basketball or fishing.

Disability Support Worker Brendan has been supporting Lindsay for the past four years. "Lindsay is enjoying a lot more independence and is always trying new things and working towards his next goal," Brendan said. "I've got a lot of time for Lindsay—we've been called 'brothers' by his family."

Lindsay's mum Daniella couldn't be more proud of her son. "He's more confident and independent now—I am really proud of him," she said.

In-Home Support



Enabling choice, control and independence so our customers can live their best lives.

Everyone's journey towards independence is unique. That is why our In-Home Support services are tailored to suit our customers' individual needs. We are dedicated to supporting each customer to reach their full potential, taking the time to understand their unique goals and aspirations, and matching them with the right support person.

In-Home Support is much more than a service — it is about forging relationships and creating a pathway for customers to grow and succeed. This means working with customers to co-create a program of support that enables them to live how, where and with whom they want.

Our services range from providing support with personal care and connection with the local community, to empowering customers to develop life skills which enhance independence and quality of life, such as cooking, cleaning and laundry.

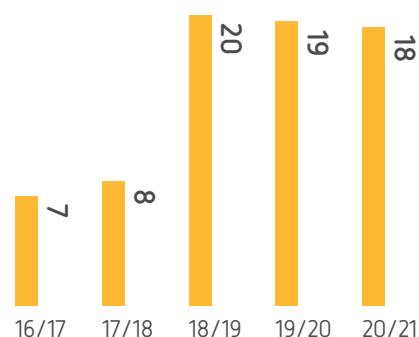
In-Home Support continued to be a vital service during FY20-21 through COVID-19, ensuring customers were supported in their homes with regular visits from their support workers and had help purchasing groceries and other essentials. These were also important moments of human connection during lockdowns.



15,979

hours of In-Home Support provided in FY20-21

In-Home Support customers





Home
& Wellbeing

Julia has settled in well at her brand-new apartment in Carina.

Julia's Story

Weeks after moving into her brand-new apartment, Julia is still pinching herself.

"I didn't even think I would have my own place, so to have a brand-new apartment — it was a dream," Julia said.

Julia moved into her one-bedroom apartment in Carina this year and is one of the first residents in the new 20-apartment complex officially opened this year under a partnership between Multicap and Clem Jones Community Partnerships.

"I really love it here," Julia said. "I always wanted a balcony and I love to sit out there at night and look at the stars, and watch the planes fly over."

Julia's new home is the start of a new chapter for the 66-year-old, having been living in aged care accommodation before finding her apartment with Multicap.

Now she has the perfect mix of independence and support from her Disability Support Worker, Rika, who spends two days a week with Julia.

"I think the world of Rika, we get along very well," Julia said. "She helps me at home with cooking and cleaning, takes me shopping and to appointments."

Julia also spends two days a week at Multicap's Eight Mile Plains Hub where she enjoys 'craft, baking and bowling'.

Julia's brother Stephen said Julia had found her feet in her new apartment.

"She's settled in now and is very happy," Stephen said. "It's quite a lift from where she was, it's five-star as far as I'm concerned and would be the envy of anyone."

"I'm thrilled she's there and I couldn't speak more highly of Multicap."

Critical Supports and Accommodation Service



Helping our customers secure suitable and appropriate accommodation to meet their complex needs.

Through high-quality disability services, Multicap is committed to enhancing the lives of people with disability, including those who are experiencing complex situations.

Our Critical Supports and Accommodation Service works in close collaboration with individuals and their families to provide support coordination and facilitate the transition to appropriate long-term accommodation. This supports our customers to live independently, access support services and engage in meaningful activities with housemates and/or the community.

This year we increased our support for customers in crisis or unsuitable accommodation, such as hospitals, by more than 44 per cent. Hours of individualised support increased by more than 33 per cent. During the past 12 months our Critical Supports team received referrals and supported customers from as far north as Mount Isa in Queensland and as far south as Tamworth in New South Wales.

Our Critical Supports and Accommodation Service Framework

Multicap's three-stage Critical Supports Service coordinates a multi-disciplinary and multi-agency response to ensure the short- and long-term safety, health and wellbeing of individuals in crisis.

Stage 1: Emergency Accommodation Placement

- Provide intensive and inclusive support for at least 14 days.
- Assess behaviour support requirements and identify clinical needs.
- Deliver specialist Support Coordination and advice.
- Coordinate multi-agency response with stakeholder engagement and meetings.

Stage 2: Critical Accommodation Placement

- Provide stability and individualised supports.
- Develop reports for NDIS plan review.
- Determine relevant milestones and develop transition plan.
- Action clinical, allied health and behaviour support responses.

Stage 3: Transition to Accommodation

- Support through transition into independent, community-based accommodation.
- Provide opportunities for engagement in social activities and in the community.
- Connect to other services, including Avegates, Community Hubs, Music Therapy and ongoing Specialised Behaviour Support.



1,993

hours of targeted, individualised support



26

customers transitioned to long-term suitable accommodation

Short and Medium Term Accommodation



Creating a lifeline for our customers and their support networks.

Whether it is a holiday, a break from home or somewhere to feel safe and supported after a crisis, Multicap's Short and Medium-Term Accommodation services can be critical in helping customers achieve their goals.

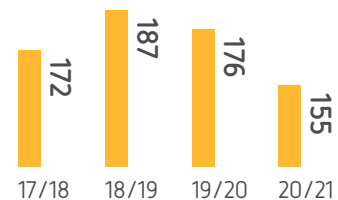
Our **Short-Term Accommodation (STA)** options give customers the opportunity to experience a holiday for the first time, trial living out of home, learn new skills, meet new people, or participate in recreational activities and community events in the region. A series of short-term stays can help young people as they transition into adulthood, gradually increasing their independent living and safety skills to set them up for success when they move into their own home.

Our **Medium-Term Accommodation (MTA)** services are for customers requiring an extended period of transition before a longer-term solution is available. They might have experienced a family breakdown, be at risk of homelessness, or are exiting hospital or detention and need a safe haven with the right level of support.

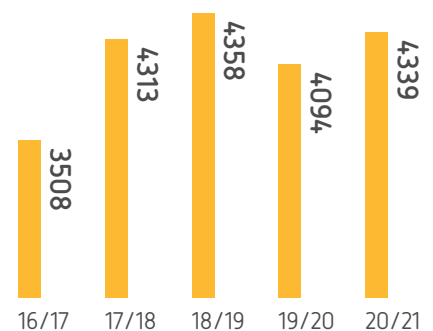
Despite temporarily suspending several accommodation bookings during south-east Queensland's COVID-19 outbreaks to reduce risks to customers, the total number of nights in both STA and MTA services increased in FY20-21.

We have continued to offer STA and MTA options in Rockhampton, Carseldine, Mount Ommaney, Robina, Marsden and Toowoomba, and most recently added a five-bedroom home on the Redcliffe Peninsula to our offering in partnership with Breakaway.

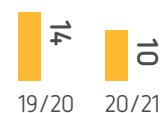
STA customers



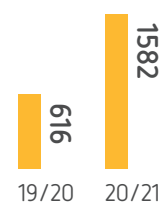
STA nights



MTA customers



MTA nights



Supported Independent Living



Helping our customers live with independence while accessing the support they need.

Our unique approach to Supported Independent Living (SIL) helps ensure our customers have every opportunity to live the life they choose — whether it is in their own home, private accommodation or one of our accessible properties in Queensland and northern New South Wales. We take the time to understand our customers' needs and create solutions to support them to pursue their goals.

For some customers, living on their own is the best option. We assist with personal care and daily tasks, establish a household routine that meets their needs, and help with access to other health services and social supports including opportunities to participate in the local community. For others, living with friends, a partner or family members is preferred. We also often have customers wanting to find another person to live with. We support this process, introducing customers who have similar interests and will make good housemates.

Our dedicated and highly skilled Disability Support Workers regularly visit the same house, helping provide a stable environment of familiar faces and the right type of support, at the right time.

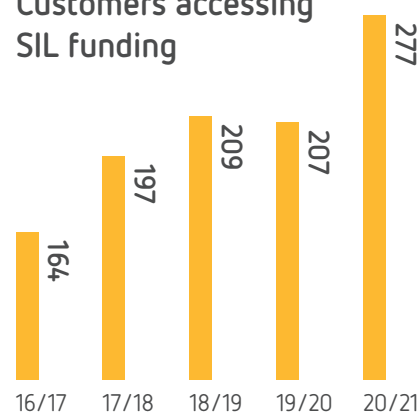
Among the new homes we established during FY20–21, one involved Multicap supporting three mates to move in together. Each individual felt ready to move out of their family home and we helped them trial the new arrangement at our Short-Term Accommodation before securing a suitable property for them close to their families. Moving in with others for the first time can be challenging and we helped them develop their house rules, schedules and routines, ensuring everyone could enjoy living together.



1,869,395

hours of SIL support provided in FY20–21

Customers accessing SIL funding





Community
& Lifestyle



Lizzie (right) loves her music therapy sessions with Queenie (left).

Lizzie's Story

A love of music has opened a life-changing door for Multicap customer Lizzie.

"Lizzie has always liked music and we wondered how we could incorporate music and therapy," Lizzie's mum, Natalie, said. "That's when we found music therapy."

Lizzie has been attending weekly music therapy sessions with Multicap's Senior Music Therapist Queenie Ngan since early 2019.

"Lizzie loves going to music therapy — she is a lot more engaging now and has been using vocabulary she hasn't used in the past," Natalie said.

"She likes to talk about her achievements at music too."

Among those achievements this year was preparing for a live performance at Multicap's Open Day in July 2021.

Accompanied by Queenie on guitar, Lizzie sang two of her

favourite songs, Country Roads and What a Wonderful World. "She was so excited, and we were all really happy to see her perform," Natalie said. "She worked really hard for it."

Queenie said music therapy was more than 'just about playing music'. "It's using music as a vehicle to improve everyday living skills," she said. "With Lizzie, we are using music therapy to help improve her fluency of speech and use of common words. She's making great progress — I am so proud of her."

Queensland Community Support Scheme



Providing vital support for some of our most vulnerable customers.

The Queensland Community Support Scheme (QCSS) provides funding for customers who are not eligible for NDIS funding, but who still need help keeping or regaining independence.

An initiative of the Queensland Government's Department of Seniors, Disability Services, and Aboriginal and Torres Strait Islander Partnerships, the QCSS provides funding for between two and five hours of weekly support for eligible customers to live safely and independently at home. This might include helping customers with personal care, cleaning, home maintenance, meal preparation, accompanying them to medical appointments and recreational activities such as social groups.

With a focus on improving wellbeing and reducing dependence on supports over time, the scheme helps those with lower support needs, chronic illness and mental health concerns, along with families whose lives have been impacted by major health crises.

Multicap has supported 98 eligible customers in Brisbane's northern and southern suburbs since the scheme commenced on 1 July 2019 — 54 during FY19-20 and 44 during FY20-21.

We will continue to provide this vital service next financial year, with a further 12 months' funding secured from the Queensland Government's Department of Seniors, Disability Services, and Aboriginal and Torres Strait Islander Partnerships.



3,633

hours of QCSS support
provided in FY20-21

National recognition for School Holiday Program



Amelia loves joining in the fun and support of the Avegates School Holiday Program.

Just 18 months after launching, our Avegates School Holiday Program has not only delighted an increasing number of young customers and their families, but has also gained national recognition.

The Avegates School Holiday Program provides fun and engaging experiences throughout the school holidays for our customers aged six to 17.

The program addresses a significant need in the community for fun, engaging and goals-based school holiday support for children with disability, particularly those with complex disabilities. It is designed to be fun and engaging, while also supporting social interaction, communication, life and

independence skills—acknowledging that customers are at different stages in their lives.

Brisbane mum Michelle and her daughter Amelia were among the first to enrol. “I work part-time and needed holiday care for my daughter Amelia,” she said.

“She started going when the program first opened last year and she’s been going ever since—she absolutely loves it. It’s very professionally run, and the staff are amazing, they’ve really helped Amelia to engage.”

In recognition of the critical support provided to our young customers and their families during the school holidays, the Avegates School Holiday Program was selected as a finalist for the Outstanding Organisation in Disability Services category in the 2021 HESTA Excellence Awards.

5+

AVEGATES SCHOOL HOLIDAY PROGRAMS HELD EACH SCHOOL HOLIDAY TERM

117

AVEGATES SCHOOL HOLIDAY PROGRAM CUSTOMERS

901

EXPERIENCES DELIVERED THROUGH THE AVEGATES SCHOOL HOLIDAY PROGRAM*

*Per experience, per customer

Avegates



Empowering customers to forge friendships, develop skills and enjoy life.

Offering an extensive program of leisure activities, Avegates is designed to empower people with disability to form peer support networks that strengthen their sense of identity and wellbeing. Our Avegates Social Experiences, Assisted Holidays and School Holiday Programs unlock the power of travel and new experiences to create fun, stimulating, safe and invigorating environments where customers can build positive and long-term skills, friendships and memories.

Our Social Experience Specialists and Disability Support Workers support customers to make the most of experiences and expand their perspectives on the world and all the possibilities within it.

Despite COVID-19 restrictions in FY20-21, Avegates customer numbers increased by 20 per cent and social experiences, whether that be in-person or online, increased by more than 100 per cent. When restrictions were lifted, Avegates Social Experiences customers were able to visit theme parks, zoos and live sporting events, go whale watching, and attend discos, among other exciting activities.

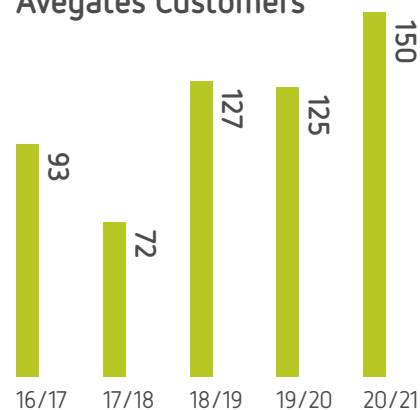
With overseas and interstate travel limited, the Avegates Assisted Holidays program was redesigned to a new COVID-19 safe model with luxury accommodation made available at Queensland destinations including Stradbroke Island and Rainbow

Beach. The first bespoke Assisted Holidays package was developed enabling one customer to visit friends and family on the Sunshine Coast and enjoy a great weekend away with the Avegates team.

