



# Bringing People Together for a Purpose 2023 Annual Report









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

Indigenous Australian Artist, Leah Cummins is a proud Mayi (MayiKulan from the Mayi speaking tribes of North-Western Queensland) and Kalkadoon woman. Artwork was commissioned in 2023 for the Multicap Group's Reconciliation Action Plan.

CONNECT WITH US   

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[openminds.org.au](https://openminds.org.au) Phone 1300 673 664

[allinto.org.au](https://allinto.org.au) Phone 1300 245 516



## GOVERNOR OF QUEENSLAND

### Message from the Governor of Queensland

As Patron of Multicap Limited, I am pleased to offer my support and to highlight some of your many recent accomplishments as a dedicated disability provider.

The theme of your 2022/23 Annual Report, 'Bringing people together for a purpose', aptly describes your mission to unite individuals and communities. Your activities over the past year demonstrate that you are putting these words into action.

The addition of the Fraser Coast Family Network to the Multicap family in 2023 is a significant step forward, while the merger with Interchange Inner East has allowed Multicap to expand its reach into Victoria, ensuring you can make a positive impact on the lives of even more individuals.

Your partnership with Open Minds continues to yield results, securing contracts for Ipswich and Kingaroy and presenting a tremendous opportunity for those communities.

The commencement of operations at Lismore's Head to Health Hub is a testament to your commitment to providing crucial mental health services.

The launch of the Reconciliation Action Plan artwork and initiating the development of the Plan demonstrate Multicap's commitment to inclusivity and diversity.

Your ongoing efforts to build and renovate homes at Atkinson Road, Bli Bli, and Jardine Street, Rockhampton, exemplify your dedication to supporting customers and their families.

Multicap continues to provide help, and hope, where and when it's needed. Your achievements this year are a testament to your unwavering commitment to your mission.

I look forward to seeing the positive impact you continue to have in the years ahead.

**Her Excellency the Honourable Dr Jeannette Young AC PSM**  
Governor of Queensland

# Who We Are

Multicap Group are leaders in high needs disability support and mental health services. We are creating opportunities and championing possibilities for people with disability and mental illness.

We provide individualised support, experiences and opportunities for more than 8,000 customers across Queensland, northern New South Wales and Victoria. While we have grown and diversified, we are bringing people together for a shared purpose. We are driven by our passion for every individual's right to connect and realise the possibilities available to them so that they can have a good life.



**Allinto** provides support for people in navigation of complex human services systems i.e. NDIS support coordination and specialist support coordination.



**Arbourwell** provides specialised housing and tenancy support for people accessing disability or mental health services.



**Multicap** provides disability services, with particular focus on complex needs support through community hubs, employment, social experiences, and accommodation.



**Open Minds** provides community mental health services and support during key moments of life changes and psychosocial disability services.

Both Open Minds and Multicap provide short term accommodation, supported independent living, in home support, community access, and behaviour support services.

We are working towards the same important outcomes where our customers are delighted by our service, we have a skilled engaged workforce, we strive for practice excellence, and we maintain sustainable growth.

Our combined workforce of more than 2,300 skilled committed staff is our strength. They are dedicated to delivering high quality services to our customers and making sure they are empowered and safe to navigate everyday life and achieve their goals.

## Our history

Multicap Group was established following the merger between Multicap and Open Minds in October 2021. Our strong commitment to broaden high quality supports for our customers led to the separation of services and development of two additional entities in 2022, Arbourwell for high quality accommodation, and Allinto for independent support coordination.

Allinto was registered as a charity and NDIS support coordination agency in 2023 and operates independent of other disability and mental health services and supports.

Multicap was established in 1962 by five families needing support for their young children with complex needs and has grown and evolved into an organisation with a broad service offering.

Open Minds began supporting the community in 1912 as the Queensland Wattle Day League. With a firm focus on mental health, the Queensland Wattle Day League changed its name to Open Minds in 2003.

Both Multicap and Open Minds have a rich history created from humble beginnings. Our combined 170-year history and legacy gives us a solid foundation to overcome challenges and create efficiencies and improvements to help our customers live a quality life.

# Our Purposes



To partner with our clients to navigate complex human and social services systems, coordinating support that best meets their needs.



To provide great choice that's functional, desirable and available without settling or sacrifice.



The quality of life of people with disabilities and their families is enhanced by our support.



To enable an independent and positive future for people living with mental illness and disabilities.



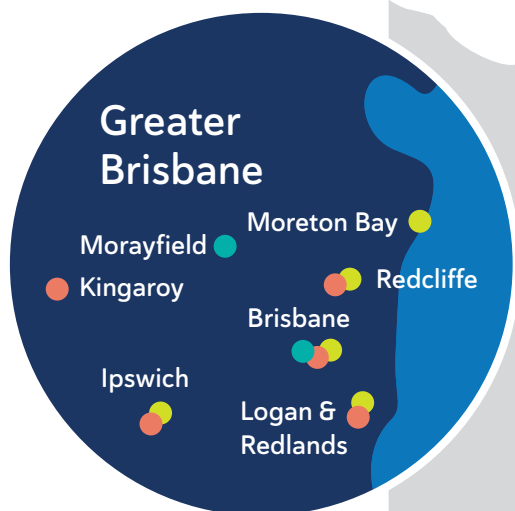
## Outcomes

Delighted customers  
Practice excellence  
Skilled engaged workforce  
Sustainable growth





# Our Service Locations



Multicap Group's extensive range of services are designed to meet the needs of people of all ages, abilities and goals in locations across Queensland, northern New South Wales and Victoria.

Allinto proudly provides services across the whole of Australia.



- Allinto
- Multicap
- Open Minds





# Chair and Group CEO Message

Over the past year, Multicap has focused on building a solid foundation for growth and strengthening its sustainability to counter the tightening margins in the NDIS price guide and prepare to respond to the findings of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the Independent Review of the National Disability Insurance Scheme that are due to report early in September/October 2023.

The significant investment in new systems including MultiWork, the costs associated with Open Minds integration and historic wage remediation, and our investment in new homes during a housing crisis has resulted in a loss for the financial year. Whilst these investments were all planned, the Board and Management remain focused on tight financial controls and the Group will return to overall surplus in 2024.

To improve our economies of scale and enhance the responsiveness to the people we serve, Multicap has evolved into a Group of four companies comprising Open Minds (mental health and disability services), Allinto (support coordination), and Arbourwell (housing and property management). These companies, along with Multicap, are all supported by common corporate services (finance, HR, IT and marketing) to reduce overhead costs so that the quality of services can be maintained and, where possible, improved. All four entities are aligned in their desire to delight the people they serve, skill and engage their workforce, deliver high-quality services underpinned by evidence and grow in their respective areas of expertise.

Our reputation in the sector for preparing for the future and delivering quality services to the people we serve has attracted growth, with our employee numbers growing from 2,000 to 2,300 as we support more people. Through people choosing our entities for their services and support, our annual turnover has grown to over \$170M. Growth also occurred through two organisations, Fraser Coast Family Networks and Interchange Inner East, joining Multicap. Both of these small, high-quality organisations wanted to secure a sustainable future for their staff and customers to continue delivering high-quality services.

Open Minds won contracts to provide Head to Health services in the Ipswich and Kingaroy areas. This contract enables Open Minds to work with those

local communities to deliver mental health services to people over 18 years old that are easily accessible and highly responsive within a community setting.

To ensure efficiencies are gained, there has been continued investment into technology to gradually transition all entities to a common IT platform and systems. Focus has been given to systems that support staff so they can spend the maximum time and focus on the people they serve.

In strengthening our social sustainability, we have worked with our staff to commence development of a Reconciliation Action Plan (RAP). We have made good progress with staff engagement and understanding the vision of the RAP for the Group.

We have continued to invest in quality housing for people with disabilities with renovations to a home at Bli Bli on the Sunshine Coast and beginning development of robust housing in Rockhampton.

The investment into employment with the precise aim of providing people with work experience and training so they actively contribute to their community and, if desired, transition to open employment has continued.

Our creative arts employment program continues to grow and gain a more substantial international reputation through its online sales, further challenging society's perceptions of what people with disability are capable of achieving.

Thank you to all our customers, clients, families, members, and staff for choosing Multicap, Open Minds, Arbourwell and Allinto. Thank you to our staff and Board Directors for their dedication and commitment to the Multicap Group this past year. We take pride in continuing the legacy of the founding families of Multicap and the founders of Open Minds to find better ways to support people with disability and mental illness so they can enjoy a quality life and acknowledge that it is the unifying force underpinning the Group.

**Angela Tillmanns, Chair**  
**Jo Jessop, Group CEO**

# Our Highlights

## Expanded our disability services footprint

Successfully delivered two mergers with small disability service providers, Interchange Inner East in Melbourne and Fraser Coast Family Networks in Maryborough. These mergers offer growth opportunities and sustainable services to these regions and strengthens the commitment to enhance the quality of life of people with disability.

## Implemented new people system

Introduced a new single system 'MultiWork' to replace nine separate systems to manage rosters, time and attendance, skills and training, and leave management. MultiWork is a self-model system to manage more than 2,300 staff from the time they are hired and is creating efficiencies to allow people to focus on our customers and clients.

## Secured contracts to deliver mental health services

Open Minds was appointed lead agency of the Head to Health services in Kingaroy and Ipswich in June 2023 and commenced delivery of Head to Health Services in Lismore in August 2022. Head to Health centres improve the accessibility and quality of care for people seeking integrated mental health services by offering a free, no referral service.

## Launched independent support coordination agency

Recognising the importance of choice and control for people with disability, Allinto was announced on 3 July 2023 as Queensland's largest, independent support coordination agency. Allinto supports people through life's transitions with information, expertise and guidance to live their best life.

## Commenced our journey to reconciliation

Commissioned and launched Reconciliation Action Plan (RAP) artwork during National Reconciliation Week to officially commence development of the Multicap Group's Reflect RAP. Our vision for reconciliation is to recognise and respect the rich history and culture of Aboriginal and Torres Strait Islander Peoples. We commit to meaningful connections that celebrate healing, promote safety and inclusive opportunity through the Spirit of Reconciliation.

## Celebrated Open Minds 110 years

Proudly celebrated a community organisation which has withstood two world wars, two pandemics and the Great Depression to support and empower people living with mental illness and disability across Queensland and northern New South Wales. An event was held on National Wattle Day on 1 September to recognise Open Minds beginnings as the Queensland Wattle Day League in 1912.





157

Supported and assisted employees



TOTAL EMPLOYEES

2,064 | 2,302

FY22

FY23

839

Total Allinto clients



Specialised behaviour support hours of support

20,032 HRS



3,684,690

HOURS OF SUPPORT FY23

212

Lismore Head to Health clients



Total packets of chips packaged for Pepsico



14,309,374

1,232

Total CREST clients



166

Vehicles used to support customers

1,779,824

Kilometres driven when supporting customers



40,000

number plates checked for Q-Free/Transurban

21

Disability Support for Older Australians customers

# Our Performance

## Delighted Customers

- 1 Introduced Program of Support in Community Hubs to deliver a consistent service for scheduled goal-based activities that allow people to reach their goals.
- 2 Continued growth in Avegates School Holiday Programs resulting in a 44% increase in the past year.
- 3 Collaborated across the Group to deliver urgent tenant relocations to suit customers' needs for smooth transitions into new homes.
- 4 Provided targeted supports to flood victims living in pod villages in northern New South Wales.
- 5 Consistent positive feedback (4.7 out of 5) from Lismore Head to Health clients.
- 6 The Positive Behaviour Support Team collaborated with the Research team and the University of Queensland to test the efficacy of the Complex Behaviour Forum. The review suggests that the model is an effective method for supporting customers with the greatest level of need.

## Practice Excellence

- 1 Consolidated and centralised the cleaning and grounds maintenance contractor services across the Group to achieve direct cost savings and service improvements.
- 2 Achieved positive NDIS Audit results for both Multicap and Open Minds with no non-conformances observed.
- 3 Recognised for innovation within Open Minds headspace services in the Moreton Bay Region through the brief intervention clinic.
- 4 Published Multicap's first peer-reviewed research paper *Can the Behaviour Intervention Plan Quality Evaluation (BIPQEII) be simplified for use by stakeholders with limited experience of positive behaviour support?* in the Journal of Intellectual Disability Research.
- 5 Redesigned Practice Quality Assurance Program to introduce a three-tier approach to identify emerging issues that impact safety, ensure the quality of services provided and are proactive in supporting a 'readiness approach' to external accreditation/certification.

## Skilled Engaged Workforce

- 1 Delivered MultiWork to consolidate systems for rostering, time and attendance, skills and training and level management.
- 2 Increased capability through MEX maintenance system training to improve utilisation of the system and Estate Master Development Feasibility software training to improve project analysis and modelling skills.
- 3 Improved learning and career development opportunities through Multilearn (Open Minds), Emerging Leaders Program, Frontline Leader development courses, and other skills development training.
- 4 Introduced innovative early career clinicians' pathway to help build a strong workforce of clinicians to ensure the future of our clinical and specialist supports.
- 5 Renewed capability of Practice Excellence delivering multiple presenting opportunities at conferences, including Direct Support Worker Conference.



# Focus for 2024

## Sustainable Growth

- 1 Successfully delivered two mergers with small disability service providers, Interchange Inner East in Melbourne and Fraser Coast Family Networks in Maryborough.
- 2 Established new commercial leases to facilitate growth in Open Minds services at Lismore, Maroochydore, Redcliffe, Ipswich and Kingaroy.
- 3 Purchased land at Caboolture for development of accommodation for people with Prader Willi Syndrome.
- 4 Maintained Open Minds Mental Health contracts though delivering great services and supporting people to live better lives through the intervention of services.
- 5 New service innovations ensured people did not stay in hospital any longer than needed through Home from Hospital program, and accessible, cost-effective, integrated mental health services through Head to Health contracts for Kingaroy and Ipswich.

## Delighted Customers

- Focus across all our entities on responding to more community needs including expanding services in Townsville, Kingaroy, Ipswich and Melbourne.
- Increase the number of affordable purpose designed homes for people in Rockhampton, South East Queensland and Toowoomba.
- Continue to improve our safeguarding practices to ensure customers and clients remain free from violence, abuse, neglect and exploitation.

## Practice Excellence

- Ensure our customer and client voices are heard through co-design across our new Head to Health services, youth reference groups in headspace, self-advocacy groups, and Circles of Support in support services.
- Be leaders for the sector and community by adopting changes identified from the Disability Royal Commission.
- Improve our diversity and inclusion practices including developing and embedding our Reflect RAP.

## Skilled Engaged Workforce

- Use MultiWork to further streamline services and improve customer and client experiences.
- Improve the quality and relevance of learning and development, and collaboration across entities to support career development opportunities.
- Increase the number of people with disability employed across the Group, and in our communities.

## Sustainable Growth

- Continue to improve our productivity through increased automation, single Group wide systems and workforce management in preparation for the NDIS Independent Review recommendations.
- Move forward with our Environmental, Social and Governance (ESG) focus based on the United Nations Sustainable Development goals.
- Create further product and service clarity across each of our entities and introduce our new Group brand.

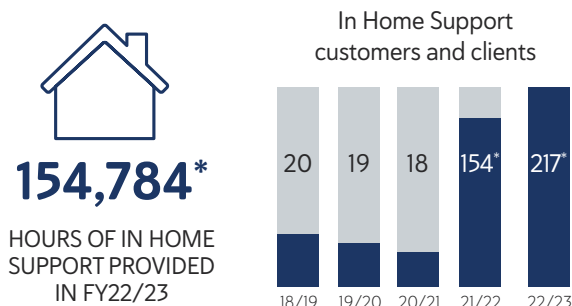




# Home and Wellbeing Services

## In Home Support

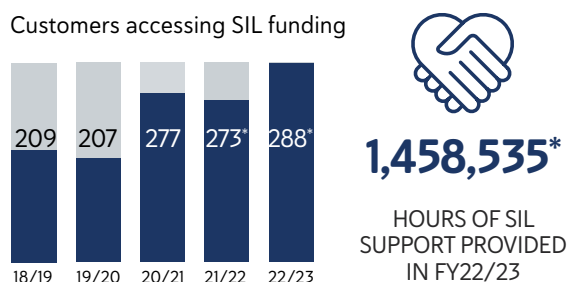
Enabling choice, control and independence so our customers can live their best lives.



\*Combined Open Minds and Multicap

## Supported Independent Living

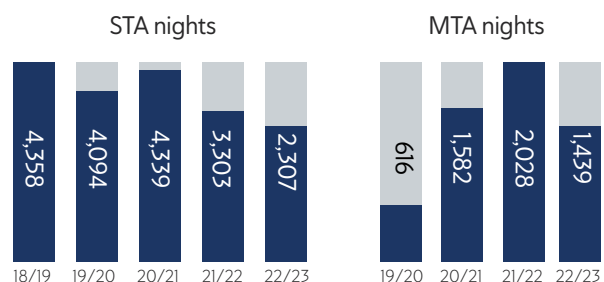
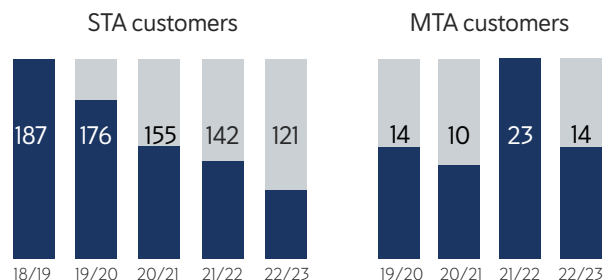
Helping our customers live with independence while accessing the support they need to live the life they choose. Supported Independent Living (SIL) can be provided in a customer's own home, private accommodation or one of our accessible properties.



\* Combined Open Minds and Multicap

## Short and Medium Term Accommodation

Creating a lifeline for our customers and their support networks.



# Learning Program Enabling Independence



With the introduction of student focused curriculum programs and qualifications, Multicap's Community Hubs are enabling future independence through ASDAN certified learning.

More than 30 people participated in the inaugural ASDAN program at locations across Queensland and learnt skills ranging from kitchen safety to meal preparation, taking them one step closer to a more independent life.

Facilitated by Multicap's social experience network, Avegates, the program provides meaningful educational activities and opportunities to the disadvantaged and disengaged, including people with disabilities.

Multicap customer of more than 25 years, Marcus\* attended the Kuraby Community Hub and learnt to make a variety of delicious meals thanks to the ASDAN program.

"I feel very proud of myself, and Multicap. Joe from Avegates is also very proud of me," shared Marcus.

Customers receiving a certificate beamed with pride at the certificate ceremony, with some explaining it was an achievement they never thought possible for themselves.

Customer Rory shared that he loved the opportunity to get in the kitchen with his dad, who is a chef.

"I taught my father how to cook lasagne and he said, 'Good job man - well done!,' said Rory.

Acting Programming Manager, Joe Molloy is delighted to have overseen the program with his team and Multicap's Regional Service Managers.

"All ASDAN programs are evidence-based and support people to achieve meaningful learning outcomes," said Joe. "These learning outcomes prepare them to go on to further education, training, or work, and empower them to take control of their lives."

\*Marcus sadly passed away on 5 September 2023. He is featured in the above photo with Group CEO, Jo Jessop proudly receiving his ASDAN certificate.





# Community and Lifestyle Services

## Community Access Support

Providing support for people to achieve their individual community and social participation goals, including attending social activities, appointments, shopping and more.



**217,251\***

HOURS OF COMMUNITY ACCESS SUPPORT PROVIDED IN FY22/23

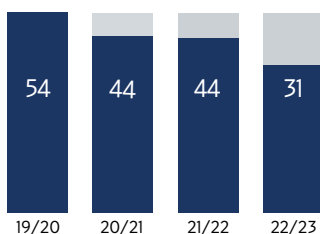


\*Includes Multicap and Open Minds

## Queensland Community Support Scheme

Providing vital support for some of our most vulnerable customers who are not eligible for NDIS funding but still need help keeping or regaining independence. Queensland Community Support Scheme (QCSS) is an initiative of the Queensland Government's Department of Child Safety, Seniors and Disability Services providing funding weekly support for eligible customers.