Adapted from an existing program operated by our North Coast region, the Avegates School Holiday Program has gone from strength to strength since it was launched under its current format in early 2020. What began as a single program with 12 children has grown to five with more than 60 children enrolled during the June/July 2021 school holidays. Programs are delivered in partnership with five special schools at a number of locations across South East Queensland, are designed and coordinated by the Avegates team, and delivered by regional service delivery teams.

Despite COVID-19 lockdowns, programs were delivered across all school holiday periods in FY20-21, with activities such as games, sports, and arts and crafts centred around themes, and excursions to SeaWorld, Australia Zoo and MovieWorld. Grant funding enabled us to purchase additional resources and equipment to further enhance our customers' experiences, focusing on enriching activities that encourage development of skills, independence and socialisation.

Avegates Customers



1,766

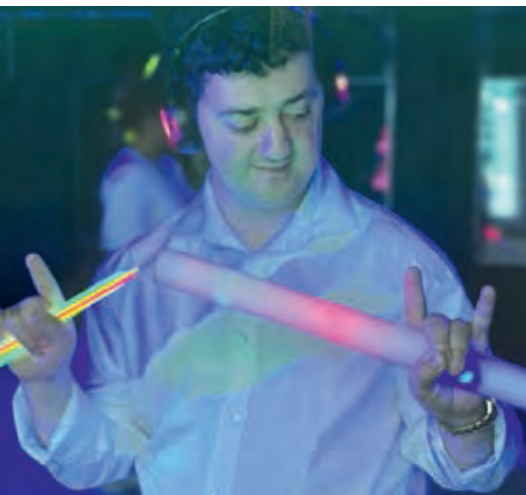
Social Experiences delivered physically and online*

*Per experience, per customer



5+

Avegates Assisted Holidays





Community
& Lifestyle

Community Hubs



Providing a welcoming and fun place for customers to connect and share new experiences.

Our Community Hubs are a comfortable place for our customers to feel at home, catch up with friends, meet new people or learn something new.

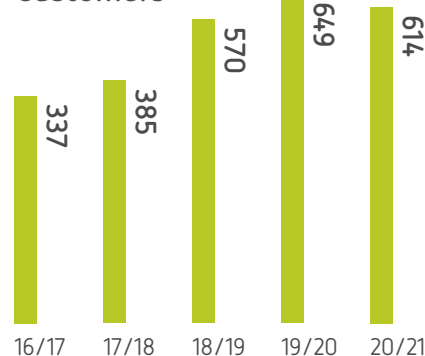
Conveniently located in central areas, there are currently nine Community Hubs in greater Brisbane and a further seven in the major regional centres of Rockhampton, Mackay, Ipswich, Toowoomba, Gold Coast, Tweed Heads and the Sunshine Coast.

Community Hubs are fully accessible, flexible and fit-for-purpose facilities where customers can connect and build life-skills via new and fun experiences. Our friendly and qualified team delivers experiences and programs that reflect our customers' goals, interests and needs. In addition to activities such as trivia, discos, cooking, gardening, and skills development sessions such as money handling, our Hubs also host our Avegates, Centre of Creative Arts (COCA) and HAVEN Self-Advocacy Network programs.

In FY20-21, we launched a new way for Hubs to operate, which is designed to give customers enhanced choice, control and certainty around the programs and activities in which they engage. Driven by a customer-centric philosophy, the program continually evolves to deliver what customers want to develop skills and enhance their daily lives. This change is in response to customer feedback and we look forward to growing this program over the coming years.

As we navigated the ongoing impacts of COVID-19 in FY20-21, we maintained strict hygiene protocols in line with changing restrictions, which meant our Community Hub services could continue to support customers with meaningful connections and life-enriching activities.

Community Hub Customers



Our friendly and qualified team delivers experiences and programs that reflect our customers' goals, interests and needs.

614

COMMUNITY HUB
CUSTOMERS IN FY20-21

323,265

TOTAL COMMUNITY HUB
SUPPORT HOURS IN FY20-21

16

COMMUNITY
HUBS

Centre of Creative Arts Program



Forging positive pathways with the power of creativity.

After many successful years at our Eight Mile Plains and Rockhampton Hubs, our Centre of Creative Arts Program (COCA) was expanded to a total of nine Hubs across Queensland from January 2021, with plans to roll out the program at another two Hubs: Mount Ommaney and our Breakaway Hub at Clontarf. COCA seeks to create pathways for customers to develop creative abilities and potential, learn new skills, and exhibit or perform work, before preparing and mentoring them to create opportunities for independent employment and entrepreneurship.

While artists with a disability are under-represented and under-employed in the creative sector, their unique perspectives can transform the way art is presented, enhance audience connection, and make a rich contribution to the artistic and cultural life of Australia. Whether it is visual, tactile or performing arts, the COCA program provides a range of structured, active and functional arts sessions for Multicap customers as part of our Hub activities. From creating works in textiles, painting, ceramics and multimedia murals, to producing performances in choir and contemporary dance and movement; the opportunities for artists to develop and showcase their creative skills are wide-ranging.

Delivered in 12-week semesters, students benefit from:

- collaborating with facilitators and other artists — learning a range of physical, emotional and social skills
- having an outlet for feelings and emotions — learning the power of personal choice and self-expression, sensory development, improvement of self-esteem and establishment of new role models.

COCA celebrates and promotes the work created by artists by working with students to build 'market ready' skills such as creating label designs for products, setting up and running exhibitions and performances, and exploring potential mentorships and grant opportunities.

The following work was showcased in FY20-21:

- 'Earthly Delights' exhibition at Carindale Library showcasing work of 18 customers across mixed mediums
- 'Life's a Beach' exhibition at Garden City Library
- Lanterns for the BrisAsia Bazaar as part of the BrisAsia Festival created by our Eight Mile Plains Hub customers.

A growing arts program for our customers

HUB LOCATION	CUSTOMERS PER WEEK	DAYS PER WEEK
Rockhampton	20	3
Eight Mile Plains	30	6
Nudgee	4	1
Capalaba	4	1
Gold Coast	6	1
Toowoomba	3	1
Pine Rivers	17	2
Ipswich	6	1
Petrie	15	2







Work Readiness
& Employment

Nathan enjoys being a leader
at Monte Lupo Arts.

Nathan's Story

Monte Lupo is a second family for Nathan.

When Nathan Peters finished school, he wasn't expecting to forge a career in the arts. But 21 years into his career at Monte Lupo Arts he couldn't be happier. "I never thought I would do art," he said. "But I love coming to work."

Nathan started at Monte Lupo Arts in January 2000. Fresh out of TAFE where he studied landscaping, cementing and art, he was employed as a ceramics assistant and hasn't looked back. The 39-year-old works three days a week at the Eight Mile Plains studio and has various roles, from pouring molds to slip painting sculptures ready for decorating.

In the lead up to Swell Festival this year, Nathan helped to cast clay molds for 300 mullets and another 300 black cockatoos for children to paint as part of the Monte Lupo SWELL Kids Element workshops. He's been part of numerous exhibitions and looks back fondly on the first time his work was exhibited. Nathan produced a series of glazed birds which were all sold.

But it's not just the work and exhibitions that keeps Nathan happy in his job. "It's like a family coming into work, it's like my second family," he said. "It's good to see everyone happy and working together, cause when we work together a lot of jobs get done and it's good to help each other."

As a senior member of the team now, Nathan has taken on the responsibility of fire warden and also enjoys the opportunity to help the new supported employees.

"It's good being a senior at this workplace – I've been here for 21 years so I like to help the new ones," he said. "And take the initiative to show them, like when I started, and tell them they don't need to be worried to come to work because everyone is happy here."

Nathan says he'd like to one day take his skills and experience from the Monte Lupo Arts studio into another job in the open market, but for now he is happy being part of the Monte Lupo family.

Multicap Employment



Empowering customers by building new skills and creating employment opportunities.

Employment

Multicap works to remove the barriers to employment for our customers and support them to develop the confidence, skills and sense of purpose to lead fulfilling lives every day. With a focus on independence and personal growth, our Employment service gives customers training, experience and employment opportunities — whether at one of our social enterprise businesses, in partnership with government, corporates and local businesses, or roles in the open employment market.

Our employment businesses in Queensland and New South Wales include Makeables warehouses, Monte Lupo Gallery Cafés and Coffee Carts, Laundretto, and Monte Lupo Arts Studio. All profits from our businesses are invested back into Multicap support services.

Work Readiness and Employment

Our Work Readiness and Employment Pathway offers experience and training that empower customers through supported employment roles or as they step into open employment. Services include Work Ready Options, Employment with Support, Employment with Assistance and Independent Employment.

In FY20-21, our Employment services continued with limited disruption despite ongoing COVID-19 lockdowns and restrictions. We recognise that for many of our supported employees having a routine and purpose each day is paramount to their health and wellbeing, therefore we continued operations as much as possible and with increased precautions to keep our employees safe at work. Through relationships with our partner clients and organisations who engage our services, we continue to diversify the nature and complexity of tasks and roles for our employees, and develop opportunities in the open employment market.

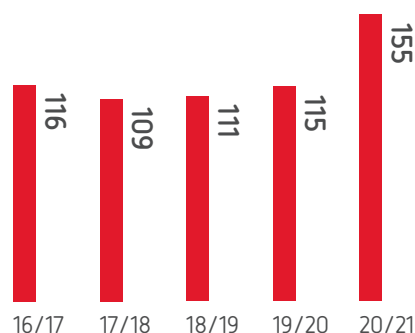
We employed 155 people with disability in our hospitality, creative arts, and manufacturing businesses, with a direct economic benefit to Australia of \$1,674,517 — a 6.35 per cent increase from last financial year.

\$1,674,517

of direct economic benefit to Australia

Multicap employment businesses total revenue: **\$1,231,430**

Total Supported Employees



Our Businesses



Creating meaningful employment opportunities and purpose for employees.

Makeables

Makeables is a social enterprise that employs people with disability to undertake meaningful work in production and distribution at our Tingalpa and Rocklea operations. Employees assist businesses with activities such as assembly, finishing, packing, administration, logistics and machinery operations, and in turn enjoy social and employment inclusion, receive coaching and training, and build independence, confidence and a sense of purpose. In FY20-21, Makeables continued to play an integral role in our COVID-19 response, managing the packaging and distribution of Personal Protective Equipment (PPE) packs for Multicap accommodation services and Community Hubs.

Monte Lupo Cafés and Coffee Carts

Our cafes, coffee carts and catering businesses offer quality coffee and light meals to Multicap employees and the community. By removing the barriers to employment for people with disability, our employees learn new skills and gain hands-on experience in the hospitality industry — from customer service to coffee making, money handling, meal preparation, food delivery, baking and food safety. Our hospitality employees served more than 20,000 beverages in FY20-21 from four locations across Brisbane — Eight Mile Plains and Banyo cafes, our coffee cart at Tingalpa Makeables, and our newest venture, our coffee cart at Plant Empire in Yeerongpilly. Monte Lupo Café staff continued to respond to the changing COVID-19 situation, pivoting to take-away service only and at times, ever-changing restrictions throughout the year, yet always delivering exceptional service and delicious fare.

Laundretto

Operating from Banyo and Capalaba, Laundretto is our retail laundry service that provides transferable skills, training and employment opportunities for people with disability. Our Banyo Laundretto is a full-service laundrette which offers fluff and fold, dry cleaning and ironing services. In FY20-21, in partnership with One Harvest, we transitioned our Capalaba retail location to a dedicated commercial laundry for fresh produce company, One Harvest. This new venture sees our 11 employees launder and deliver approximately 300 food-safe compliant laundry coats to One Harvest's Wacol site, each day, six days a week. This partnership has resulted in new skills for our Laundretto employees, and has also opened up opportunities in call centre and fresh produce roles for other supported employees.

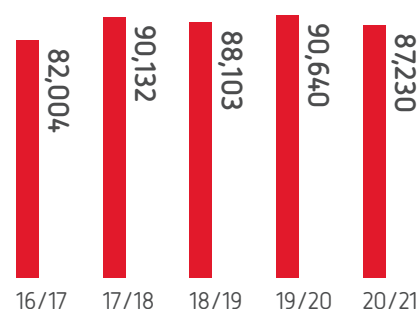
Monte Lupo Arts Studio

Giving artists with disability employment opportunities is just one aspect of Monte Lupo Arts Studio. With the right support, creative expression through art is valuable therapy, develops new skills, builds a sense of confidence and purpose, and provides engagement with the wider community. Our 20 supported employee artists create ceramic and textile artworks and homewares, personally managing each step of the production process.

In FY20-21, Monte Lupo Arts Studio celebrated 30 years of creating jobs and beautiful art. The milestone year saw the renovation of the Eight Mile Plains studio, with artworks and homewares sold online, at the Monte Lupo Café and Gallery, and from more than seven galleries including the Museum of Brisbane and the Canberra Gallery of Art. The studio continued to deliver ceramic workshops

to the public, and was again a celebrated contributor at the SWELL Sculpture Festival. Monte Lupo continues to gain national recognition for its stunning array of artwork, and is a springboard for many of our artists to launch their own individual careers in the arts.

Total hours of employment from our businesses



300

Coats laundered daily at Laundretto



20,509

Drinks sold at Monte Lupo Cafés and Coffee Carts in FY20-21

Alex and Jeffrey's Story

Two former Monte Lupo Gallery Café supported employees took the next step in their career journeys in 2021, gaining employment in the open market. Multicap partnered with medical device company Cook Medical Australia to facilitate employment pathways for people with disability, with Multicap customers Alex and Jeffrey the first to gain roles at the multinational company.

Having both worked at the Eight Mile Plains Monte Lupo Gallery Café for a number of years, Alex and Jeffrey gained the transferable skills, experience and confidence desired in the open employment market, and for their new roles as Production Assistants in Cook Medical's IVF Manufacturing department. While the laboratory is a far cry from the café, their skills in customer service, teamwork and managing tasks set them up for success at Cook Medical.

"We have task rotations which makes the job interesting plus working in a cleanroom is different," said Alex. "We can go from manufacturing, putting tubing and filters together, to packaging the product and then finally sealing the pouch with the product in it."

"I always wanted to try something different after working at the café for the past three or so years," he said. "I really like my new job, especially the manufacturing part and learning how to put orders through on the computer." Alex said.

"I enjoy working at Cook and I get to walk to work every day because I live close by," Jeffrey stated. "I hope to stay in my job for a long time, and I look forward to working independently as that is really important to me," he said.

While Alex and Jeffrey currently have transition assistance with Multicap job coach Rita working by their side, the ultimate aim is for the pair to work independently. They have made early

positive impressions on their new colleagues and managers, increasing their hours of work from an initial three days of work to full-time hours in just a few short months.

With their confidence, skills and experience growing by the day in their new-found careers, Alex and Jeffrey are well on their way to achieving their goals.

Jeffrey (left) and Alex (right) have embarked on brand new career paths.



Photo courtesy of Cook Medical Australia.

Specialist and Clinical Services



Working with customers to manage behaviour and provide the best possible environment for them to thrive.

As specialists in complex needs support, Multicap has decades of experience understanding behaviours of concern and the possible underlying causes. We offer a full suite of Specialised Behaviour Support Services including Positive Behaviour Support, Psychoeducation, Cognitive Behaviour Support and Dialectical Behaviour Therapy.

Practice Excellence Framework

In FY20-21, we implemented a Practice Excellence Framework that focuses on our customers' human rights and applies an evidence-based approach to our standards of practice across three key areas: Health and Wellbeing, Person-Centred Practice and Positive Behaviour Support.

Our Specialist Services team also implemented a model of Practice Coaching to mentor and coach frontline staff. Many were subsequently recruited as Practice Coaches, building capability in the Disability Support team and reducing staff turnover.

To further enhance team capability and customer outcomes, two key forums were delivered internally on a fortnightly rotating basis:

- Enhancing Support Forum — strategic managers across Specialist Services and Disability Support teams explored risk areas and relevant data (including incidents, workplace health and safety, health incidents and medication management).
- Complex Behaviour Forum — a collaborative and specialist team (including Behaviour Practitioner, Disability Specialist, General and Regional Managers) worked through specific clinical and support issues for customers, allowing them to provide more effective support.



Quality of Life Measurement Tool

In FY20-21, our Customer Innovation team used Muticap's custom-designed Quality of Life instrument to measure the seven domains of wellbeing for more than 168 Supported Independent Living customers. The data gathered was used to assess and maximise each customer's level of wellbeing and quality of life.

Further review and development of the tool will occur in FY21-22, which will allow a more sophisticated and refined approach to determining customer quality of life.

Domain	Average Score (%)	
	19/20	20/21
Material Possessions	86.6	84.0
Health	82.0	85.0
Education and Vocation	91.8	98.0
Social Relationships	93.2	92.0
Perceived Safety	93.8	96.0
Community Connectedness	93.2	92.0
Future Prospects	86.4	88.0

Positive Behaviour Support

Our Positive Behaviour Support services aim to ensure the safety and enhance the quality of life of our customers. Collaborating closely with customers, their support networks and specialist support services, we prepare a Support Plan that outlines areas of concern, strategies and approved methods of managing behaviours when they arise.

In FY20-21, 170 customers received targeted Positive Behaviour Support — more than a 29 per cent increase from last financial year.

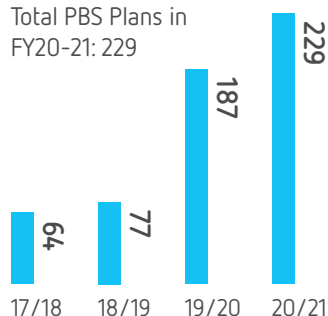
12
Practitioners

6,885
Hours of support delivered

95
Restrictive PBS Plans

134
Non-restrictive PBS Plans

Total PBS Plans in FY20-21: 229



Support Coordination

An innovative, personalised and holistic approach to Support Coordination is critical in ensuring support suits customers' needs. This includes connecting customers to NDIS-funded options, as well as strengthening connections with community-based support services.

Our Support Coordination team is comprised of qualified and skilled professionals who work to ensure our customers receive the maximum possible outcome from their NDIS plans. In FY20-21, we provided 12,114 hours of support to more than 300 customers.

In partnership with Multicap's Research Officer, the Support Coordination team refined its response to customers who are vulnerable because of their existing living situation or support needs. Identification of potential vulnerability saw a small number of customers receive more careful monitoring and regular follow up, with the purpose of increasing customer safety.

14
Support Coordinators

306
Support Coordination customers

12,114
hours of support

Multicap Housing



Property development and professional tenancy solutions to facilitate independence.

With a focus on providing accessible and affordable housing options, and an array of tenancy management services, Multicap Housing supports customers to increase their independence through sustainable long-term accommodation solutions. Multicap Housing is a registered NDIS Specialist Disability Accommodation provider, offering one-, two- and three-bedroom properties across Queensland and northern New South Wales.

Our Tenancy Management support services work to support customers with legal documentation and their responsibilities and rights as tenants. The Multicap Tenancy team within Multicap Housing manages 176 properties, including 107 SIL homes and 227 SIL tenants.

Multicap Housing has an ongoing program of capital investment in accessible accommodation, which aims to increase availability and affordability of appropriate homes for those living with disability. As of 30 June 2021, the Multicap Housing business delivered a significant number of capital and minor works projects throughout the year despite the COVID-19 pandemic, stronger market conditions and trade shortages within the construction industry.

This year Multicap invested \$1.58m into acquisition of new properties to help grow our footprint and service delivery. We established services within the Logan and Toowoomba regions, settling on four properties within these regions with plans underway to develop three of the four properties.

Additionally, capital works projects saw the announcement of a \$950k Federal Government Grant from Building Better Regions to help kick start our development project in Jardine St, Rockhampton. A Development Application has been lodged and approved by Council for multiple residential dwellings to be constructed over two stages at the site.

Significant investment has gone in to upgrade and renovate two units at Atkinson Rd, Bli Bli with construction works well advanced and due for completion in late 2021. The 1970s low set brick and tile home retained its character from the street having been guttered internally and reconfigured to make way for two new contemporary two-bedroom and three-bedroom dwellings including small extension and landscaping works.

Multicap Housing's commitment to increase accessible housing options was brought to the fore in June when Multicap joined the Queensland Council of Social Services' Town of Nowhere campaign, calling for increased funding toward social and equitable housing options. In late June, the Queensland Government announced \$2.9 billion over four years towards initiatives to increase social housing stock and investment for long-term supply development as part of the 2021-22 State Budget.

Minor Works Completed

PROPERTY	PROJECT VALUE
Sharples Street, Rockhampton Renovation works include a new roof, internal painting, demolition and relocation of the kitchen to create a more modern open plan living arrangement, and floor covering throughout.	\$147K
Lee Close, Runcorn A low set brick and tile residential home, located 20 kms from Brisbane CBD. Renovation includes a new kitchen, laundry and floor covering throughout.	\$25K
Springfield Drive, Rockhampton Renovation works include a new laundry, kitchen renovation and replacement of floor coverings.	\$52k
Earnshaw Road, Nudgee Car park resurfacing & line marking	\$25k

Multicap Tenancy team within Multicap Housing manages **176 properties**, including **107 SIL homes** and **227 SIL tenants**.

138*
Property
Portfolio

36*
Owned
Properties

*including 3 blocks of soon to be developed land

Multicap Transport



Safe and convenient travel options to keep customers connected with their communities.

With a growing fleet and ever-increasing demand for services, Multicap Transport continued to be a lifeline for our customers in FY20-21, particularly as public and ride-share services were impacted by COVID-19 restrictions.

Multicap's fleet of 101 customer vehicles travelled over one million kilometres during the year, supporting customers to access their local communities safely. Multicap offers three types of transport options to support customers attending work, appointments, shopping and other recreational activities.

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 is proud to offer our customers safe, reliable and affordable transport options, to directly meet their social and wellbeing needs. Throughout the year we continued our commitment to COVID-19 safe practices across our transport fleet, including employing social distancing and mask wearing guidelines to ensure the health and wellbeing of our customers during their travel journeys.




Building on the initiatives delivered in 2020, Multicap will be introducing hybrid vehicles into our fleet, to reduce our carbon footprint and to further lower transport costs.

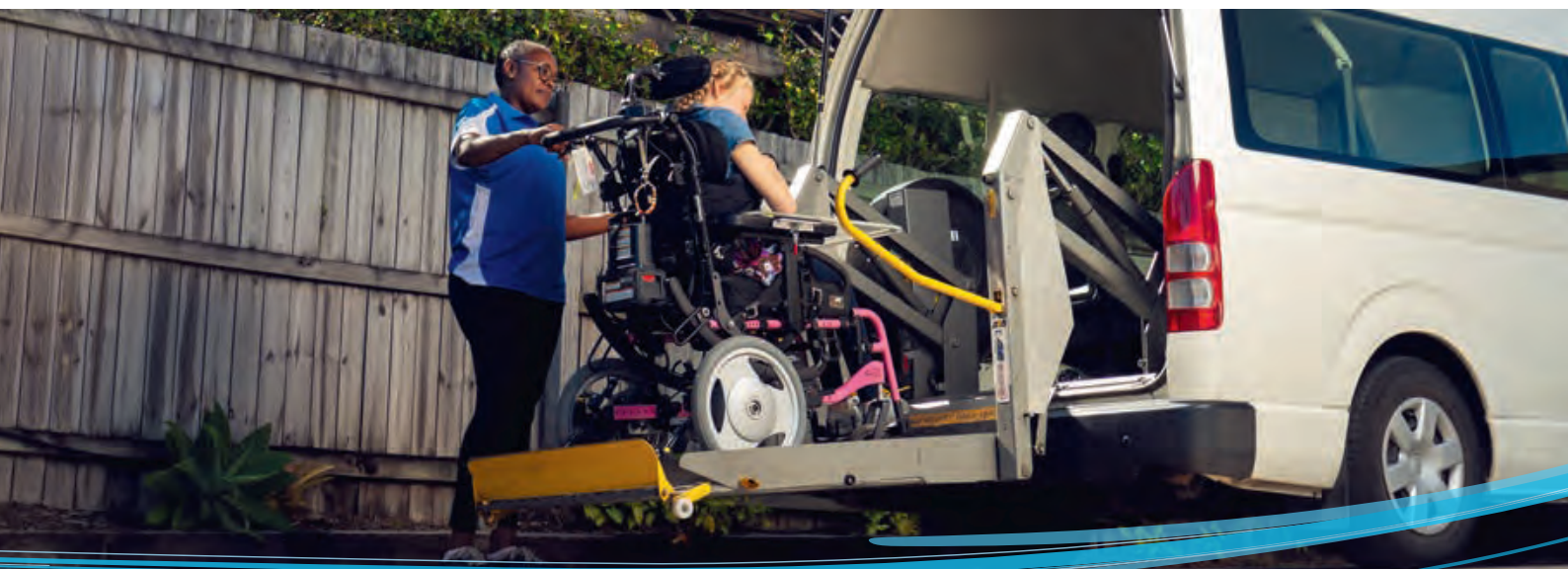
In the last quarter of 2021, Multicap will purchase a further seven new vehicles to add to our fleet in response to a growing transport need within the organisation.

1,166,158

Total km driven when supporting Multicap customers **FY20/21**

Total Vehicles supporting customers as at 1 June 2021 = 101

-  45 BUSES
-  24 PEOPLE MOVERS
-  32 PASSENGER VEHICLES





Liam (centre) has expanded his independence thanks to Self-Advocacy Assistants Monica (left) and Brittany (right).

Liam's Story

Since finding the confidence to 'speak up', Liam has made some big plans.

"I want to move out of home and live independently," the 31-year-old said. "I know it will be hard, but I want to do it. Then I want to get more supports and plan some trips away."

Liam credits Multicap's Self-Advocacy Network for helping to him find his voice. "Self-advocacy has helped me to speak up about what I want and that wouldn't have happened before," he said.

Liam attends self-advocacy meetings every Friday at Multicap's Pine Rivers Hub. Through the meetings, he's built confidence, self-awareness and leadership skills.

These skills, along with learning his rights, helped Liam identify where he needed more support to achieve his life goals, including to live independently. Through Aged and Disability Advocacy Australia, Liam now has an advocate, Sharni, and together they are making headway.

"The first time we met we talked about what I want and how I will get it," Liam said. "We've worked through my NDIS plan and supports and now we are working on me moving out of home."

Liam now also leads the Pine Rivers Self-Advocacy Network meetings with his friend Zac and enjoys helping others to learn about self-advocacy and finding their voice.

Among many accomplishments through self-advocacy, Liam met with the Queensland Minister for Seniors and Disability Services, Craig Crawford, to talk about self-advocacy and the importance of advocacy within the disability sector.

Liam has also been involved in an NDIS project with Griffith University, and provided feedback on the C.H.A.P tool (Comprehensive Health Assessment Program) to assist with the roll out of the COVID-19 vaccine to people with a disability.

"I'm really proud of myself," he said. "I didn't have any confidence to speak up, and now I do."

Customer Innovation

Leading creative and sustainable support options for customers.

With enhancing customer experience at the centre of everything we do, our Customer Innovation team designs and implements new and improved ways of delivering support and services to our customers. Ensuring the voices of our customers are authentically represented is critical so that our programs and projects are designed by our customers, for our customers.

Key Customer Innovation initiatives in FY20-21 include:

- continued expansion of our Self-Advocacy Network (HAVEN – Have A Voice & Educate Network) across more locations in Queensland and New South Wales
- invested in customer experience improvements by enhancing key interactions including Customer Connect Care Channel
- conducted more regular customer feedback surveys, with 1,692 completed
- partnered with customers to co-design and co-produce new products and services
- secured grants and funding opportunities to amplify our impact
- assisted existing and future customers to explore our services and design solutions to suit their needs and goals
- launched the Ideas Hub, to source and facilitate innovation from across the organisation with 52 new ideas received from both customers and staff
- trained 13 staff in customer-based design, with seven design projects completed.