QCSS customers:



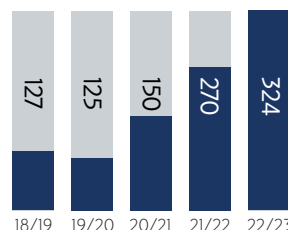
**2,833**

HOURS OF QCSS SUPPORT PROVIDED IN FY22/23

## Avegates

Empowering customers to forge friendships, develop skills and enjoy life. 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. Incursions and a new parent communication app were introduced for the school holiday program.

Avegates customers



**39**

AVEGATES SCHOOL HOLIDAY PROGRAMS HELD EACH TERM (introduced at Rockhampton, Mackay and Red Hill)



**1,249**

SOCIAL EXPERIENCES DELIVERED IN FY22/23\*

\*Per experience, per customer

Avegates School Holiday Program customers



AVEGATES ASSISTED HOLIDAYS

**412**

EXPERIENCES DELIVERED THROUGH AVEGATES SCHOOL HOLIDAY PROGRAM\*

\*Per experience, per customer

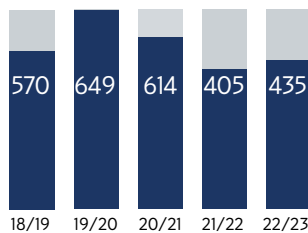
**67**

STAFF EMPLOYED TO SUPPORT AVEGATES SCHOOL HOLIDAY PROGRAM

## Community Hubs

Providing a welcoming and fun place for customers to connect and share new experiences. Our friendly and qualified team delivers experiences and programs that reflect our customers' goals, interests and needs.

### Community Hubs customers



**279,755**  
HOURS OF  
COMMUNITY  
HUBS SUPPORT  
PROVIDED IN  
FY22/23

**16** COMMUNITY  
HUBS



### ASDAN

ASDAN courses are offered to engage people in relevant and motivating learning programs that elevate them to achieve and progress to further education, training and work, and empower them to take control of their lives.

**36**  
CUSTOMERS  
SUCCESSFULLY  
COMPLETED A COURSE



**5**  
HUBS  
DELIVERING  
COURSES



## Community Re-Entry Services Team

Support for transition out of prison to community life and have a successful parole.



TOWNSVILLE

**1,436**  
OCCASIONS OF  
SERVICE FOR  
COMMUNITY  
RE-ENTRY  
SERVICES TEAM  
(CREST)

CREST clients 22/23

**1,232**



## Centre of Creative Arts Program

Forging positive pathways with the power of creativity.

The Centre of Creative Arts (COCA) program provides a range of structured, active and functional arts sessions for our customers as part of our Community Hubs activities.

Customers per week

Days per week

ASPLEY

**3**

**1**

CAPALABA

**2**

**1**

EIGHT MILE  
PLAINS

**9**

**5**

IPSWICH

**7**

**1**

MOUNT  
OMMANEY

**5**

**1**

NUDGE

**2**

**1**

PETRIE/  
PINE RIVERS

**12**

**2**

ROCKHAMPTON

**12**

**3**

### Work showcased in FY22/23

- Major interactive exhibition 'A Cup of the Curious' at Vacant Assembly, West End on 14-19 October 2022.
- Visual art at Christmas Market in December 2022.
- Short animated video developed by Nudgee Hub customer.

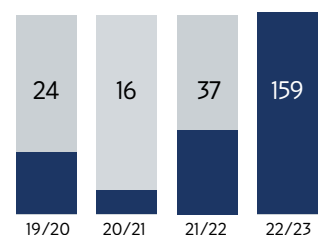
## Youth Bloom Transition Services

Helping young people in care and beyond to learn to be independent in a healthy, fun and safe way.

Youth Bloom clients



AVAILABLE IN  
LOGAN AND  
THE GOLD  
COAST







# Tommy's Story



## Less than two years ago Tommy was facing a very uncertain future.

Diagnosed at a young age with severe autism and obsessive-compulsive disorder, Tommy's needs became so complex by the age of 16, that his adoring parents could no longer support him at home.

Tommy's self-harming behaviours such as banging his head up to 60 times a day, resulted in severe osteomyelitis, or infection in his skull. Along with hurting himself, Tommy would at times harm others. He was in need of specialist support, 24 hours a day.

His parents spent the next three years advocating for their son and navigating the system as best they could, trying to find the right care, support and a stable environment for him to live. He was in and out of care from service providers and hospitals and eventually his life was restricted to the four walls of a hospital room to protect himself and others.

In 2021, Queensland Health contacted Multicap and the Critical Support Services and Positive Behaviour Support teams stepped in.

As a core team of disability support workers got to know and build trust with Tommy while still in hospital, the Critical Support Services and Behaviour Support teams developed a comprehensive Positive Behaviour Support Plan for

him. A network of community health professionals was also established to care for Tommy's medical needs.

When Tommy was ready for discharge into one of Multicap's emergency accommodation homes, an entire care plan had been developed that included three to one support by comprehensively trained staff, regular nursing visits to dress the wounds on his head and a medical team to call on when needed.

Six months later living in the emergency accommodation home, Tommy is a different person. He has stopped banging his head, he is learning new skills around the house including helping in the kitchen, making smoothies, doing his laundry, and engaging in art and crafts. He is also enjoying other community activities for the first time in his life.

Tommy's parents said they now feel supported.

"We had become accustomed to the idea that people would describe Tommy as a security risk, hard work or scary on paper," they said. "But now he's resilient, supported, happy natured, well-loved and has beautiful skills".

"We were alone, now we're supported, just able to be mum and dad."

# Mental Health Services

## Coastal Supports

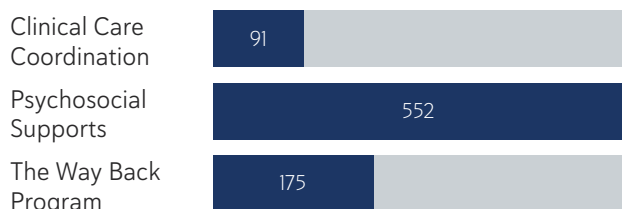
Psychosocial recovery based case management program for people with mental illness who do not receive NDIS funding.

The Way Back Program supports people aged 15 years and over who have either attempted suicide or experienced a suicidal crisis.

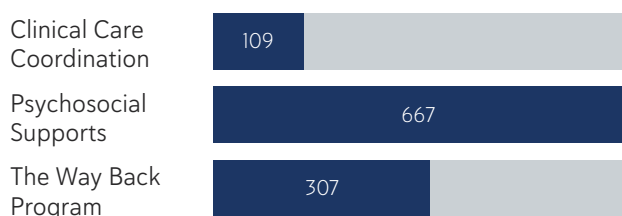


Available at the Sunshine Coast and Gympie.

### Active clients



### Referrals



## Head to Health Lismore

Supporting adults over the age of 18 with free mental health services. A safe and welcoming space for people who may be in distress or crisis or need help finding the mental health services to suit individual needs.

**212**

HEAD TO HEALTH CLIENTS



**4.75/5**

CUSTOMER SERVICE MEASURE



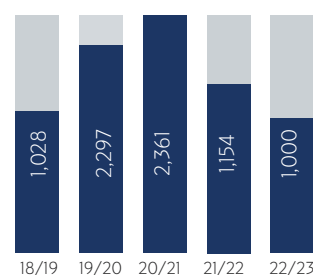
**3,239**

OCCASIONS OF SERVICE DELIVERED IN FY22/23

## Mental Health Hub Morayfield

Confidential counselling and psychological services for people of all ages, including children.

After five years supporting community mental health in the Morayfield area, services were ceased on 30 June 2023. Open Minds thanks staff for their contribution to the local community's mental health.



Mental Health Hub clients

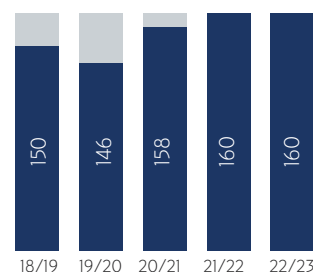
## Community Living Supports

Supporting people with complex mental health needs to increase independence and integrate with community. Delivered by Tweed Heads Office, Grafton Office and Lismore Office.



**24,509**

HOURS OF SUPPORT DELIVERED IN FY22/23



CLS clients

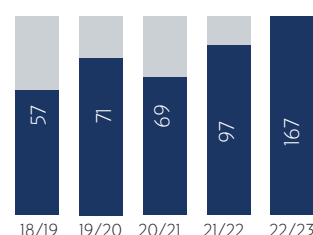
## Housing & Accommodation Support Initiative

Supporting people who have unstable housing and severe and chronic mental health needs to secure and maintain tenancy and improve wellbeing. Delivered by Tweed Heads Office and Lismore Office.



**17,869**

HOURS OF SUPPORT DELIVERED IN FY22/23



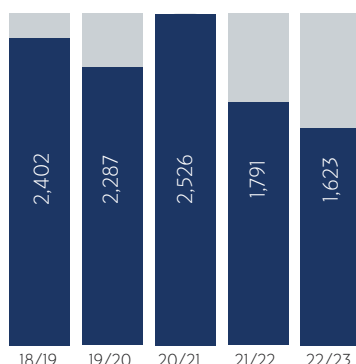
HASI clients





## headspace

Supporting young people aged 12-25 with mental health, physical and sexual health, education and vocational counselling and alcohol and other drug support.



headspace clients



**6,875**

OCCASIONS OF SERVICE  
DELIVERED IN FY22/23



**4.3/5**

CUSTOMER SERVICE  
MEASURE



**15**

STUDENT  
PLACEMENTS

## Zebb's Story



Zebb couldn't imagine himself working again after 18 months in a long-term psychiatric ward, but he has managed to turn his life around and find a steady job in construction.