28

Self-Advocacy
Network participants
in FY20-21

175

Self-Advocacy
Network meetings
in FY20-21

Circle of Support Forums

Multicap's Circle of Support Forums are a vital component of Multicap's Customer Engagement Framework.

They aim to promote enduring connection and engagement with our customers' "circle of support", which encompasses family, friends, decision makers and other representatives our customers choose. Multicap understands that these circles of support very often play an instrumental role in assisting our customers to make informed decisions, pursue their interests and goals and express their needs and aspirations for the future.

In FY20-21 we continued to invest in the ongoing development of our Circle of Support Forums to ensure they added value to customers. In response to customer feedback and an Ideas Hub challenge, we plan to offer virtual attendance options and expand topics and speakers as the program continues.

Self-Advocacy Network

Launched in July 2019, our Self-Advocacy Network — HAVEN (Have A Voice & Educate Network) — focuses on empowering and supporting customers to develop the communication skills and confidence to advocate for themselves and others, make decisions independently, and take greater control of their lives.

Self-Advocacy Network meetings are customer-led and are held weekly or fortnightly at selected Multicap Community Hubs. Meetings are individualised to each customer's preferred communication method, with a focus on customers' challenges and implementing strategies to have more control over their choices.

In FY20-21 our Self-Advocacy Network expanded to support 28 customers across six groups in greater Brisbane — Eight Mile Plains, Tingalpa, Pine Rivers, Petrie, Capalaba and Nudgee.

The program saw a number of our customers grow in confidence in FY20-21, with many speaking up about what support they needed or what changes they would like to see. One customer spoke at a National Health Forum and took part in a meeting with the Queensland Minister for Seniors and Disability Services, with another writing two letters to their local council.

Key achievements of Self-Advocacy Network and its members in FY20-21 include:

- participated in VALID's (Victorian Advocacy League for Individuals with Disability) national online self-advocacy conference
- became a member of Inclusion International
- participated in community focus groups convened by Brisbane South Primary Health Network, to capture consumer insights and assess unmet needs
- participated and presented at a number of Multicap Leaders Forums, including sharing co-design experiences for the new Kingston Hub
- made submissions to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the National Disability Insurance Agency, advocating on issues of supported decision-making and inclusion.
- made a submission to local council petitioning accessibility upgrades to a pedestrian crossing at Eight Mile Plains.

Service pathways

In FY20-21 Multicap continued to invest in the creation of new and improved support products and services in response to the needs of our customers and in line with our vision 'To be the leading source of creative and sustainable support options for people with disabilities'.

Multicap's three Service Pathways help explain how each of these options come together and how they can assist our customers to achieve their goals. Each of our pathways is based on our unwavering belief that everybody has the right to a quality life, where choice, control and independence are central themes, and where delighting our customers is our goal.

With a focus on empowering our customers to explore new and exciting opportunities for employment and living, we assisted 939 customers to connect with new services.

Highlights of FY20-21 included pushing the boundaries of what is achievable for services funded under the NDIS, establishing new service options for Employment with Assistance in partnership with PepsiCo, and creating Independent Living Options in a joint community housing initiative with Clem Jones Community Partnerships.

Our Supporters

Donors and Contributors

Throughout the year, Multicap receives contributions from individuals and organisations. Each and every contribution enhances our ability to enhance the lives of our customers and their families, and we are grateful for every single donation and contribution, particularly during the past 12 months. On behalf of Multicap and our customers, we thank all of our donors, contributors and supporters for your generosity and support during 2020-21.

Volunteering

Volunteers play an important role in Multicap's ability to deliver on our core purpose. Unfortunately due to COVID-19 restrictions, there were limited volunteering opportunities this financial year, however our volunteers were still able to support our 2020 Christmas Wrapping Appeal at Westfield Garden City. We thank our volunteers for their time and commitment.

2020 Christmas Gift Wrapping

53	74	296
Total	Total	Total
Volunteers	Shifts	Hours

Image: Corporate volunteers from Bentleys at the Multicap stand.



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.

the ability roundtable

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.

Grants

Improving the lives of our customers with support from our grant providers.

Grant funding makes an important contribution to Multicap's ability to deliver on our Sole Purpose and to enhance the quality of our services and the opportunities we offer our customers. In FY20-21, Multicap secured funding from local, state and federal governments as well as private organisations for a number of projects.

The Queensland Government's Gambling Community Benefit Fund (GCBF) made a significant contribution across seven Multicap services in Queensland. These grants made it possible for us to upgrade our facilities for customers in our Hubs and accommodation services, as well as purchase commercial equipment to further develop the skills of our supported employees.

Our recreation activities also received a boost thanks to additional funding, including new sporting equipment and musical instruments for our Avegates School Holiday Program thanks to the Australian Government's Stronger Communities Programme grant. At our Mackay Community Hub, customers are lining up to take their turn on two brand new electric tricycles, made possible through a \$5,000 grant from the Aurizon Community Giving Fund. The trikes have given customers the thrill and freedom of experiencing life on three wheels, supported by staff who ride alongside on scooters.

Gambling Community Benefit Fund Projects

The Gambling Community Benefit Fund (GCBF) is Queensland's largest one-off community grants program and distributes approximately \$60 million each year to not-for-profit community groups. In FY20-21 Multicap received funding from the GCBF that helped us grow a number of our service areas.

A GCBF grant allowed us to renovate three bathrooms at our Pine Rivers Hub, increasing accessibility, doubling our bathroom capacity, and improving the appearance of the facilities.

One of our social enterprises, Laundretto, also benefited from a grant to buy a new commercial washing machine and dryer, enabling Multicap to better service OneHarvest's Wacol site where 11 people with disability are employed to launder around 300 industry-compliant coats six days a week. This work gives them the opportunity to learn valuable and transferable skills with the aim of finding a job in the open market, using their experience in a professional commercial laundry.

Our flagship employment business — Monte Lupo Café and Gallery at Eight Mile Plains — received a grant from the GCBF to buy new commercial kitchen equipment. With plans to double the size of the café kitchen, Multicap will be able to employ more people with disability and job coaches, as well as expand and increase the range of food offered to the public. While Multicap is funding the redevelopment, the grant was used to buy a new commercial fridge, freezer, deep fryer and steel benches, and new air conditioning.



Don Brown MP State Member for Capalaba (2nd from the right) presenting our Laundretto grant to Multicap staff and Laundretto employees.



Councillors Mick Gillam and (left) and Denise Sims (Right) from Moreton Bay Regional Council presenting grant funding for our Pine Rivers Hub to North Coast Regional Manager Alex Flugge.



Councillor Geoff McDonald from Toowoomba Regional Council with Ellen Rhodes Multicap General Manager Support Services South, and Pam Middleton Multicap Regional Manager for Toowoomba and Roma.

Grant providers

- Australian Government Department of Health — Continuity of Support Programme, Accommodation Management
- Australian Government Department of Industry, Science, Energy and Resources — Stronger Communities Programme
- Australian Government Department of Social Services — National Disability Conference Initiative
- Queensland Department of Justice and Attorney-General — Queensland Gambling Community Benefit Fund
- Queensland Department of Employment, Small Business and Training — Skilling Queenslanders for Work
- Brisbane City Council
- Lord Mayor's COVID-19 Direct Assistance Program
- Community Support Funding Program
- Moreton Bay Regional Council Community Grant
- Aurizon Community Giving Fund

Technology

Keeping our customers and staff connected.

Technology innovation at Multicap allowed our us to communicate with, and provide services to, our customers during the COVID-19 pandemic, ensuring we kept everyone safe and informed. Our Emergency Response Team and Executive and Senior Leadership Teams also stayed connected via virtual meetings and workshops allowing us to continue to operate effectively.

Working closely with our Business Improvement Project team, we delivered nine technology-related projects in

FY20-21 and continue to build capability to effectively support the delivery of Multicap's three-year Technology Roadmap. This included implementing digital solutions for customer services, such as equipping and training our Community Hub staff with tablets to quickly and accurately record customer attendance.

The ongoing upgrade of our technology platforms to ensure they meet Multicap's current and future needs included migrating business applications to

cloud-based platforms. Our disaster recovery capability was reviewed to align with the refreshed Business Continuity Plan, and following the merger with Breakaway, a technology integration plan was developed.

A vital aspect of our technology solutions, information security was a priority in FY20-21 with an assessment completed by external experts, and the implementation of recommendations under way to further protect customer data.

Property

Creating safe, secure and sustainable accommodation options for our customers.

With an ongoing program of capital investment in accessible accommodation and an extensive portfolio of fully modified, purpose-built homes for specific needs, Multicap Housing aims to increase availability and affordability of appropriate homes for our existing and new customers.

In FY20-21 Multicap Housing delivered several capital and minor works projects, with an \$1.58m investment in the acquisition of new properties. This included settlement on four properties in Logan and Toowoomba with development plans under way for three of these, allowing us to establish services in these regions.

Funding from a \$950,000 Federal Government Grant from Building Better Regions helped us begin capital works

on Jardine Street, Rockhampton, with Development Approval obtained for the construction of multiple residential dwellings.

Renovation works at Monte Lupo Art studio in Eight Mile Plains were completed allowing for larger areas in which our artists and workshop participants can create. Construction work to convert a house into two new two- and three-bedroom units at Atkinson Road, Bli Bli was also undertaken.

138*
Property
Portfolio

36*
Owned
Properties

*including 3 blocks of soon to be developed land

Minor works completed in FY20-21 included:

Pine Rivers Hub	\$35K
Kitchen upgrade and the creation of a new entry into the Hub with automatic doors for easy access.	
Mt Ommaney Hub	\$34K
Bathroom upgrade	

PROPERTY SPOTLIGHT

Carina



Multicap is committed to delivering an expanding portfolio of modern accessible home options for its customers, to provide a stable home environment.

In April 2021, Multicap partnered with Clem Jones Community Partnership (CJCP) to open an innovative 20-unit residential complex in the east Brisbane suburb of Carina, featuring 20 apartments. Each unit is designed to NDIS Specialist Disability Accommodation Fully Accessible standards featuring a mix of one-, two- and three-bedroom options and includes two spacious communal areas and outdoor barbeque facilities. CJCP designed and constructed the development, which also features smart park technology which recognises each vehicle registered at the property to provide safe and easy car parking access. Multicap has taken on a 10-head lessee agreement over the property and property management rights in order to offer stable, accessible and enjoyable home environments for residents. The community also offers apartments for family members of people with disability, perfect for families who wish to remain close whilst still maximising independence. With six Multicap customers now calling Carina home, we look forward to welcoming more residents to the community to enjoy increased independence, freedom of choice and the opportunity to achieve their personal goals.

Property features:

- One-, two- and three-bedroom options designed to NDIS SDA Fully Accessible and Livable Housing Australia Platinum standards
- Lift access and wheelchair compliant throughout
- Two communal areas; a functions room including barbeque area and a large spacious relaxation zone
- Bedrooms boast built-in mirrored robe with accessible storage
- Secure intercom entry
- Secure basement car park
- Assistive technology, including electric windows
- Modern layout and finishes
- Accessible bathroom features
- Close proximity to local cafés, Westfield Carindale and recreation facilities
- Great public transport local bus stop along Stanley Road, Carina.



Our People

Investing in our people to enhance the lives of our customers.

81.3% NEW STAFF
RETENTION
RATE

472

Total Casual
staff employed

673

Total Part-time
staff employed



552

New team members
joined Multicap

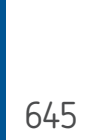


Staff Engagement
Score: 65%

2020: 65%



16/17



17/18



18/19



19/20



20/21

STAFF NUMBERS FTE

STAFF
TOTAL
1,469



30

Online learning courses
were made available

97 STUDENTS
ENROLLED

in Multicap Skilling
Queenslanders for
Work program



857

SKILLED COMMITTED STAFF
RECOGNITION AWARDS
WERE ISSUED

Our People

A key strategic driver for Multicap is having skilled, committed and engaged staff. In order to achieve this, we must provide not only great opportunities for our people but also a great place to work. Through listening to the needs of our people, we continue work towards our goal of being an employer of choice.

Multicap recognises that attracting and retaining the right people who share our values and passion is important. Our staff numbers grew by 20 per cent in FY20-21 to 1,469, helping us build our capacity so we can continue our work for our customers and those who support them. In FY20-21, our staff retention rate for new hires was 81.3 per cent.

In FY20-21, a key focus was on providing stability to staff working with our customers, with 190 casual employees made permanent. Several career development pathways and programs were piloted and made available including Emerging Leader, Frontline Leadership, Leader Induction and Practice Coaches.

Multicap invested in a new online Reward and Recognition platform, MultiMax, that recognises staff who have done a great job, reached a milestone, or celebrated an important moment. The platform also provides discounts and benefits at over 500 retail outlets across Australia.

Beyond attraction and retention initiatives, employee roadshows, and the refinement of our Employee Value Proposition, our annual staff engagement survey is critical in shaping Multicap's future priorities.

Based on feedback from the FY20-21 employee engagement survey, a number of key initiatives were achieved. Multicap successfully launched our online learning management system, MultiLearn, which focuses on creating development and career pathway opportunities. More than 30 online learning courses were made available, with 7,000 courses completed in FY20-21.

Our Staff Engagement Score remained steady in FY20-21 at 65%, in line with our 2020 score. As in previous years the feedback from our staff and employees from the 2021 survey will drive improvement initiatives across the organisation to ensure we continue to support our staff so they in turn support our customers to the very best of their ability.

Total Skilled Committed Staff Awards presented in FY20-21

Awards Category	Number of Staff Nominated
Adding life to Multicap's sole purpose	156
Being accountable to your role	390
Giving and receiving constructive feedback	42
Inspiring yourself and your team	188
Respecting and valuing functional relationships	81

Skilling Queenslanders for Work (SQW)

Multicap has a long and rewarding history with the Queensland Government's Skilling Queenslanders for Work (SQW) program, delivering a Certificate III in Individual Support to eligible jobseekers and offering direct employment pathways into the disability and aged care industries. We successfully delivered the program in Brisbane, Rockhampton and Pine Rivers regions, with 97 students graduating in FY20-21 and 26 subsequently hired by Multicap.

The program transitioned to online delivery and COVID-19 safety plans were developed and delivered at off-site community venues in FY20-21, with 74 per cent of students achieving the qualification and 73 per cent securing employment. Multicap's SQW Program was nominated as a Central Queensland regional finalist for Community Training Initiative of the Year in the 2021 Queensland Training Awards. Two students were regional finalists for Equity VET Student of the Year.



A brilliant career

You could say Betty Read knows Multicap like the back of her hand.

For around 30 years, Betty has worked at Multicap in various positions across a number of departments.

From her first position in administration to her most recent role—in her 'retirement'—as Makeables Job Coach, Betty knows the organisation well.

But it's the customer opportunities and outcomes—on her career—she likes to focus on. "I feel privileged to have been involved for so long and to have seen the opportunities Multicap has offered to our customers," she said. "Seeing customers move into their first home, seeing customers get their first job – that's what I find really rewarding."

Betty's early career in stockbroking and financial advising took an unexpected turn in 1990 when she was approached by her friend and recruitment specialist, Janet, about a position at Multicap.

"She asked if I would I like to apply and I said I was happy doing what I was doing," Betty said.

"But my friend said, 'we all need to give something back in this life and I think it's your turn'. So, I applied and that's how I ended up at Multicap."

Betty started as Manager of Finance and Administration in April 1990. She describes the role as broad ranging and interesting, from fundraising through the Mrs Australia Community Award through to the day-to-day operations in administration.

"It was something new to me, I hadn't been exposed to the disability sector," she said. "I quickly became involved and really enjoyed the role."

Among her favourite memories from those days was getting to know Multicap's founding families and their sons and daughters, along with our much smaller group of clients.

In 2002, Betty resigned from her position and took a part-time role in project management working closely with the then CEO on developing customer

services, including respite and supported accommodation, across the organisation.

After retiring in 2005 which involved travel throughout Australia and overseas, Betty realised she wanted to remain active in the community and returned to Multicap in 2014. "That was the start of a new journey," she said.

Since then Betty has largely worked with Multicap's Employment social enterprises, including a period with MultiFresh, time at Makeables Tingalpa and Rocklea, and Monte Lupo Café at Eight Mile Plains and Banyo. She has managed mergers, business development and logistics management and after completing her Certificate III in Disability, was able to work as a Disability Support Worker and Job Coach. More recently, Betty completed a Diploma of Community Services RPL.

This year she has been involved in converting the Capalaba Laundretto from a coin laundry to a full commercial laundry for One Harvest. "My whole journey with Multicap has been interesting and rewarding," Betty said. "The thing for me is to have seen the growth in Multicap in so many areas and the development opportunities for people with disability from accommodation to travel, arts, and employment."

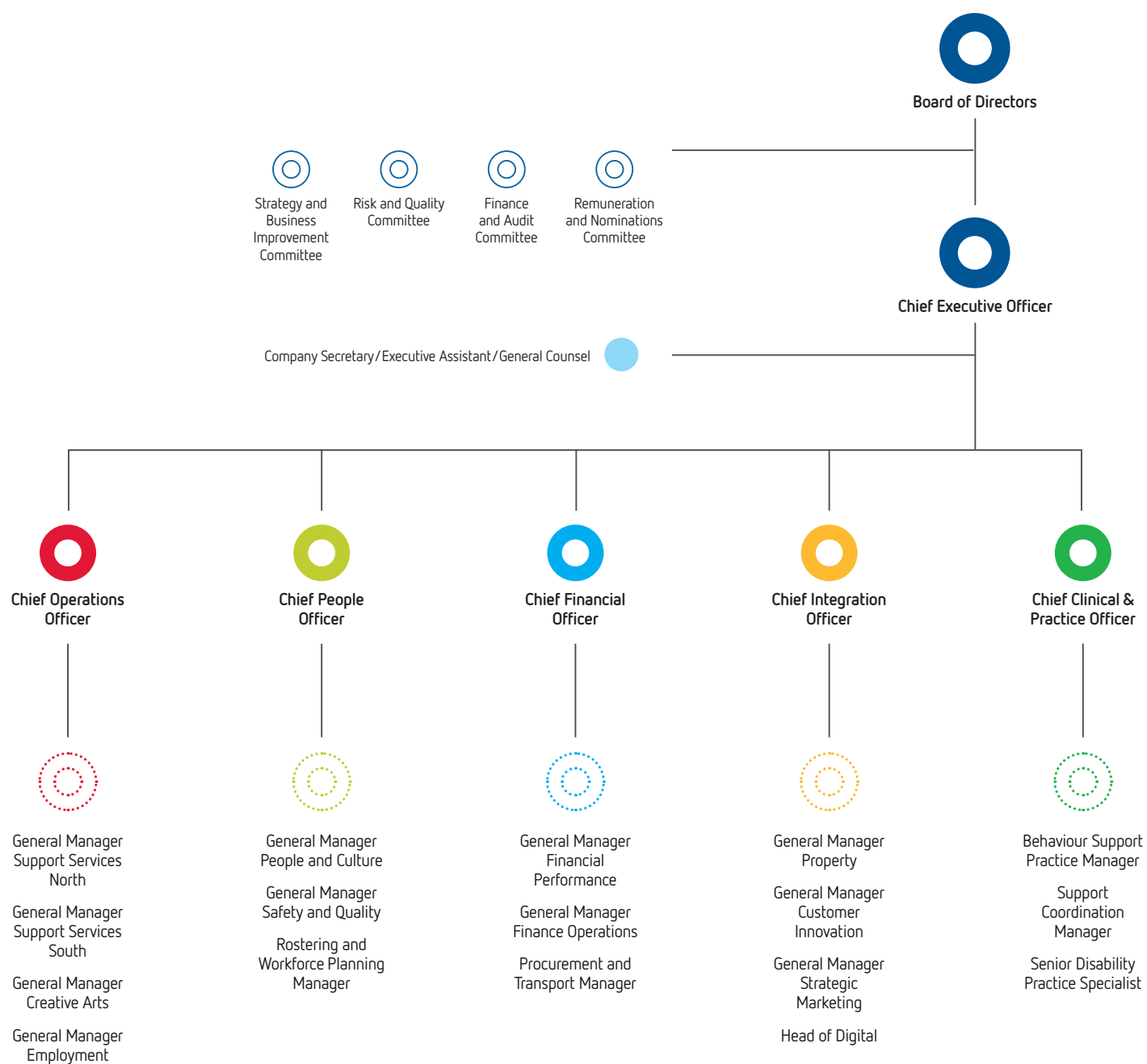
Among her highlights with Multicap were "seeing people come to work in supported employment and to see how happy they are to be involved and actively engaged."

"I also think some of the very happy days were when people were first introduced to their new homes," Betty said. "Just sheer excitement to have a lovely new home to go to."

As for what's ahead, Betty says she's happy to stay involved with Multicap as long as she's needed.

"I've always been grateful to my friend Janet for making that phone call to me all those years ago," she said.

Leadership Structure



Executive Leadership Team

The Executive Leadership Team (ELT) continued navigating Multicap's operational and strategic response to the COVID-19 pandemic during 2021 while also focusing on the ongoing delivery of the agreed strategic initiatives. During the year we welcomed Scott Denner to the Chief Operations Officer role, and farewellled both Seth Grantley (Chief Development Officer) and Mark Fenton (Chief Commercial Officer) who moved on to other career opportunities. Multicap also looked forward to our new Chief Financial Officer Stephen Morgan joining us in August 2021. The high level of expertise we are privileged to have in the Executive Leadership Team remains paramount as we explore and refine how we deliver high quality and personalised services to our customers.



Chief Executive Officer

Joanne Jessop

Ms Joanne Jessop has been the Chief Executive Officer of Multicap since 2006, leading transformational change, including the transition to the National Disability Insurance Scheme. Jo has extensive senior management experience in non-profit and public sector health care and in government services. She is a Director of both Ability First Australia and Bric Housing, and a Fellow of the Australian Institute of Company Directors. Jo is passionate about providing high-quality human services outcomes, and improved opportunities for vulnerable people, especially those living with disability.

Qualifications

MBA FAICD

Chief Clinical Practice Officer

Simon Wardale

Simon Wardale has 30 years of experience working with people with intellectual disability, including frontline support work, service management, and practice/policy advisor roles. He has also been published in academic journals on disability matters. 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 managerial roles at other disability support providers.

Qualifications

BAppSc (Intellectual Disability) (Honours)



General Counsel

Tracey Davern

Tracey Davern joined Multicap in June 2021 as Multicap's first General Counsel. Tracey is a highly experienced corporate and commercial lawyer who has represented some of Australia's largest companies. She has also held senior legal, policy and governance positions in the Queensland Government. Tracey is known for her pragmatic and practical approach to legal issues, her ability to identify and negotiate innovative solutions to complex issues, and is passionate about the delivery of high-quality services to vulnerable clients. For the past 10 years, Tracey was Chair of the Board of a medium-sized not for profit provider of aged care, mental health, disability, and homelessness services and is an Australian Red Cross emergency volunteer.

Qualifications

BA/LLB (Hons)



Chief Financial Officer

Stephen Morgan

Steve joined Multicap this year as the Chief Financial Officer. He is a highly experienced finance executive with a proven track record in delivering business growth and profitability, in addition to a deep knowledge of commercial management encompassing acquisitions and strategic process improvement. Having been in leadership roles for over 20 years, he has been responsible for large teams in complex businesses and environments. His experience spans privately owned and listed organisations, focusing on the not-for-profit sector over the past five years.

Qualifications

BCom, CA

Chief People Officer

Kate Johnson

Kate is an experienced senior leader of multidisciplinary teams across private and not for profit sectors. Kate has a passion for enhancing the lives of people with disability through achieving organisational effectiveness and creating a capable and inspired workforce. Kate has been an Executive at Multicap since 2018, leading the People and Culture and Safety and Quality portfolios, and currently serves on the National Disability Committee for Quality and Safeguarding.

Qualifications

MOrg, Psyc, BPsych (Hons), BBus HRM, GAICD



Chief Integration Officer

Wendy Flavien

Joining the Executive team 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 and 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 Operations Officer

Scott Denner

Scott Denner joined Multicap in April 2021 and brings to the organisation experience as a non-executive director, executive and senior leader in the private, public and not-for-profit sectors in Australia and the United Kingdom. He also has a background as a commissioned officer in the Australian Defence Force. Scott has a passion for leading and developing individuals and teams to exceed their expectations and perform as the best version of themselves, and through their endeavours to enhance the quality of life of people with disability.

Qualifications

GAICD, MMan, BMangt&ProfStudies





Staff Excellence Awards 2020

Each year Multicap thanks and congratulates the dedication and achievements of our staff and supported employees through our Excellence Awards as part of our end-of-year Multicap Celebrates event.

With COVID-19 impacting our ability to host a large-scale celebration, in November 2020 a special awards-only event was held at Brisbane Convention and Exhibition Centre, with a total of nine awards presented. More than 280 nominations were received throughout the year, including, for the first time, nominations from our customers and their support networks for the new Customer Choice Award category. The night also saw the inaugural CEO's *All Ways, Always Award* presented, recognising an individual who has made an extraordinary impact at Multicap.

The Excellence Awards play an integral part in achieving our strategic outcome of Skilled Engaged Workforce, in ensuring we support and recognise our staff and employees who go above and beyond every day to support our customers to achieve their goals and live lives of possibility and opportunity.

Thank you to the sponsors of the Multicap Staff Excellence Awards. We appreciate your generosity and support of our staff.

AMC Training & Consulting

Exent

HESTA

Over the Wire

Technology One

Access Pay



2020 MULTICAP EXCELLENCE AWARD Winners

Most Nominated Skilled Committed Staff Recognition Award

Kimberly Green

Kim's bright and resilient attitude inspires her team and she is a wonderful advocate for Monte Lupo Arts. She is always keen to take on a new challenge and does what needs to be done to support her team.

Business Improvement Award (Team)

Monte Lupo Gallery Café Job Coaches

The Job Coaches at Eight Mile Plains and Banyo have worked tirelessly throughout the challenges of 2020 to achieve the outstanding results that are evident in not only our supported employees' outcomes, but also in every mouthful of delicious food the team produce.

Business Improvement Award (Individual)

Claire Merifield Whan

Claire worked extremely hard through COVID-19 to ensure customers could continue to access Avegates online. She also designed processes for all Multicap Hubs to provide alternative supports to customers who were unable to access their regular services.

Delighted Customers Award (Team)

Apex House Accommodation

2020 was especially tough for our customers living at Apex House, many of whom are long-term customers and were facing health concerns and increased support requirements. The Apex House team rose to the challenge, maximizing the quality of life, comfort, and wellbeing of their customers.

Delighted Customers (Individual)

Brittany Bevan

Since taking on the inaugural role of Self Advocacy Assistant, Brittany has been instrumental in ensuring model design, implementation and growth has occurred under the guidance of, and partnership with, participating customers. She is continuously dedicated to supporting customers to develop capacity to advocate for themselves.

Supported and Assisted Employment Award

Anthony White

Anthony's passion for Makeables saw him take on a new challenge this year in learning a range of new skills in the Thunderbox area, which he excelled at. He is a terrific motivation for his work colleagues.

Leadership Award

Dami Akinyemi

Dami is always willing to take on a challenge, particularly when it will result in better support for a customer. He takes pride in his leadership, working with his team to find solutions to problems and taking an active role in supporting and developing team members.

Customer Choice Award

Corey Potter

Customers say Corey always looks out for them at the Hub, making sure they are comfortable and checking in on how they are feeling. He encourages customers to speak up about their support, and listens to each customer to find out what they want to do, and always finds a way to brighten their mood by making jokes and making them smile.

CEO's All Ways Always Award

Alan Bentham

Alan Bentham has worked at Makeables Tingalpa for several years, and has recently taken on the role of Job Coach and Disability Support Worker for In-Home Support, Monte Lupo, and Avegates. Alan is described as being incredibly generous, a role model and inspiration to others, professional, polite and always willing to take on a new challenge.

Quality and Risk

Continually managing risk and improving the quality of our services for our customers.

Known for the quality and consistency of our services, Multicap is passionate about improving our customers' experience. This means also continually improving our risk management systems and processes to maximise safety outcomes for all.