After being discharged from hospital three years ago, he came to Open Minds for NDIS Community Access Support to help get his life back on track.

Earning money and having a steady income were important to Zebb to enable him to become more independent. After receiving support from Open Minds, he felt he was in a good mental space, and put the feelers out to his brother about gaining employment.

The stars aligned and Zebb's brother knew of a suitable job opportunity to work alongside him in construction.

Zebb has worked making concrete retaining wall blocks and road barriers for six months and thoroughly enjoys the challenge it presents.

"I'm loving life now; I'm loving my job. It's so rewarding, and I feel I really have

purpose now. I feel like I'm being really productive."

Not only has Zebb been able to keep and maintain employment, but he has become so independent that he has reduced his support from Open Minds.

Jared, Care Leader at Open Minds, said he was delighted with the progress Zebb has made over the last few years.

"We have reduced supports for Zebb because he's become so independent, he barely needs us anymore, which is an incredibly good outcome," Jared said. "We are all so proud of Zebb."

Zebb was grateful for the support from Open Minds.

"They helped fix my social anxiety and ensure I'm not feeling isolated."

# Queensland Mental Health Week Achievement Awards

Open Minds proudly hosted Queensland's only state-wide mental health awards for the 26th consecutive year to recognise and celebrate those working diligently to reduce stigma and empower people living with mental illness.

The 11 award categories helped shine the light on mental health improvements and innovations impacting Aboriginal and Torres Strait Islander Peoples, culturally and linguistically diverse, schools, workplaces and organisations.

Accoras was awarded the Earle Duus Memorial Award and received a \$4,000 cash prize to assist with continuing their incredible work in mental health.







## 2022 Queensland Mental Health Week Achievement Awards Winners

### Jeff Cheverton Individual Award

Hannah Richards

### Jude Bugeja - Peer Experience Award

Abi Cooper

### Early Years Award

Accoras

### Not-For-Profit Organisation Award (1-100 Staff)

Upbeat Arts

### Not-For-Profit Organisation Award (101+ Staff)

Lives Lived Well Ltd

### Workplace Award (1-200 Staff)

Balonne Shire Council

### Workplace Award (201+ Staff)

Queensland Art Gallery | Gallery of Modern Art

### LGBTQIAP+ Award

Brook RED - Belong Training

### Aboriginal and Torres Strait Islander Peoples Award

Yiliyapinya Indigenous Corporation

### Culturally and Linguistically Diverse Award

Naseema Mustapha

### Schools Award

Cape York Aboriginal Australian Academy (Coen Campus)



Congratulations to the 2022 winners and a special thanks to the 2022 sponsors: Queensland Mental Health Commission, headspace, Richmond Fellowship Queensland, WorkCover Queensland, Office of Industrial Relations, CheckUp, Queensland Health, Rio Tinto, The Royal Australian & New Zealand College of Psychiatrists, Queensland Alliance for Mental Health and Health & Wellbeing Queensland.



# Specialist and Clinical Services

Enabling the quality practices to provide the best possible environment for people with disability and mental illness to thrive.

## Practice Excellence

The Practice Excellence team offers evidence-based frameworks and guidance to the entities to achieve optimal practice standards. Expertise of the team spans specialised advice in key practice areas, including advocacy, disability and complex needs, physical health, and mental health. Clinical quality evaluations that assess the current state are conducted to identify areas for improvement and enable implementation of the highest quality practices.

The Practice Excellence Framework integrates empirical research, practice theories, ethical principles, and experiential knowledge, together with a system of accountability in continuous improvement of quality and safeguarding to show how the entities work with people of varying needs. It is underpinned by a collaborative approach to person centred care and clinical validity, embodying a strong culture of human rights and reflective of our unwavering pursuit of practice excellence.

## Achievements

- **Developed Person-Centred Plans:** Customers have the choice between the GROW Plan and the Goals Plan, both evidence-based and centred around the person. The GROW Plan emphasises recovery-oriented objectives, while the Goals Plan takes a

disability-centric approach. Both plans encompass the customer's overarching NDIS goals, breaking them down into manageable steps for the individual and support staff. Plans are crafted with the customer taking the lead, ensuring that care remains centred on their needs and aspirations.

- **Established the Recovery Oriented Practice Framework:** This framework guides the Multicap Group in adopting recovery-oriented practices and trauma-informed care for customers. This framework embraces evidence-based approaches to address the mental health needs of all customers.
- **Launched the Supported Decision-Making (SDM) Project with the Office of the Public Guardian (OPG):** Comprising seven educational and practical modules along with post-module support. The SDM project aims to empower people in the community to consistently apply a structured decision-making process. Ultimately, the project strives to assist participants with a potential to receive partial or full revocation from the OPG.
- **Introduced the Skills Teaching Program:** The program includes an array of 16+ skills that customers can opt to develop. Skills align with the customer's daily living aspirations, allowing support workers to facilitate





learning through graded prompts, taking a stepped approach. The program objectively measures the customer's progress of skills acquisition in the domain of daily living.

- **Upheld the HAVEN self-advocacy network:** Developed strategic plans to grow the network, through multiple channels including the development and inclusion of a self-advocacy hub program that provides service users with the foundations in self-advocacy and act as a funnel for those interested in joining HAVEN.

## Research

A major focus for the Research team was clinical governance. In collaboration with the Positive Behaviour Support (PBS) team and the University of Queensland, the team assessed the effectiveness of the Complex Behaviour Forum (CBF).

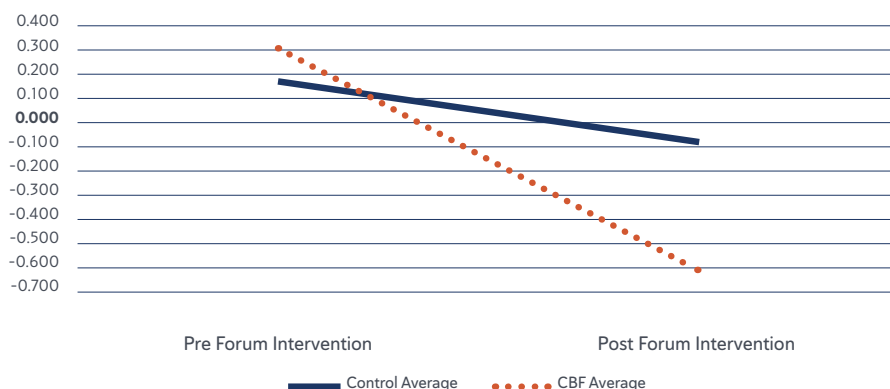
The project found that the CBF assists in producing a greater reduction in

challenging behaviours than standard PBS. This work was presented at the 2023 Association for Behaviour Analysis Conference in Brisbane and is being written up to publish internationally to represent a world class model of clinical governance.

### Other research achievements:

- Commenced work on several projects involving staff burnout and clinical governance.
- Completed a consultancy role with the University of Queensland working on a multi-centre collaborative project developing AI tools for assessing PBS plans.
- Published first peer-reviewed research paper *Can the Behaviour Intervention Plan Quality Evaluation (BIPQEI) be simplified for use by stakeholders with limited experience of positive behaviour support?* in the Journal of Intellectual Disability Research.

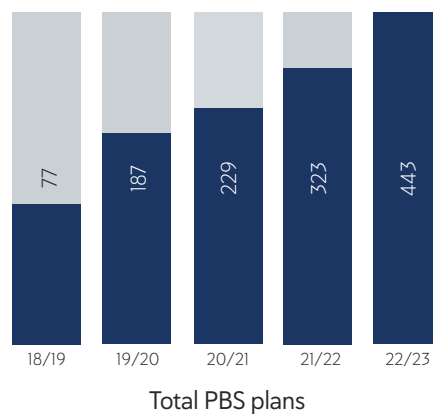
Degree of Behaviour Change - Standard Positive Behaviour Support versus the Complex Behaviour Forum





## Positive Behaviour Support

Our Positive Behaviour Support (PBS) team offers diverse experience to meet the needs and ensure safety and quality of life for our customers.



**87**

PBS PLANS



**40**

PRACTITIONERS

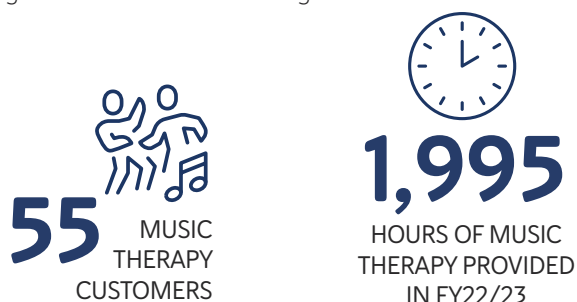


**20,438**  
HOURS OF SUPPORT  
DELIVERED IN  
FY22/23



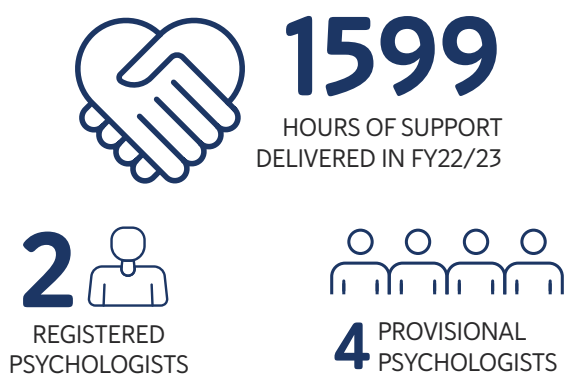
## Music Therapy

Music Therapy activities supporting people reach goals in communication, motor skills, social skills, and general health and wellbeing.



## Therapeutic Support

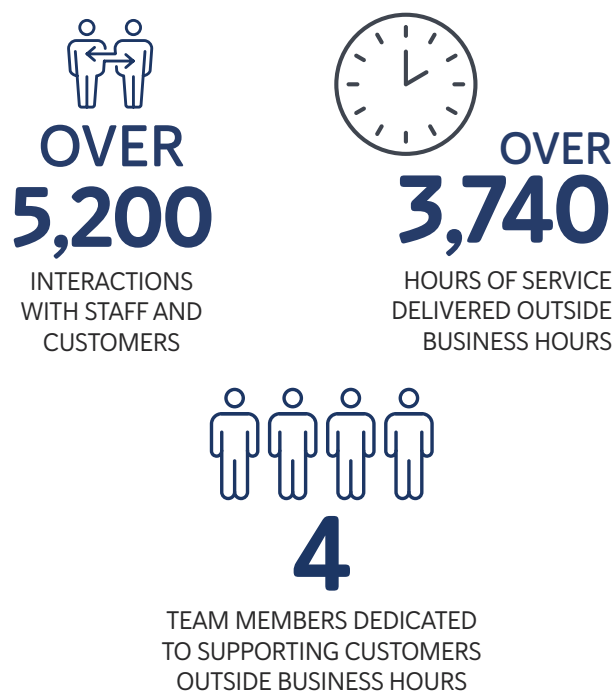
Our Psychologists and Provisional Psychologists employ effective and individualised approaches, skills and assessments to support people to achieve a satisfying and meaningful life. Therapeutic Support includes cognitive behaviour therapy, modified dialectal behaviour therapy, psychoeducation and newly introduced, Life Skills Program.



## After-Hours Phone Service

The After-Hours Phone Service provides staff members, customers or clients, and members of the public with a centralised point of contact and escalation pathway for matters requiring urgent attention outside of business hours. The phone service is comprised of Service Managers with a collective experience in the disability sector spanning multiple decades and backgrounds in nursing, emergency services, mental health and senior leadership.

The After-Hours Phone Service has experienced significant growth to support the joining of two new operating entities, along with the consolidation as a single group shared service designed to meet the needs of all entities.





# Direct Support Workers Conference

More than 180 attendees from all over Australia came together in Brisbane on 13 and 14 June 2023 for Queensland's largest support worker conference.

The theme 'Learn Lead Deliver' delivered an inspiring program, valuable networking opportunities, educational workshops, and insightful discussions geared to inspire and challenge support workers.

An inaugural networking event on the evening of the first day provided the opportunity for thought-provoking discussion and idea sharing to inspire and positively influence the industry.

A special thanks to our 2023 sponsors HESTA, Aussie Broadband and Bentleys and our exhibitors NDIS Commission, UNE Partnerships and WorkCover.





## 2023 Direct Support Workers Conference keynote speakers

### **Don Elgin**

Motivational Speaker and Australian Paralympia

### **Dr Dinesh Palipana OAM**

Emergency Doctor, Lawyer, Disability Advocate and Researcher

### **Seamus Evans**

TV Host, Radio Personality, Stand-up Comedian, Public Speaker and Ambassador for Tourette Syndrome Association Australia

### **Professor Karen Nankervis**

School of Education, University of Queensland

### **Dr Maria Vassos**

Research Fellow at University of Queensland

### **Tracy Mackey**

NDIS Quality and Safeguards Commissioner



# Customer Innovation

Developing new service delivery results and service innovations to enhance opportunities and experiences for our customers.

Beyond exploring new ideas and opportunities, our Customer Innovation team work on strategic initiatives set by the organisation. These initiatives are our biggest challenges and reflect unsolved societal issues faced by our customers which we want to solve and create a positive social impact.

Key initiatives in FY22/23 include:

- 1.** Responding to a changing Supported Independent Living market  
Carina Apartments offer a stable, accessible, enjoyable and inclusive community for residents.
- 2.** Ensuring people do not stay in hospital any longer than needed  
Home from Hospital programs offering a personalised discharge option when they no longer require acute care.
- 3.** Improved tenancy and support for people with persistent mental illness  
Transition people from Secure Mental Health Unit into purpose-built Specialist Disability Accommodation in South East Queensland.
- 4.** Accessible, cost-effective, integrated mental health services  
Securing contracts for Head to Health services in Lismore, Ipswich and Kingaroy.
- 5.** Helping people navigate complex care systems  
Establishment of independent, holistic support and specialist support coordination organisation, Allinto.
- 6.** Improving ageing in place options for our customers and families  
Researching improved practice models.
- 7.** Increasing the authenticity, influence, and impact of customer voice  
HAVEN self-advocacy network and developing a lived experience strategy.
- 8.** Standard service responses falling short for certain customer segments  
Specialised wrap-around service solutions designed to provide high intensity crisis intervention, discharge, transition, and stabilisation supports to individuals with complex support needs and planning for purpose-built accommodation for people with Prader-Willi Syndrome.





## Self-Advocacy Network

The Self-Advocacy Network - Have A Voice and Empower Network (HAVEN) - focuses on empowering and supporting members to develop communication skills and confidence to advocate for themselves and others, make decisions independently, and take greater control of their lives.

Regular meetings are held to develop and practice self-advocacy skills while also exploring important issues. They give an important voice to the work and governance of the Group and helped influence and shape our pursuits across the year.

As a network, members have been developing strategies to increase membership including how meetings can be made more accessible and reach more people. This has resulted in some changes to the frequency and mode of meetings to include options for members to either attend in person or virtually. Additionally, members have helped the practice team to develop an introductory learning module about self-advocacy which will be made available as a program option across all of Multicap's Community Hubs.



ACTIVE SELF-ADVOCACY  
NETWORK PARTICIPANTS IN FY22/23



129 SELF-ADVOCACY NETWORK  
MEETINGS IN FY22/23

Key achievements of  
the Self-Advocacy  
Network and its  
members include:



2

MEMBERS SELECTED FOR THE  
QUEENSLANDERS WITH  
DISABILITY NETWORK (QDN)  
LEADERSHIP PROGRAM.



PARTICIPATED IN THE  
BRISBANE FUN RUN (5KM)



2

MEMBERS IN PETRIE  
DELIVERED AN INFORMAL  
EDUCATION AWARENESS  
WORKSHOP FOR STAFF AND  
CUSTOMERS ABOUT EPILEPSY  
AND SPREADING AWARENESS  
ABOUT EPILEPSY TO THE HUB



# Grants

Thank you to our many grant providers for your assistance to deliver excellent services that enable people with disability and mental illness to live their best life.

Our entities are generously supported by multiple grants. Grant contributions from federal, state and local governments, and private organisations, make an important difference to the quality of our services and the opportunities we offer our customers and clients.

## Multicap

Transurban	New computers and workstations at Makeables
Arts Queensland	A Cup of the Curious Creative Arts Exhibition
Brisbane City Council	Multicap Christmas Carols and Markets
Queensland Government's Office of the Public Advocate	Supported Decision Making Project
Queensland Government's Department of Justice and Attorney-General Gambling Community Benefit Fund	Upgrade to Rockhampton Hub
Australian Government's Stronger Communities Program	New equipment and furniture across seven sites from Mackay through to Brisbane

## Open Minds

Brisbane North Primary Health Network	headspace upgrades at Indooroopilly, Redcliffe, Strathpine
Australian Government	New Head to Health Centres at Lismore, Ipswich and Kingaroy
New South Wales Government	Flood recovery support for Open Minds in Lismore
Queensland Government's Department of Justice and Attorney-General Gambling Community Benefit Fund	Upgrade and new equipment for headspace Strathpine and Indooroopilly, and support services at Redcliffe









# Employment

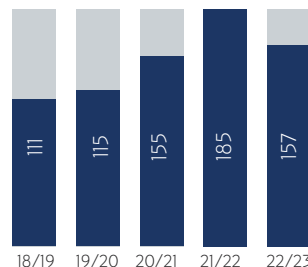
Providing employment opportunities and pathways in the new economy.

Our employment opportunities, empower customers by fostering inclusion and training to build new skills. We remove the barriers to employment by delivering support that develops confidence, skills and a sense of purpose to lead fulfilling lives everyday.

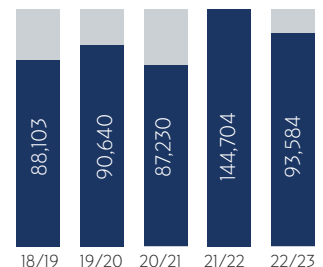


**\$4,185,235**

MULTICAP EMPLOYMENT BUSINESSES TOTAL REVENUE



Total supported and assisted employees



Total hours of employment from businesses

**32**  
NEW JOBS CREATED



**14,309,374**  
TOTAL PACKETS OF CHIPS PACKAGED FOR PEPSICO



**40,000**  
TOTAL NUMBER PLATES CHECKED FOR Q-FREE/TRANSURBAN



COTTON TAGS ASSEMBLED  
**2,800,000**




**81,287** COATS LAUNDERED



## Our employment businesses:

Everyone should have the opportunity to develop their independence, confidence, and skills in a safe, social and supportive workplace.



### Makeables

Makeables employs people with disability to undertake meaningful work in a call centre at Eight Mile Plains or production and distribution at our Tingalpa and Rocklea operations. Employees assist businesses with activities such as assembly, finishing, packing, administration, logistic, sales, and machinery operations.

A semi-automated packing machine was commissioned at our Makeables Pepsico co-packing operating with a focus on employee upskilling and lean manufacturing processes.

Makeables Call Centre relocated from our Tingalpa warehouse to an office in Eight Mile Plains creating an inclusive and interactive work environment for support employees.



### Monte Lupo Cafes

Our cafes and catering businesses located at Eight Mile Plains and Banyo offer quality coffee and light meals. Our employees 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 café based in Banyo has undergone significant improvements to the building and commercial hospitality equipment and has since released a new pastry range to further develop supported employees' skills.



### Laundretto

Laundretto is a commercial laundry service that provides transferable skills, training and employment opportunities for people with disability. Laundretto is now located at Banyo after a successful relocation and consolidation of Laundretto at Capalaba.



### 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 supported employee artists create ceramic and textile artworks and homewares, personally managing each step of the production process.





# Adam's Story



With an exceptional work ethic and unwavering drive, Adam has a long and promising career ahead of him in the open job market.

Less than 12 months after starting work as a supported employee at logistics partner SendAble, Adam was promoted to open employment as Inventory Coordinator.