Registered Provider Status

Multicap is a registered provider for the National Disability Insurance Scheme (NDIS) and Specialised Disability Accommodation (SDA), Queensland Specialist Disability Services program, the Queensland Community Support Scheme, and the Department of Social Services Supported Disability Employment program. In May 2021 Multicap underwent an NDIS Surveillance Audit for which the result is pending.

Risk Management Framework

Multicap's Risk Management Framework is adaptive to changing internal and external factors, with logical steps, processes and structures in place, helping us manage significant risks appropriately. Multicap uses the sophisticated information management software RiskMan for proactive risk management. Fully integrated within the organisation, RiskMan covers both strategic and operational risks. Ongoing staff training and enhancements to the platform continues to strengthen our capability in managing organisational risks.

Cyber Risk

For any business in FY20-21, cyber risks need to be carefully considered as a potential operational and reputational risk. Multicap continually reviews our cyber-security protocols to ensure we have robust processes and systems in place to protect our organisation, especially customer and staff information.

Service Quality

By fostering a culture of continuous improvement, we ensure our services are delivered to the highest standards for every customer, every time. In FY20-21, Multicap continued to capture customer and staff feedback as well as monitor our practice to identify trends, take action and drive improvements across all areas of the organisation.

Disability Royal Commission

Throughout the year Multicap continued to support the work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission). This included assisting our 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 as required.

Safety

The safety of our customers and employees is of the highest importance. Our dedicated Work Health and Safety department works to safeguard our customers, employees and stakeholders. In FY20-21 the Incident Reporting module of RiskMan underwent enhancements to increase our capability to strengthen incident reporting. This has informed ongoing streamlining of procedures, guidelines and tools. Our response to the COVID-19 pandemic has continued to evolve in line with federal and state requirements to ensure we keep our customers and employees safe, while still delivering our essential support services. The Multicap Emergency Response Team (ERT) established an internal vaccination program in partnership with a federal vaccination provider to provide accessible vaccinations for our customers and employees. We continue to review our response to ensure our plans are best practice.

Workers' Compensation

Committed to the effective management of workplace injuries, Multicap focuses on early return-to-work programs and proactive support for our staff. Multicap's Injury Management Adviser continues to collaborate with us to improve our injury management and return-to-work processes. WorkCover results are available on page 58.

Message from our Chair and CEO

The past year has seen Multicap continue to deliver high-quality services during the very challenging times created by COVID-19. Our customers and their families have quickly adjusted to changing visiting requirements, and our staff have been excellent with checking regular government updates and responding with lightning speed to keep our customers and themselves safe.

Importantly, while responding to these constant external challenges, Multicap has maintained its strategic focus on improving and growing the organisation so that our existing customers and more people living with a disability and their families can enhance the quality of their life, especially in regional centres of Queensland and northern NSW.

We are pleased to acknowledge that the drive and commitment to expand Multicap's services while improving quality now sees the organisation attracting revenue in excess of \$100 million and delivering more than two and a half million hours of service annually.

What motivates and unites the organisation is the vision that those founding five families had in 1962 of finding better supports for their family members.

While staff have continued to work within the changing COVID-19 restrictions, they have also supported our customers with decision making and accessing vaccination programs. Senior leaders worked tirelessly with governments to secure vaccination supply for customers and staff, and partnered with Aspen Medical and many local General Practitioners to enable people to get vaccinated. Multicap continues to encourage customers and staff to be fully vaccinated through a range of strategies. Our services have adapted and continue to follow safe COVID-19 practices which will continue as we learn to safely live with this virus.

The Disability Royal Commission

continued to provide insight into areas where all service providers can improve. Multicap was very proud to be called upon to give evidence to the Commission on best practice in the area of providing services to people with multiple and complex disabilities. The recognition of our expertise in this area was encouraging and motivates our staff to continue to research and apply proven methods. We are committed in being a leader in this area to influence society in how people with multiple and complex disabilities improve their quality of life and contribute fully to our communities.

Multicap recognises that key determinants of quality of life include the condition of your home and a sense of purpose that often comes with employment.

Therefore, over the past year Multicap has concentrated its investments into additional housing stock and expanding the number of businesses we support to employ people with disability. In FY20-21 we added new houses to our property portfolio across Queensland and our very first new home in northern New South Wales. We also partnered with Clem Jones Community Partnerships to develop a 20-unit property at Carina that incorporates one-, two- and three-bedroom units, suitable for people with disability as well as people without disability. This is a new approach to creating an intentional community that actively includes people with a disability. As the property is fully leased over the next 12 months we will assess the approach and seek additional property development partners if the model is successful. Multicap is committed to creating beautiful, functional and affordable homes for people with disability to enjoy.

Multicap has continued to invest in improving our facilities and technology to improve our efficiency to enable our staff to better support our customers to achieve their goals. An example of this was the online sales platform delivered

for Monte Lupo Arts, making our artists' works accessible internationally.

In FY20-21 Multicap welcomed disability provider Breakaway Inc to our organisation. Breakaway has delivered high quality short-term and long-term accommodation for customers and families across the Redcliffe and Moreton Bay Peninsula for the past 20 years. All Breakaway staff remain employed by Multicap, and all Breakaway customers continue to receive the same high services and support as they have enjoyed in the past. We are pleased to welcome this organisation which stems from similar foundations and holds the same vision and purpose for people with disability.

Approaching 2022, we look forward to shifting focus from reacting to COVID-19, to regaining strategic momentum. Above all, we are committed to working with our customers and their families to shape the future of Multicap in delivering on our sole purpose of enhancing the quality of life of people with disability and their families through our support.

In 2022, Multicap will turn 60 and we look forward to celebrating this important milestone with you all.

We would like to thank John Gallimore for stepping into the role of Chair until 1 February 2021 when Angela Tillmanns was appointed to the role from Deputy Chair. John has continued on the Board as Deputy Chair, ensuring a smooth transition and valuable support for Angela as she takes on this new role.

Thank you to all our customers, members and their families for continuing to choose Multicap and thank you to our Board and staff for their dedication and commitment to Multicap.

Angela Tillmanns
Chair

Joanne Jessop
CEO

Governance

Continually managing risk and improving the quality of our services for our customers.

Multicap is a not-for-profit company limited by guarantee under the Corporations Act 2001 (Cth). Multicap 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 Multicap 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 FY20-21 included:

1. Purpose and Strategy

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

- Multicap reviewed and reaffirmed the organisation's purpose, direction and the 2021 Onwards Strategic Plan.
- The Board held an annual strategy review and governance workshop during the year.

2. Roles and Responsibilities

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

- Multicap reviewed and updated the Multicap Board Charter, the Board and CEO Delegation of Authority Procedures, the Board Skills Matrix and the Director Position Descriptions.
- The work of the Board is supported by committees (Finance and Audit, Strategy and Business Improvement, Remuneration and Nominations, and Risk and Quality) with all committees meeting regularly and having recently reviewed their Terms of Reference.

- Multicap welcomed Tracey Davern our first in-house General Counsel, and she is further supporting the work of the Board and organisation.

3. Board Composition

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

- As part of Board renewal and succession planning, Multicap updated the Constitution to allow an increase to a maximum of nine Directors.
- With one Director not seeking re-election at the 2020 AGM, the Board commenced a search for a new Director in mid-2021.
- The skills and experience of each Director are provided in the Annual Report and available on the Multicap website.
- The Multicap Board notes the current Board representation is 57% female and 43% male.

4. Board Effectiveness

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

- The Board undertook an evaluation session as part of the strategy review workshop, and evaluation of each Board meeting continued to be rotated through the Directors.
- Multicap remained a member of the Committee for Economic Development of Australia (CEDA) during the year providing a further education opportunity for Directors, with all Directors also being Australian Institute of Company Directors (AICD) members.
- Multicap appointed a new Chair and Deputy Chair during the year.

5. Risk Management

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

- Keeping customers and staff safe during the COVID-19 pandemic continuing as a high risk, with infection control training mandated, and vaccination encouraged and promoted.
- The Risk Quality and Systems Committee regularly reviewed the organisation's strategic risks, with information/cyber security being added as a new strategic risk during the year.
- Multicap completed the NDIS Quality and Safeguards Commission quality certification for Queensland including the new Breakaway services during the year.
- The organisation continues to review and consider reports from the Disability Royal Commission, and where appropriate, responds to relevant issues papers.

6. Performance

Multicap uses its resources appropriately and evaluates our performance.

- The Board reviewed and endorsed the FY22 Multicap annual financial budget.
- The Board continues to identify and refine appropriate measures to evaluate Multicap's performance, including setting and monitoring 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 Multicap Board demonstrates accountability by providing information to stakeholders about the organisation and our performances.

- Multicap has 12 policies which are all available on the Multicap website.
- Multicap's full financial statements are available on the ACNC Charity Portal and included in Multicap's Annual Report which is also available on the website.
- Multicap engages an independent third party (KPMG Faircall) 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.

- Multicap continually strengthens our safeguarding responses to increase protection of those at risk, including compliance with the practice guides and reporting requirements of the NDIS Quality and Safeguards Commission.
- Multicap's regular Circle of Support Forums across all regions ensure Directors are able to hear directly from customers, their families and representatives.
- Multicap 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 Multicap are clear and understood.

- Multicap outlines expectations of behaviour in Policy 11 - Code of Conduct, also in the employee explanation booklet. Action is taken where behaviours do not meet expectations.
- The Board identifies, discloses and manages conflicts of interest on a regular basis prior to the start of each Board meeting.
- Multicap has procedures in place regarding management of any potential misconduct, and relevant instances are reported to the Board.

10. Culture

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

- Multicap measures staff engagement on an annual basis and puts in place action plans to improve areas raised by our employees.
- Multicap's values were updated following consultation with members, customers and employees.
- Multicap's purpose, values and strategic outcomes are included in our Multicap All Ways, Always document, displayed at all service and office locations.
- The Skilled Committed Staff recognition, MultiMax staff benefits program and the annual Staff Excellence Awards reward and recognise staff, and Directors attend annual Employee Roadshow sessions to model the desired culture.

Multicap's Governance

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

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

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

Multicap's Constitution allows for up to 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



Angela Tillmanns MBA GAICD

Chair

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 service systems. Angela is passionate about guiding organisations to deliver a fairer society where everyone can contribute at their full potential.



John Gallimore BA LLB(Hons) FANZCN MAICD

Deputy 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.



Christopher Perkins BBus MBA FCPA GAICD

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 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 practical, no nonsense and holistic approach over a 30+ year career. Driven by a purpose of developing human potential through upskilling of skills, knowledge and experience, Heather is focused on business and people improvement.



David Withers BEng MBA FAICD FRAES

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



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 Chair 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, is an Independent Commissioner of the Crime and Corruption Commission, and a director on the PA Research Foundation Board.



Karen Lay-Brew B Applied Science – Computing MBA MAICD

Karen joined the Multicap Board in August 2021, and also serves on the Board of Energy Queensland. As a former CIO and Chief Productivity Officer in multi-national corporations including BHP, Microsoft and Honeywell, Karen brings experience in digital technologies, strategy, risk and change management. She is an avid diversity champion, and has also served on a number of high-level government and not-for-profit boards. She is also the Managing Director of 3Pillars.Digital which advises different industry sectors including government, mining, energy, utilities and defence.

Our Policies

Multicap is committed to delivering on our Sole Purpose of enhancing the lives 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 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, Exploitation and Discrimination

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 exploitation and discrimination. 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

Sustainable and responsible asset management ensures we can continue to contribute to the quality of life of our customers and employees. Multicap is committed to providing safe and accessible assets for our whole community. This priority also ensures that we protect and enhance Multicap's reputation.

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 respect for the law, respect for persons, integrity, economy and efficiency, and diligence.

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

Multicap's WorkCover results

Days lost

Multicap – 33.80

Industry Average – 36.50

Final return to work

Multicap – 97.73%

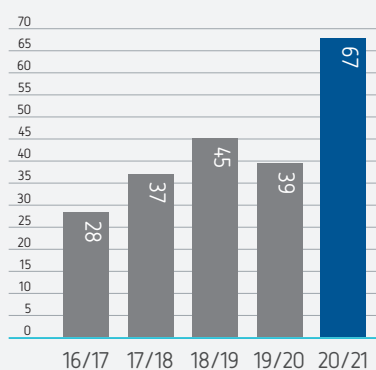
Industry Average – 97.24%

Days to first return to work

Multicap – 20.79 days

Industry Average – 22.54 days

WorkCover Claims Accepted



Committee Reports

Strategy & Business Improvement Committee

The Committee considers and makes recommendations to the Board in relation to consistency of customer experience, growing market share, excellence of product and service offerings that meet market demand, sustainable tenancy options and the investment in business improvement activities including enabling technology.

The Committee structure was reviewed by the Board in March 2021, resulting in a change of name and an additional area of focus around business improvement recognising the importance of automation and digitisation as the organisation matures.

The Committee met five times during the year and were involved in reviewing and responding where appropriate to:

- growth opportunities including the Breakaway merger;
- reviewing and supporting the Carina housing opportunity with Clem Jones Community Partnerships;
- guiding the planning for taking Multicap into the future;
- reviewing the trends identified in the NDIS published market data;
- overseeing the development of automated workflows and processes for customers and employees;
- and reformatting of the Committee's workplan and KPIs in line with the new Committee structure.

Following the finalisation of the Strategic Plan 2021 Onwards, the Committee continued to provide input into the Multicap Property Strategy and Multicap Technology Strategy, which underpin and enable the overall Plan.

The Committee received Management support during the year from the Chief Executive Officer, the Chief Operating Officer and the Chief Integration Officer.

Thank you to all Committee members for your valuable contributions to the ongoing work of Strategy and Business Improvement Committee.

David Withers BEng MBA FAICD FRAES
Chair

Finance & Audit 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 outside external advisors as the Board considers necessary. The Chief Executive Officer, Chief Financial 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. During the year, the Terms of Reference of the Committee were reviewed and updated.

The financial responsibilities of the Committee include providing financial direction and advice to the Board, providing advice and assistance to the CEO and other executives in matters of financial management, establishing financial strategy and objectives, establishing finance related policies, assessing the annual budget and analysing the annual financial reports. In particular, the Committee regularly monitors the financial performance of the organisation against the approved strategic and business plans.