The 26-year-old is not only proud of the achievement but driven to continually grow and improve in the role.

"I want to focus on consistency, and I want to make sure I can grow and handle bigger roles," Adam said.

Adam works full-time at the Creastmead warehouse, where he started with a goal of mastering a forklift, then progressed to a reach truck, and ultimately assumed responsibility for inventory control.

SendAble owner and founder Chloe said Adam's remarkable journey from supported to open employment is a testament to his personal determination and both the company's and Makeables structured support program.

"Adam has proven himself to be an exceptional employee," Chloe said. "He stands out as a

hardworking and driven individual, consistently going above and beyond to ensure that tasks are completed with precision and excellence."

As for the future, Chloe said the company has high hopes for Adam's career progression.

"We envision Adam taking on an additional role as a mentor and trainer for incoming team members," Chloe said.

"His remarkable journey to open employment, marked by his commitment to growth and his ability to set and achieve ambitious goals, makes him an ideal candidate to inspire and guide new members of our team."

Multicap Disability Support Worker Juanita has seen massive growth in Adam in the space of 12 months at SendAble.

"He was so shy and very reserved at first; he would sit by himself at lunch," she said. "But he is outgoing now, smiles all the time and sits with everyone at lunch. I'm so proud of what he has achieved personally and at work."

# Creative Arts



ARTS  
**MONTE LUPO®**



**\$169,087**

EARNED IN SALES IN FY22/23

MOST POPULAR PIECE  
SOLD: EARRINGS

**201**   
PAIRS



**12** EXHIBITIONS HELD  
DURING FY22/23:

- SWELL Sculpture Festival - Currumbin Beach - September 2022
- SWELL Smalls Gallery - Currumbin Beach - September 2022
- Art Nuvo, Buderim - October 2022
- Garden Art Exhibition - Plant Empire, Yeerongpilly - November 2022
- Edens Gardens, Sydney - September 2022
- Christmas Exhibition - Plant Empire, Yeerongpilly - November 2022
- Sculptures from the Edge - November 2022
- Birds of a Feather - Logan Art Galley - April 2023
- Inside Outside, Smalls - Plant Empire, Yeerongpilly - May 2023
- Mother's Day - Plant Empire, Yeerongpilly - April/May 2023
- Under the Greenwood Tree, Tamborine North - February 2023
- Vessels - Plant Empire, Yeerongpilly - June 2023

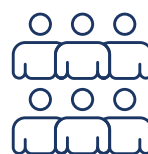


**1,555**

PIECES SOLD  
INSTORE AND  
ONLINE

**27**

ARTISTS



**48**

WORKSHOPS  
HELD IN  
FY22/23



# Dylan's Story



February 22 is a day Multicap customer Dylan and his mum, Michelle, will never forget.

It was the day in 2021 that Michelle's dream for her son came true.

"It was my dream for Dylan to have a job," Michelle said. "And he started his first job on 22 February 2021, which is also my birthday. It was the best birthday present I could have asked for in my whole life."

Dylan, who has Down's syndrome, was offered a job as a Ceramic Assistant with Monte Lupo Arts Studio, at Multicap's Eight Mile Plains campus.

"He was so excited, and I was just over the moon for him," Michelle said. "It's really a life changer in every way."

A keen artist, taking after his mum and grandmother who are also creative, Dylan works three days a week pouring, cutting and sponging tiles, along with loading the kiln.

"He's done so well and has learnt so much. I've seen a change in his self-confidence from that sense of achievement and he's now also

understanding what it means to work hard and earn money. For him, and other people with disability, to have meaningful and gainful employment and to have a job coach, means so much - it really blesses your heart that they have the opportunity to have a job, be in the community and be accepted."

Dylan also attends music therapy every Wednesday and Michelle has noticed an improvement in Dylan's speech.

"Wednesday has become his favourite day of the week, because he loves music therapy with Queenie," Michelle said. "It helps him to relax and feel calm, and his speech is much clearer now too."

Michelle has been so impressed with Dylan's progress, that she has also enrolled her son Morgan, who lives in a Multicap supported independent living home, for music therapy.

"Multicap has helped us amazingly," Michelle said.



# Property and Accommodation

## Specialised housing and tenancy support to facilitate independence.

Arbourwell is a legal entity delivering the property and housing functions of the Multicap Group. Arbourwell provides services in property, tenancy management, asset management and maintenance, capital projects delivery and commercial property advisory, and fleet management services.

Arbourwell provides accessible and affordable housing options for customers and is committed to offering people with disabilities and mental illness more choice to live independently. With a large portfolio of owned and tenanted properties, Arbourwell strives to be an innovator in the social and affordable housing sector.

Arbourwell's capital investment program is ongoing and is driven by the Multicap Group's commitment to invest in accessible accommodation with the intent of increasing the availability and affordability of homes for people living with disability. Arbourwell invested almost \$2M into capital projects at Capalaba, Caboolture, Rockhampton and Toowoomba, all of which are at differing stages of development.

**236 PROPERTIES  
MANAGED INCLUDING:**

   **116**  
   SIL HOMES



         
**287** SIL  
TENANTS

**74**

OWNED PROPERTIES



### Major achievements for FY22/23 include:

- Arbourwell obtained ACNC registration as a charity and deductible gift recipient entity.
- Transitioned management of the Multicap Group fleet function to Arbourwell and commenced integration into asset management systems.
- Completed an asset audit of all owned property to improve asset lifecycle maintenance program.
- Received and resolved over 2,400 requests for repairs and maintenance at SIL residences and Community Hubs.
- Completed over \$1.6M of planned maintenance work to improve customer accommodation or staff workspaces.
- Completed renovation and extension of administration building located at 269 Padstow Road, Eight Mile Plains providing an improved reception area, meeting room capacity, and office space facilities.
- Completed significant refurbishments at accommodation on the Sunshine Coast.
- Completed expansion of outdoor uncover area at the Toowoomba Community Hub providing an enjoyable space for activities.
- Commenced construction of Stage 1 development of robust and high physical support SDA housing in Rockhampton.
- Commenced planning for specialised two-bedroom house extension at Capalaba to meet specific needs of a customer.



# Premium disability housing a priority



As a leading disability accommodation provider, Multicap invests in quality property projects to improve the lives of people with disability.

In the past year, Arbourwell has delivered a modern quality accessible duplex on the Sunshine Coast and an outdoor area extension at Toowoomba.

Renovations for a three-bedroom house and a two-bedroom unit were finalised in late 2023, providing stable and enjoyable home environments for up to five people with support staff.

Multicap Group CEO, Joanne Jessop said that this renovation and extension was a 'labour of love' with a lot of valuable input from families, staff and the builder.

"At Multicap, we are extremely passionate about giving people access to modern comfortable homes with increased independence, freedom of choice and the opportunity to achieve their personal goals," she said.

Julie, mother of one of the current residents, claims moving her son to the property was life changing for herself and her son.

"His situation at his previous house had become unsafe for him and although I was concerned about him becoming emotionally unstable by the move, just the opposite happened," said Julie. "He loved his new house, both the

space and beauty of it, and the competent staff."

"He laughed and clapped his hands and has been significantly happier and calmer since the move," she said.

With the extension of the Toowoomba Hub finalised in early 2023, attendees are now taking in the fresh air and embracing green thumbs with more space to enrich lives. The new outdoor area has doubled the size of the hub and offers an ideal space to relax or participate in garden activities.

Multicap's Regional Manager, Pam said the opportunities for gardening activities are endless and customers are going to thrive in the new space.

"We have some customers that are passionate gardeners, and they are excited to utilise the space for preparing pot plants and tending to them - which also benefits the other customers who will have a lovely outdoor area with plenty of greenery," said Pam.

"Creating an opportunity like this with the people we support, contributes to their sense of purpose, and proud achievements that are enjoyed at every step of the journey."

# Mark's Story



Getting Mark closer to family was a clear goal when James at Allinto started providing support coordination to relocate from Toowoomba to Brisbane.

Mark's sister, Peta instigated the move noticing a deterioration of Mark's health and can't believe the difference in his happiness since the move.

"The improvements are remarkable. Already he is completely different, much calmer and happier now," said Peta.

"He seems instantly settled and I'm pleased he is afforded more independence such as choosing what he wants to do and what he wants to wear."

Mark, now in his 60's, was diagnosed with autism at a young age. He is nonverbal and was desperately in need of support to improve the quality of his life.

To prepare for the move, Allinto's Support Coordinator James organised a number of changes for Mark.

He engaged a speech therapist, physiotherapist, occupational therapist, community access provider as well as behaviour specialists to support Mark's behaviours and medical experts to reduce medications.

Peta is thrilled with the support provided by James.

"James has been amazing. He is super organised and proactive, to the point where he thought of things before I did," said Peta. "He organised meetings with Mark's support network to ensure everyone was working together and well informed."

"James talked to everyone all the time and I've rarely had this level of service before. I really appreciate the difference James has made."

Passionate about providing high quality support coordination, James said there was a lot to consider to ensure a smooth relocation for Mark.

"I had a clear goal for Mark - improve his quality of life - but there were many factors that needed to be addressed," said James.

"Working closely with Peta, we determined Mark was in need of many supports, including the move to be closer to family, to reach his goal."

"Mark's story is definitely a successful one. Not long after the move, I had reports of him laughing with his new house mates and enjoying his new home," he said.





# Support Coordination

Connecting people with the right services to reach their goals.



HOURS OF SUPPORT  
IN FY22/23

**30,352**



**46**

ALLINTO  
STAFF

REVENUE

**\$3.5M**



**839**

CUSTOMERS  
AND  
CLIENTS

Allinto is a legal entity delivering independent, holistic support and specialist support coordination to NDIS participants. With staff located across urban, regional and country Queensland and Melbourne, Allinto is proud to service clients all-over Australia, providing both in-person and remote contact, depending on location and client preference.

An experienced team of Support Coordinators identify and negotiate with quality service providers, connecting clients with the support they need to live their best life in the community. Services are updated and reviewed in line with clients' changing and unique circumstances, also ensuring they get maximum value from their NDIS package.

In addition to NDIS funded support coordination, case management services are provided to older Australians who receive funding through the Commonwealth Government's Disability Support for Older Australian's (DSOA) program.

Allinto will be launching a psychosocial recovery coaching service to provide more comprehensive day-to-day navigation, support, and capacity building for NDIS funded participants.

## Achievements



RECEIVED CHARITY  
AND NDIS REGISTRATION  
IN 2023



LAUNCHED  
NEW WEBSITE  
ALLINTO.ORG.AU



INTRODUCED CENTRALISED  
PHONE NUMBER 1300 245  
516 SERVICED DIRECTLY BY  
SUPPORT COORDINATORS.



# Our People

Supporting professional development, creating an inclusive culture, and focusing on work-life balance, we empower our people to thrive. We work together to create a lasting impact for our customers and clients.

**2,389**

STAFF  
EMPLOYED



**81.4%**

NEW STAFF  
RETENTION RATE

**519**

FULL-TIME  
STAFF EMPLOYED



**720**

CASUAL STAFF  
EMPLOYED



**1,150**

PART-TIME STAFF  
EMPLOYED



**622**

NEW TEAM  
MEMBERS JOINED  
MULTICAP  
GROUP

**59%**

STAFF ENGAGEMENT  
SCORE



**9,939**

COURSES  
COMPLETED



**112**

SERVICE MILESTONE  
RECOGNITIONS



**12**

VOLUNTEERS  
(APPROX. 1,616  
HOURS)



**973**

RECOGNITION AWARD  
NOMINATIONS

**81**

STUDENT  
PLACEMENTS

Our major people initiatives have focused on system efficiencies and leadership programs:

- Implemented MultiWork - a new single system for rosters, time and attendance, skills and training and leave management.
- Developed capability through Frontline Leader and Emerging Leader programs ensuring consistent leadership approaches.
- Completed implementation of single Learning Management System called MultiLearn to ensure integration across entities and scalability for growth.

## Recognising our volunteers

We thank our volunteers for their commitment to wanting to make a difference in the lives of people with disability, their family members and the wider community. We appreciated your support at Makeables in Tingalpa and Rocklea, Monte Lupo Café, Monte Lupo Arts Studio, Pine Rivers and Eight Miles Plains community hub, People Experience and Music Therapy.



# Dominica's Story



Supporting customers and their families through palliative care is reserved for compassion, kindness, and the biggest hearts.

This best describes Dominica, who was recognised at the 2022 Staff Excellence Awards for her extraordinary support for a dearly loved customer of more than 20 years.

The CEO's Award, given to a staff member who demonstrates the level of care that epitomises Multicap's promise - all ways, always, was presented to Dominica after receiving glowing feedback from family members.

"I was extremely surprised to learn I had won the CEO's Award," said Dominica. "It gives me such great pleasure to support our customers and families, particularly when they need it most."

"I really appreciate the opportunity to be recognised with such genuine kindness and gratitude from our CEO, Jo Jessop."

Dominica had supported the customer for many years before she needed palliative care.

"When we first started providing support, she was unable to go outside due to a horrible

experience, but we worked with the family to build and nurture trust. It was incredibly rewarding to contribute to and witness a life well lived with many smiles and much happiness."

Dedicating her life to community care, Dominica has been working at Multicap for more than 20 years and for the past 18 years has been a devoted support worker at Apex House, a supported independent living home in Eight Mile Plains. She has worked with long-term customers who are etched in Multicap's history, including children of the founding families.

Dominica says working for Multicap is extremely rewarding.

"The customers are my angels, and they make my life better," she said.

"I love what I do. I have done my best to make a difference to the customers lives and I am grateful for the experience."

# Emily's Story

From university placement to leadership position, Emily is loving her career at Open Minds.

Emily joined the Open Minds team in 2020 as a Support Worker while completing her Bachelor of Social Work. Two years later she landed her dream job as a Care Leader.

Not one to have her career mapped out at a young age, Emily considered a variety of professions such as occupational therapist, hairdresser, overseas english teacher before life presented a clue.

She experienced poor mental health and was motivated to pursue a career helping others in need.

Emily signed up and commenced her Bachelor of Social Work in 2018 studying full time for two years before wanting to work and study.

"I always had a passion for community work, so I sought out work as a Support Worker in the Redcliffe area while continuing my studies," said Emily.

Open Minds supported Emily's studies by arranging for her to complete her placement and identifying her as an emerging leader, provided opportunities to act in Care Leader positions.

"Despite being a naturally anxious person, I'm someone who is open to try new things and I love learning so when I was invited to act in a Care Leader position, I couldn't refuse."

"I recall being apprehensive about having a job sitting behind a desk, but I love this a lot."

"It's good mix of supporting clients and desk work. It's nice knowing I'm helping people and utilising learnings from my degree."

Emily said she felt extremely supported to step into a leadership role.

"I'm part of an extremely experienced team, some staff working at Open Minds for more than 20 years, so there are always people to reach out to if needed," said Emily. "It's a safe space to ask questions when need and share honest feedback and ideas."

"There are so many internal opportunities at Open Minds. I see myself having a long career here."



# Staff Excellence Awards

Multicap Group recognises and celebrates the dedication and achievements of our incredible staff and supported employees through our Staff Excellence Awards as part of our end of year event in November 2022. More than 330 staff came together to celebrate a successful year and congratulate finalists and winners of the awards.

The Staff Excellence Awards are integral to achieving our strategic outcome of Skilled Engaged Workforce, ensuring our people are recognised for making an exceptional contribution to support our customers to achieve their goals and live their best life.







## 2022 Multicap Group Excellence Awards Winners

**Assisted and Supported Employee Award**  
Mitch Blasdall

**Open Minds Outstanding Support Worker Award**  
Christopher Cairns

**Open Minds Service Delivery Team Award**  
New South Wales Housing Accommodation Support Initiative and Community Lifestyle Support team

**Multicap Outstanding Disability Support Worker Award**  
Lynden Burford

**Multicap Service Delivery Team Award**  
Roma team

**Multicap Group Leadership Award (winner)**  
Rik Barker, General Manager Integrated Mental Health (NSW)

**Multicap Group Leadership Award (highly commended)**  
Ashley Hunter, General Manager Operational Excellence

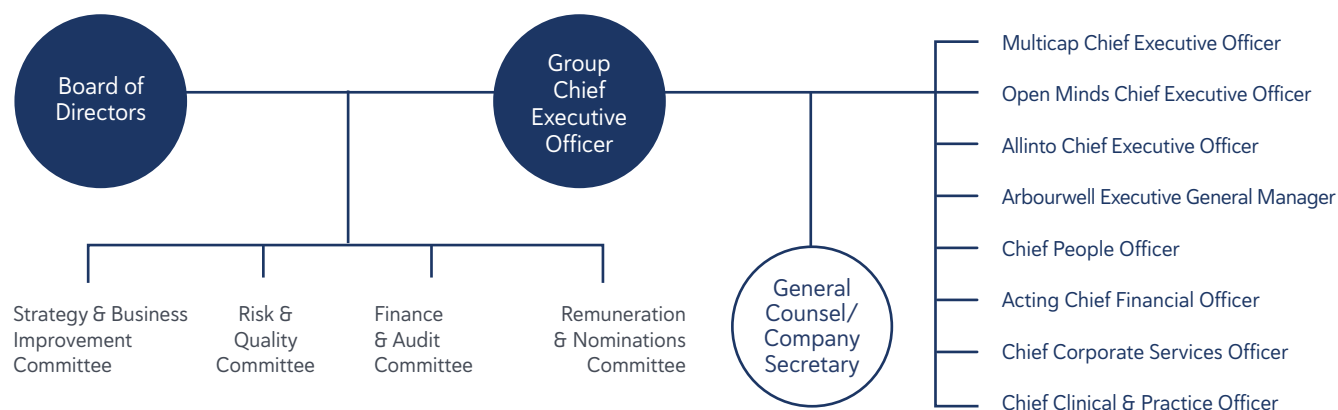
**Multicap Group Shared Services Team Award**  
Digital team

**CEO's All Ways Always Award**  
Dominica Matovska



Multicap thanks our sponsors of the Staff Excellence Awards for their generosity and support of our staff: Access Pay, Aussie Broadband, Commonwealth Bank, HESTA, and Intelligent Pathways.

# Executive Leadership Team



## Group Chief Executive Officer

Joanne Jessop, MBA, GAICD

Joanne Jessop has been the Chief Executive Officer (CEO) of Multicap since 2006, and Group CEO since 2021. Jo has extensive senior management experience in non-profit and public sector health care, and in government services. She is a Director of Bric Housing and Ability First Australia, the Chair of Open Minds Australia Limited, 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.



## Multicap Chief Executive Officer

Andrew Hanson, BBus, AssocDip (Health Science)

Andrew joined the Multicap Group in April 2023 as Chief Executive Officer of Multicap Services to support growth. With more than 30 years of leadership experience in health, medical and disability sectors, Andrew brings a wealth of experience to the organisation as an outcome focused leader driving successful organisational initiatives, building high performing teams, and delivering operational improvements.



## Open Minds Chief Executive Officer

Kate Johnson, MOrg. Psysc, BPsych (Hons), BBus HRM, GAICD

Kate Johnson is a highly experienced senior leader of multidisciplinary teams across private and not-for-profit sectors. Kate has a passion for leading teams that support people with mental illness and disability to live positive and fulfilling lives. Kate has been a senior executive of the Multicap Group since 2018 and Open Minds CEO since 2022 and is a graduate of the Australian Institute of Company Directors.



## Allinto Chief Executive Officer

Karen Hale-Robertson, GradCert HServMgt, MHServMgt

Karen Hale-Robertson is a highly experienced health and community services executive, with more than 25 years' experience in business and program management, policy and advocacy, organisational performance and stakeholder engagement within government and not-for-profit organisations. Karen is committed to reducing health inequities, social injustices and other disadvantages affecting individuals and communities through vision, leadership and successful implementation of programs and services. Karen joined the Multicap Group in 2022.