During the year, the Committee worked with management to review and update the Treasury and Financial Sustainability Policy, the Treasury Procedure, and the Multicap Investment Statement. Also, the Committee assisted with establishing Multicap's investment portfolio. The Committee worked with management in relation to the organisation's

responsibilities and regulatory requirements of the Portable Long Service Leave Scheme.

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 were appointed as the organisation's auditor in 2019 and have now completed their third audit of Multicap's annual financial statements.

The operating business performance and earnings outlook remains consistent with the strategic objectives and performance expectations of the company.

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

Chris Perkins BBUS MBA FCPA, GAICD
Chair

Risk & Quality Committee

The Risk & Quality Committee assists Multicap's Board of Directors in fulfilling its oversighting responsibilities for internal control systems, clinical governance framework, quality management of services, risk management (excluding financial risk), governance and compliance with laws, regulations and codes of conduct to ensure customers are receiving the best services possible.

The Committee is comprised of two Board Directors and meets regularly to complement the Board's scheduled meetings throughout the year. During the year, the Chair of this committee transferred from Angela Tillmanns to Helen Darch. Different executive management representatives attend meetings depending on the topics under review, to ensure the Committee has access to detailed information on current topics. Committee members also access

opportunities across multiple sites to meet with staff, customers and families to ensure the perspectives of customers and service staff inform Board deliberations.

A particular focus for the Committee during FY20-21 has been the oversight of managing the risks associated with delivering services during the COVID-19 pandemic and strengthening our clinical governance framework. Our use of RiskMan (a risk management and incident reporting system) continues to evolve and improve so that the accuracy and timeliness of reporting across all service areas throughout Multicap is enhanced. This 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 of the interventions from 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 the services, systems and internal controls continue to improve. This has given the Committee confidence that together with customers, families and staff, Multicap can continue to improve the quality of services and assist customers to achieve their life goals, even during a pandemic.

Angela Tillmanns MBA GAICD
Chair (July 2020 - March 2021)

Helen Darch BA Grad Dip Lib Sci MEd MAICD
Chair (March 2021 - June 2021)

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 2021 there has been:

- (1) no contraventions of the auditor independence requirements of the Australian Charities and Not-for-Profits Commission Act 2012 in relation to the audit; and
- (2) 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
22nd September 2021

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:

- (a) 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;
- (b) the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012; and
- (c) give a true and fair view of the company's financial position as at 30 June 2021 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.

Angela Tillmanns
Director

Chris Perkins
Director

Brisbane
22nd September 2021

Discussion and Analysis

For the year ending 30 June 2021, Multicap has recorded an operating surplus of \$6,094,666 compared to the previous year's \$9,796,979. The surplus represents 5.9% of operating revenue (2020: 10.7%) and enables the organisation to fund capital expenditure which is generally not funded from recurrent government grants or funded under the National Disability Insurance Scheme (NDIS). The surplus also provides the organisation with a buffer for any unforeseen business downturn.

Multicap's total surplus after representing non-operating items is \$8,999,532.

Key Items

Multicap has continued to experience growth in the delivery of its services both via organic growth and merger opportunities. Operating revenues grew to \$103,313,149 in 2021 compared to \$91,525,906 in 2020 representing an increase of 12.9%. On 1 March 2021 Multicap implemented its merger with Breakaway inc for nil consideration, this merger has had a positive impact on the operating results of Multicap for the financial year.

Multicap continues to develop additional sources of revenue through successful grant applications with \$512,983 of non-operating grants recognised in 2021 compared to \$250,896 in 2020.

Operating expenses have increased to \$97,218,483 from \$81,728,927 in 2020 which represents an increase of 19.0%.

New and maturing services, Enterprise Agreement increases and increased staff numbers due to the costs of transacting under the NDIS are contributing factors alongside the increase resulting from the additional services provided following the Breakaway merger. Employee benefits expense represents the largest proportion of the organisation's operating expenses at 82.6% this is slightly below 2020 at 83.1%. The organisation continues to invest to improve and maintain the built environment for the benefit of our customers, including \$1,283,799 expensed on maintaining and improving our buildings, \$484,851 in minor equipment purchases across service delivery areas and increased investment in the operating costs of technology of \$1,162,529.

Non-operating expenditure of \$453,066 includes improvements across short-term accommodation, Supported Independent Living, Hub services and Arts.

Multicap's statement of financial position continued to improve with our net asset position increasing by 22.9%. Our current assets exceed our current liabilities by \$11,748,767 in 2021 (2020: \$8,776,798). The organisation's cash position increased to \$21,021,197 (2020: \$20,261,350). Trade and other receivables increased by 0.2% from \$5,603,416 in 2020 to \$5,615,200 in 2021 even though total revenue has increased by 12.9%. The organisation continues to hold enough cash to invest in its long-term asset strategies.

Multicap's net property, plant and equipment increased to \$39,505,395 (2020: \$34,501,261), \$3,833,964 of land and buildings were acquired across 9 properties during the year. This included \$1,390,000 from the Breakaway merger plus property & land acquisitions in Bethania, Toowoomba, and West Street. Multicap continues to invest in the acquisition of new equipment (\$1,241,243) and fleet vehicles of (\$937,047).

Net cash from operating activities decreased to \$11,816,088 (2020: \$14,398,030). Multicap's cash generated from operations continues to be used to fund net spend on planned investment activities \$3,783,098 (2020: \$5,337,377). Multicap received an advance of \$5,704,586 in 2020 from the NDIA which was repaid during 2021.

Operating Revenue

Increased to \$103,313,149 in 2021 from \$91,525,906 in 2020

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 2020 to 30 June 2021. The Directors used this review to obtain assurance that NDIS revenue is complete and accurate, and also improve controls and processes in place.

FY20-21	\$103,313,149	<div></div>
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>

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 2021.

Name	Qualifications and Responsibilities	Service (in years)
Current at 30 June 2021		
John Gallimore	BA LLB(Hons) FANZCN MAICD Member of the Risk & Quality Committee Member of the Finance & Audit Committee (from 13.3.21)	24
Chris Perkins	BBus MBA FCPA GAICD Chair of the Finance & Audit Committee	9
Angela Tillmanns	MBA GAICD Chair of the Risk & Quality Committee (until 13.3.21) Member of the Finance & Audit Committee (until 13.3.21)	5
Heather Gardner	MBA GAICD IIDM Member of the Strategy & Business Improvement Committee	4
David Withers	BEng MBA FAICD FRAES Chair of the Strategy & Business Improvement Committee	4
Helen Darch	BA, Grad Dip Lib Sci, MEd, MAICD Member of the Risk & Quality Committee (until 13.3.21) Chair of the Risk & Quality Committee (from 13.3.21) Member of the Strategy & Business Improvement Committee (until 13.3.21)	2
Dominic McGann (until 12.11.20)	LLB(Hons), LLM, LLM Member of the Strategy & Business Improvement Committee (until 12.11.20) Member of the Finance & Audit Committee (until 12.11.20)	1

Two Committee name changes occurred on 13.3.21:

- The Strategy Committee changed to the Strategy & Business Improvement Committee
- The Risk, Quality & Systems Committee changed to the Risk & Quality Committee

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 and Audit Committee		Risk and Quality Committee		Strategy and Business Improvement Committee	
	A	B	A	B	A	B	A	B
John Gallimore	9	9	2 (guest)	2 4	4	4	(guest)	5
Christopher Perkins	9	9	6	6	-	-	-	-
Angela Tillmanns	9	9	4 (guest)	4 1	3 (guest)	3 1	(guest)	3
Heather Gardner	9	8	-	-	-	-	5	5
David Withers	9	9	-	-	-	-	5	5
Helen Darch	9	9	-	-	4	4	4	3
Dominic McGann	3	1	2	-	-	-	3	1

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 continues to implement its current strategic plan to achieve its stated vision with the following four strategic capabilities:

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

Results

The organisation recorded an operating surplus of \$6,094,666 in the current financial year (compared to an operating surplus of \$9,796,979 in the previous year). On the 1st March 2021 Multicap implemented its merger with Breakaway inc for nil consideration, this merger has had a positive impact on the operating results of Multicap for the financial year.

Revenues for the current financial year grew by \$11,787,243 from \$91,525,906 to \$103,313,149. Employee costs increased by \$12,430,131 from \$67,882,537 to \$80,312,668 which is in line with the expansion of services, wage increases and increased employee numbers.

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

The organisation's operating surplus represents 5.9% of operating revenue (2020: 10.7%). 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 5 year Strategic Plan. The EBITDA result for 2021 is 8.98% of operating revenue (2020: 13.37%).

The organisation's net surplus after recognising non-operating items is \$8,999,532 (2020: \$9,783,639). 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 2021 has been received and is included in the financial report.

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



Angela Tillmanns

Chair
Brisbane
22nd September 2021



Christopher Perkins

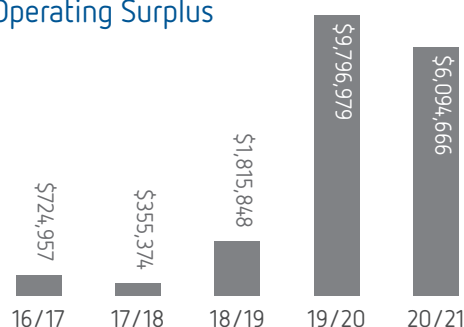
Director
Brisbane
22nd September 2021

Statement of Profit or Loss and Other Comprehensive Income

for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Operating revenue			
Grant revenue		4,977,160	4,880,891
NDIS revenue		93,662,947	82,466,800
Customer service revenue		3,335,606	3,060,491
Sale of goods		1,115,371	840,173
Interest revenue		57,135	37,137
Other revenue		164,930	240,414
Total operating revenue	2	103,313,149	91,525,906
Operating expenditure			
Employee benefits expense		80,312,668	67,882,537
Property and utility expenses		3,222,231	3,096,840
Consumables and provisions		2,122,661	1,933,695
Contractors remuneration		1,501,116	1,340,096
Insurance and workers compensation		1,976,150	1,868,296
Information technology costs		1,162,529	797,156
Professional fees and consultancy costs		1,940,382	757,564
Transport expenses		610,519	589,033
Other expenses		820,941	586,101
Interest expense		126,122	81,804
Bad and doubtful debts		304,340	397,678
Depreciation, amortisation and impairment expense	3	3,118,824	2,398,127
Total operating expenditure		97,218,483	81,728,927
Surplus for the year on operating activities		6,094,666	9,796,979
Non-operating activities			
Revenue			
Gain on business combination	2	2,017,453	-
Capital grants	2	512,983	250,896
Bequests	2	827,496	-
Total non-operating revenue		3,357,932	250,896
Expenditure			
Capital grant expenditure		453,066	264,236
Total non-operating expenditure		453,066	264,236
Surplus for the year		8,999,532	9,783,639
Other comprehensive income			
Other comprehensive income		-	-
Total comprehensive income		8,999,532	9,783,639

Operating Surplus

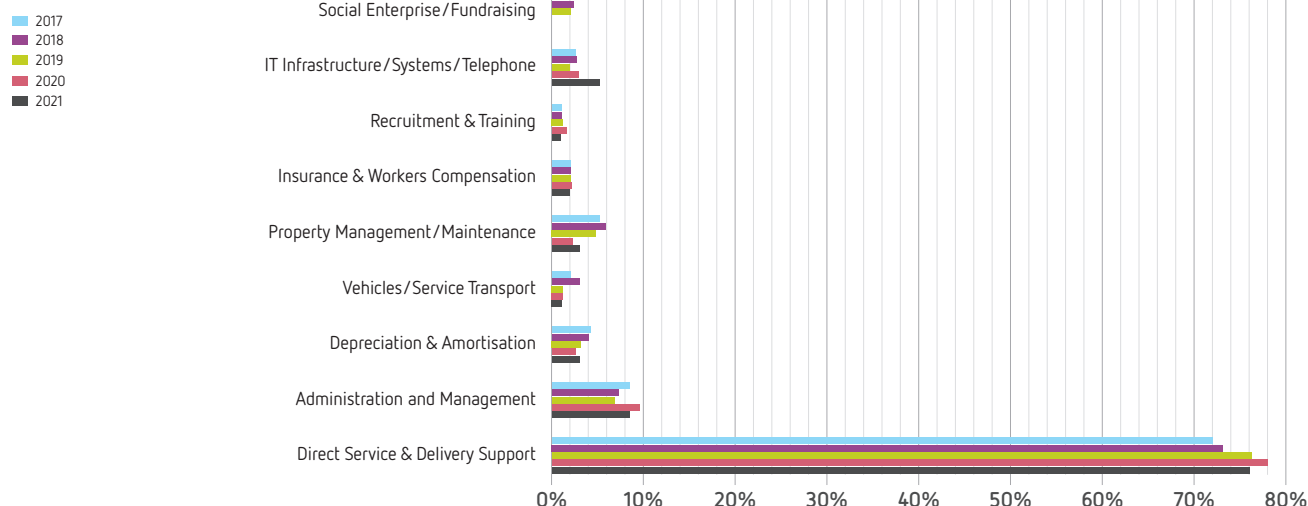


Statement of Financial Position

for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Assets			
Current assets			
Cash and cash equivalents	4	21,021,197	20,261,350
Trade and other receivables	5	5,615,200	5,603,416
Inventories		68,981	62,706
Prepayments		611,542	502,077
Total current assets		27,316,920	26,429,549
Non-current assets			
Property, Plant and Equipment	6	39,505,395	34,501,261
Intangible assets	7	501,562	254,130
Total non-current assets		40,006,957	34,755,391
Total assets		67,323,877	61,184,940
Liabilities			
Current liabilities			
Trade and other payables	8	6,279,895	5,359,509
Grants received in advance	9	1,049,034	6,863,965
Borrowings	10	-	-
Employee provisions	11	5,799,671	4,387,055
Lease liabilities	12	1,337,087	1,042,222
Total current liabilities		14,465,687	17,652,751
Non-current liabilities			
Borrowings	10	13,130	12,841
Employee provisions	11	1,060,380	1,127,979
Lease liabilities	12	3,451,851	3,058,072
Total non-current liabilities		4,525,361	4,198,892
Total liabilities		18,991,048	21,851,643
Net assets		48,332,829	39,333,297
Equity			
Retained surplus		48,332,829	39,333,297
Total equity		48,332,829	39,333,297

Multicap Expenses



Statement of Changes in Equity

for the year ended 30 June 2021

	Retained Surplus \$	Total \$
Balance at 1 July 2019	29,549,658	29,549,658
Comprehensive income		
Surplus for the year	9,783,639	9,783,639
Other comprehensive income for the year	-	-
Balance at 30 June 2020	39,333,297	39,333,297
Comprehensive income		
Surplus for the year	8,999,532	8,999,532
Other comprehensive income for the year	-	-
Balance at 30 June 2021	48,332,829	48,332,829

Statement of Cash Flows

for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Cash flows from operating activities			
Receipts from government operating grants		5,509,491	5,188,962
Receipts from customers and members		4,919,818	4,206,851
Receipts from fundraising & bequest activities		975,699	135,842
Receipts from NDIS		93,777,273	82,682,494
Payments to suppliers and employees		(93,297,207)	(77,829,567)
Interest received		57,135	37,137
Interest paid		(126,121)	(23,689)
Net cash provided by operating activities		11,816,088	14,398,030
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		328,990	369,998
Receipts from government capital grants		408,827	558,136
Payment for property, plant and equipment		(4,450,088)	(5,962,404)
Payment for intangible assets		(319,013)	(38,871)
Cash acquired through business combination		701,252	-
Payment for non-operating expenditure		(453,066)	(264,236)
Net cash used in investing activities		(3,783,098)	(5,337,377)
Cash flows from financing activities			
Repayment of borrowings		(192,398)	(189,528)
Proceeds from borrowings		-	615,310
Repayment of lease liabilities		(1,376,159)	(734,028)
NDIS advance		(5,704,586)	5,704,586
Net cash used in financing activities		(7,273,143)	5,396,340
Net (decrease)/increase in cash and cash equivalents		759,847	14,456,993
Cash and cash equivalents at beginning of year		20,261,350	5,804,357
Cash and cash equivalents at end of year		21,021,197	20,261,350

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 4113.

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 22 September 2021.

The financial report, except for the cash flow information, has been prepared on an accruals basis, is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets. The Organisation is a not-for-profit entity, therefore the terms "profit" or "loss" do not appropriately describe the nature of the Organisation's activities. Accordingly the words "Surplus/(Deficit)" have been substituted for the terms "Profit/(Loss)".

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

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

Significant accounting policies

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

(a) Revenue

National Disability Insurance Scheme (NDIS)

Revenue from the provision of services to clients

under the NDIS is recognised upon the delivery of agreed services to the customer.

Operating grants, donations and bequests

When the entity received 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 Entity:

- 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 Entity:

- 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 Entity recognises income in profit or loss when or as it satisfies its obligations under the contract.

Contributed Assets

The entity 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 Entity recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer). The Entity 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 Entity 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 Entity 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 Entity to further its objectives (commonly known as peppercorn/concessionary leases), the Entity 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 twelve months after the balance date.

(n) Financial instruments - non-derivative financial instruments

Initial recognition and measurement

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

Classification and subsequent measurement

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

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

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the

financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of an income or expense item in profit or loss.

Financial assets

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

Financial liabilities

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

Impairment

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

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

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

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

Derecognition

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

The Organisation's exposure to financial instruments is limited to trade and other receivables, trade and other payables and interest bearing loans and borrowings. The

accounting policies applied to these financial instruments are described above.

The Organisation does not have any derivative financial instruments.

(o) Employee provisions

Short-term employee provisions

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

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

Long-term employee provisions

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

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

(p) Revenue received in advance

A 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 Board 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 \$3,315,781 for unpaid NDIS revenue, customer fees and other fees. An allowance for impairment of \$355,395 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 entity will make. The entity 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 entity.

	2021 \$	2020 \$
Note 2: Revenue		
Operating revenue from (non-reciprocal) government grants and other grants		
- Federal & State Government Funding	4,638,749	4,631,218
- Other grant revenue	338,411	249,673
Total grant revenue	4,977,160	4,880,891
- NDIS revenue	93,662,947	82,466,800
- Customer fees and brokerage	3,335,606	3,060,491
- Sale of goods	1,115,371	840,173
- Interest	57,135	37,137
Other revenue		
- Fundraising revenue	148,203	135,842
- Membership subscriptions	1,430	1,964
- Other revenue	15,297	102,608
Total other revenue	164,930	240,414
Total operating revenue	103,313,149	91,525,906
Non operating revenue		
- Gain on business combination	2,017,453	-
- Government grants – capital	512,983	250,896
- Bequests	827,496	-
Total capital grants and donations	3,357,932	250,896
Total revenue	106,671,081	91,776,802

Note 3: Depreciation, amortisation and impairment expense

Depreciation of property, plant and equipment	1,761,970	1,455,613
Amortisation of intangible assets	71,581	141,611
Amortisation of Leasehold Improvements	53,698	86,248
Depreciation of Right of Use Assets	1,231,575	714,655
Depreciation, amortisation and impairment expense	3,118,824	2,398,127

Note 4: Cash and cash equivalents

Cash on hand	974	2,217
Cash at bank	10,362,029	6,946,255
Cash on short term deposit	7,658,146	13,312,878
Cash on long term deposit	3,000,048	-
Cash and cash equivalents	\$21,031,197	20,261,350

As at 30 June 2021 \$7,658,146 was held on short term deposits and another \$3,000,048 was held in longer term investments. Cash at Bank earns interest at on-call rates. The interest rates earned on term deposits was between 0.20% to 0.32% (2020: 0.25% to 1.71%).

Note 5: Trade and other receivables

Current		
Customer fees, NDIS revenue and other trade receivables	3,315,781	4,771,239
less: Allowance for impairment of receivables	(355,395)	(397,387)
	2,960,386	4,373,852
Accrued revenue	2,270,453	882,445
Other receivables	384,361	347,119
Trade and other receivables	5,615,200	5,603,416

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 and fair value	12,460,709	9,968,709
Buildings - at cost	22,764,509	21,317,417
Buildings - work in progress	795,202	900,330
less: Accumulated depreciation	(6,100,461)	(5,386,438)
Total land and buildings	29,919,959	26,800,018
Leasehold improvements		
Leasehold improvements at cost	1,431,321	1,321,689
less: Accumulated depreciation	(698,593)	(644,894)
Total leasehold improvements	732,728	676,795
Plant and equipment		
Plant and equipment - at cost	6,725,400	5,532,317
less: Accumulated depreciation	(4,694,170)	(4,085,230)
	2,031,230	1,447,087
Motor vehicles - at cost	3,639,163	3,048,624
less: Accumulated depreciation	(1,489,290)	(1,485,050)
	2,149,873	1,563,574

	2021 \$	2020 \$
Note 6: Property, plant & equipment cont.		
Hire purchase motor vehicles - at cost	807,462	1,215,675
less: Accumulated depreciation	(324,350)	(557,153)
	483,112	658,522
Total plant and equipment	4,664,215	3,669,183
Right of use assets (as per AASB16)		
Right of use assets	6,134,723	4,069,920
less: Accumulated depreciation	(1,946,230)	(714,655)
Total Right of use assets (as per AASB16)	4,188,493	3,355,265
Total property, plant and equipment	39,505,395	34,501,261
Reconciliation		
Reconciliations of the carrying amounts for each class of property, plant and equipment are set out below:		
Land and buildings		
Carrying amount at beginning of year	26,800,018	23,729,144
Additions	3,833,964	3,700,096
Depreciation expense	(714,023)	(629,222)
Carrying amount at end of year	29,919,959	26,800,018
Leasehold improvements		
Carrying amount at beginning of year	676,795	763,043
Additions	109,631	-
Depreciation expense	(53,698)	(86,248)
Carrying amount at end of year	732,728	676,795
Plant and equipment		
Carrying amount at beginning of year	1,447,087	1,009,373
Additions	1,242,243	949,632
Disposals	(28,626)	(26,035)
Depreciation expense	(629,474)	(485,883)
Carrying amount at end of year	2,031,230	1,447,087
Motor vehicles		
Carrying amount at beginning of year	2,222,096	1,390,924
Additions	937,047	1,312,675
Disposals	(107,685)	(140,995)
Depreciation Expense	(418,473)	(340,508)
Carrying amount at end of year	2,632,985	2,222,096
Right-of-use assets (as per AASB16)		
Carrying amount at beginning of year	3,355,265	1,987,164
Additions	2,064,803	2,082,756
Depreciation expense	(1,231,575)	(714,655)
	4,188,493	3,355,265
Total property, plant and equipment	39,505,395	34,501,261

Note 7: Intangible Assets

Computer software		
Computer software - at cost	1,227,168	1,127,833
IT systems - work in progress	258,450	38,773
less: Accumulated amortisation	(984,056)	(912,476)
Total computer software	501,562	254,130
Trademarks and licences		
Trademarks and licences at cost	3,780	3,780
less: Accumulated amortisation	(3,780)	(3,780)
Total trademarks and licences	-	-
Total intangible assets	501,562	254,130

Reconciliation

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

Computer software		
Carrying amount at beginning of year	254,130	356,870
Additions	319,013	38,871
Disposals	-	-
Write offs	-	-
Amortisation Expense	(71,581)	(141,611)
Carrying amount at end of year	501,562	254,130

2021	2020
\$	\$

Note 8: Trade and other payables**Current**

Trade payables	1,160,760	1,334,026
Employee benefits	1,091,281	908,324
Other accrued expenses and sundry payables	4,027,854	3,117,159
	6,279,895	5,359,509

Note 9: Grants received in advance

Operating revenue received in advance	387,000	356,023
Covid19 Continuity of Support Discretionary grant	546,856	546,856
Capital grants received in advance	115,178	256,500
NDIS Covid 19 Advance Payment	-	5,704,586
Grants received in advance	1,049,034	6,863,965

Grants received in advance consists of government funding received but services were not delivered at balance date (refer Note 1(p)).

The COVID19 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 previous financial year, the NDIS paid the organisation \$5,704,586 to cover any possible cashflow issues caused by the Coronavirus pandemic. This was paid back fully between October 2020 and March 2021.

Note 10: Borrowings**Current**

	-	-
	-	-
Non - Current		
Bank loan payable within 2-5 years - secured	-	-
Bank line of credit - secured	13,130	12,841
Borrowings	13,130	12,841

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.

Credit standby arrangements with the Organisation's bankers

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

Overdraft facility	-	-
Lines of credit facilities	3,104,000	3,104,000
Credit card facility	60,000	60,000
Hire purchase and leasing facility	950,000	950,000
	4,114,000	4,114,000

Facilities utilised at reporting date:

Lines of credit facilities	13,130	12,841
Credit card facility	-	-
Hire purchase and leasing facility	471,039	706,287
	484,169	719,128

Facilities not utilised at reporting date:

Lines of credit facilities	3,090,870	3,091,159
Credit card facility	60,000	60,000
Hire purchase and leasing facility	478,961	243,713
	3,629,831	3,394,872

Note 11: Employee provisions**Employee provisions**

Opening balance at 1 July 2020	5,515,034
Additional provisions raised during year	5,004,543
Amounts used	(3,659,526)
Balance at 30 June 2021	6,860,051

Current liability for employee entitlements

Annual Leave	4,378,218	3,141,897
Long Service Leave	1,421,453	1,245,158
Current liability for employee entitlements	5,799,671	4,387,055

Non - Current liability for employee entitlements

Long service leave	1,060,380	1,127,979
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As at 30 June 2021, the Organisation employed 1,032 full time equivalent employees. (2020: 845). 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 2020	\$	
New leasing contracts signed	4,100,294	
Lease payments during the year	2,064,803	
Interest	(1,501,946)	
	125,787	
Balance at 30 June 2021	4,788,938	

Current liability for leases

Lease commitments < 12 months	2021	2020
	1,337,087	1,042,222
Current liability for leases	1,337,087	1,042,222

Non - Current liability for leases

Lease commitments > 12 months	3,451,851	3,058,072
Non - Current liability for leases	3,451,851	3,058,072

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 2021 the limit on the facility was \$950,000, of which \$471,040 was drawn at 30 June 2021.

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, Medium to long term deposit with JB Were, 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:

	2021 \$	2020 \$
Financial assets		
Cash and cash equivalents	21,021,197	20,261,350
Client fees and other trade receivables (net)	2,960,386	4,373,852
Other receivables	384,361	347,119
	24,365,944	24,982,321
Financial liabilities at amortised cost		
Line of credit facilities	13,130	12,841
Lease liabilities	4,788,938	4,100,294
Current trade and other payables	5,188,614	4,451,185
	9,990,682	8,564,320

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 \$731,040 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 which is reviewable by the members at the Annual General Meeting. The Directors received remuneration totalling \$53,280 during the financial year to 30 June 2021.

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 \$43,524 (2020: \$43,186). 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.

During the year ended 30 June 2021 the Organisation paid for travel and accommodation costs for Directors to attend Employee Roadshows:	2021 \$	2020 \$
	1,795	4,243

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:

	2021 \$	2020 \$
Short term employee benefits	1,344,312	1,044,867
Post employment benefits	117,214	99,262

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 2021 the number of members was 131 (2020: 170).

Note 20: Business combinations

On the 1st March 2021 the Company implemented its merger for the business of Breakaway inc for nil consideration as approved by the members of Breakaway inc at their AGM on 18th December 2020.

	2021 \$
Identifiable assets acquired and liabilities assumed	
Property, plant and equipment	1,672,797
Trade and other receivables	542,977
Cash and cash equivalents	701,252
Employee entitlements	(385,555)
Trade and other payables	(514,018)
Net identifiable assets and liabilities assumed	2,017,453
Consideration paid on business combination	-
Gain on business combination of Breakaway for no consideration	2,017,453

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 2021 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 2021 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, 22 September 2021

Life Members

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

Company Secretaries Sandra Williams, Tracey Davern

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

Life Members

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

Auditors Bentleys Brisbane (Audit) Pty Ltd

Legal Partners McCullough Robertson
MinterEllison
Corrs Chambers Westgarth
KPMG

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



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