### Chief Corporate Services Officer

Wendy Flavien, BEd, MBA

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



### Chief Clinical and Practice Officer

Simon Wardale, BAppSc (Intellectual Disability) (Honours)

Joining Multicap in 2018, Simon Wardale has 30 years' experience working with people with intellectual disability and complex support needs. He has worked in frontline support, service management, practice/policy advisor roles and has been published in academic journals on disability matters. Simon's passion is integrating contemporary practice into whole of organisation service models. 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 (independent statutory appointment), and national roles with other disability support providers.



### Acting Chief Financial Officer

Chris Attard, FCPA, GradDip (Applied Corporate Governance)

Chris Attard joined Multicap as the General Manager Finance in October 2022. Chris has more than 30 years of Financial, IT and General Manager experience, having worked in manufacturing, health, mining and resources and more recently the not-for-profit disability sectors. Chris is a former member and Chair of The Asthma Foundation of Queensland Audit, Finance and Risk Committees and has served on the Boards of The Asthma Foundation and Hockey Queensland.



### General Counsel and Company Secretary

Sue McDonald, LLB, BA, GAICD, MQLS, Prosci Certified Change Practitioner

Sue McDonald was appointed Multicap's General Counsel and Company Secretary in May 2023. Sue brings over 20 years' legal experience across a range of corporate, commercial, construction, litigation and corporate governance matters. Sue is adept at advising on legal risk, risk and compliance issues in complex operating environments and has a focus on practical and pragmatic solutions. Sue also brings over 17 years' experience in various not-for-profit and charitable organisations, having held appointments in both a Chair and Director capacity. She has a passion for working with and helping children succeed and enjoys volunteering regularly.



### Chief People Officer

Terri O'Dell, BBus (HRM), PostGDip(HRM), BSc(Psych)(Hons)

Terri O'Dell joined Multicap in February 2020 as the General Manager People and Culture before transitioning into the Chief People Officer role in February 2022. Prior to this, she was a senior HR leader of multidisciplinary teams across various private sector organisations and large infrastructure projects. Terri enjoys supporting people and teams to achieve their best at work. With a focus around attraction, engagement and retention, Terri is passionate about improving leadership and capability across the organisation.



### Arbourwell Executive General Manager

Dave Milligan, Qld Reg Val, MBA, MIML, GAICD, C.dec

Joining the Multicap Group in 2022, Dave Milligan has extensive experience across all facets of the property industry, in valuation, property development, construction, asset and tenancy management. During the last 15 years, he has been in senior leadership roles successfully forming, managing, and mentoring teams in the optimisation of diverse and complex property portfolios across the commercial, government and not-for-profit sectors. Dave has spent a substantial section of his career with not-for-profit organisations due to his strong values alignment with this sector.



# Governance

Focused on improving the quality of our services for our customers.

Multicap Limited, Open Minds Australia Limited, Arbourwell Limited and Allinto Australia Limited are not-for-profit companies limited by guarantee under the *Corporations Act 2001 (Cth)* and registered charities with the Australian Charities and Not-for-Profits Commission. All entities are also Public Benevolent Institutions and endorsed as Deductible Gift Recipients with the Australian Taxation Office. The entities are collectively referred to as the Multicap Group.

Multicap Limited's Constitution allows for up to five member elected Directors, nominated by the members for a three-year term, and up to four Board appointed Directors. Each year at the Annual General Meeting in November, one-third of the member elected Directors retire from office and are eligible for re-election. The Directors of Open Minds, Arbourwell and Allinto are appointed in line with their constitutions by Multicap as the sole member.

The Multicap Board continually reviews the organisation's practices and procedures to ensure strong governance in alignment with the Australian Institute of Company Directors (AICD's) Not-for-Profit Governance Principles. Some governance areas of focus during FY22/23 included:

## 1. Purpose and Strategy

There is a clear purpose and strategy which aligns our activities to our purpose.

- The Board held an annual

strategy review and governance workshop. This work was supported throughout the year by the Strategy and Business Improvement Committee.

## 2. Roles and Responsibilities

There is clarity about the roles, responsibilities and relationships of the Board and its subsidiaries.

- The Board reviewed the Board Charter, Delegation of Authority Procedures, the Board Skills Matrix and the Director Position Descriptions. Particular focus was given to ensure that the Board had adequate lived experience of disability and updated its skill matrix to capture this information.
- The work of the Board is supported by committees that meet regularly (Finance and Audit, Strategy and Business Improvement, and Risk and Quality). All committee Terms of Reference were reviewed to ensure adequate governance across the Multicap Group structure.
- A new General Counsel and Company Secretary, Sue McDonald, was welcomed to continue strengthening the governance framework for the Multicap Group.

## 3. Board Composition

The structure and composition of the Board enables effective fulfillment of the role.

- Two Directors, David Withers and Heather Gardner were re-elected at the Annual General Meeting held in November. After

an extensive recruitment search, a new Director was appointed that had lived experience with disability and extensive commercial skills. Edward Phelan was appointed on 24 February 2023 and Gail Black appointed on 30 June 2023.

- The skills and experience of each Director are provided on page 52 of this Annual Report and available on the website.
- Gender diversity of the Board sits at five female and four male and there are six Directors with lived experience of disability or mental health.

## 4. Board Effectiveness

The Board is run effectively and our performance is periodically evaluated.

- An evaluation session is undertaken as part of the annual strategy review workshop. Each board meeting is evaluated by a Director on a rotational basis.
- Multicap remained a member of the Committee for Economic Development of Australia (CEDA) providing a further education opportunity for Directors, with all Directors also being Australian Institute of Company Directors (AICD) members.

## 5. Risk Management

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

- The Risk and Quality Committee regularly reviewed the organisation's strategic and



emerging risks, with enhanced risk reporting implemented to monitor and ensure safety and service quality across the Multicap Group's expanded operations.

- The Multicap Group continues to consider and implement best practice recommendations from the Disability Royal Commission.

#### 6. Performance

The Multicap Group continues to use its resources appropriately and regularly evaluates performance.

- The Board continues to identify and refine appropriate measures to evaluate the Multicap Group's performance, including setting and monitoring KPIs for Multicap, Open Minds, Arbourwell, and Allinto.

#### 7. Accountability and Transparency

The Board demonstrates accountability by providing information to stakeholders about the organisation and its performance.

- There are 12 policies available on the Multicap website, which are reviewed at least biennially.
- Full financial statements are available on the ACNC Charity Portal and included in the Multicap Group's Annual Report which is also available on the website.
- An independent third party (KPMG Faircall) is engaged to provide an external pathway for any whistleblower complaints.

#### 8. Stakeholder Engagement

There is meaningful engagement of stakeholders and their interests are

understood and considered by the Board.

- The Multicap Group 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.
- The Multicap Group's regular Circle of Support Forums and Employee Roadshow provide an opportunity for Directors to hear directly from customers, their families, representatives, and staff.
- The Multicap Group records and tracks all customer complaints, and the Board has access to regular reports regarding actions and service improvement outcomes.

#### 9. Conduct and Compliance

The expectations of behaviour for people involved with the Multicap Group entities are clear and understood.

- Expectations of behaviour are outlined in Policy 11 - Code of Conduct, and 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.
- Procedures are in place regarding management of any potential misconduct, and relevant instances are reported to the Board.

#### 10. Culture

The Board models and works to instill a culture that supports all entities' purpose, strategy and customer and client centricity.

- Staff engagement is measured on an annual basis and puts in place action plans to improve areas raised by staff.
- Each entity's purpose, values and strategic outcomes are displayed at all relevant 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.

# Board of Directors



**CHAIR Angela Tillmanns** MBA GAICD

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.



**DEPUTY CHAIR John Gallimore** BA LLB(Hons) FANZCN MAICD

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.



**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, a Graduate of the Governance Institute of Australia 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 no nonsense and practical approach over a 35-year career. Driven by a purpose of developing human potential through education, Heather is focused on business, people and planet improvement building on community, culture and country.



**David Withers** BEng MBA FAICD FRAES

David joined the Multicap Board in September 2017. David is the Chairman 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.



**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, and Chairs the Digital Projects Committee. As a former Chief Integration Officer and Chief Productivity Officer in multi-national corporations including BHP, Microsoft and Honeywell, Karen brings experience in contemporary and emerging digital technologies, strategy, risk and change management. She is an avid diversity champion and has also served on 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.



**Elissa Morriss** Masters of Psychology (Clinical Psychology and Clinical Neuropsychology), Churchill Fellow

Elissa joined the Multicap Board in 2021 following the partnership between Multicap and Open Minds. Elissa is a Psychologist with more than 35 years' experience in brain injury and vocational rehabilitation, working with adults with disability and their family members, and with community services. She brings considerable expertise in working with adults who have a brain injury and with complex needs, case management and coordination of community supports and management of challenging behaviours. She also has experience in the tertiary education and the human rights sectors.



**Edward Phelan** MAICD

Ed joined the Multicap Board in February 2023, and is also a Director of the CV Services Group, Director of Edmund Rice Educations Flexi Schools and QLD Councillor for the Australian Industry Group. Ed has over 30 years' experience delivering exceptional results across diverse industries, including manufacturing, construction, asset management, and not-for-profits. Ed has a passion for corporate social responsibility and training young people from diverse backgrounds and ensuring they are workforce ready through education.



**Gail Black** BA, LLB (Hons)

Gail joined the Multicap Board in June 2023. She is a partner at the law firm Gadens, and brings over 25 years' experience in delivering exceptional results in the property sector. Gail also sits on the Property Council of Australia's Queensland Division Council and is an advocate of diversity and fairness.



# Policies

Multicap Group 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.

## 1. Governance

The Multicap Group Board will ensure that the organisation has in place a contemporary and appropriate governance framework. Multicap's sole purpose is to enhance the quality of life of people with disabilities and their families and enable independent and positive futures for people living with mental illness. Ensuring that Multicap is well governed is essential to ensure that this purpose is delivered today and into the future.

## 2. Customer Service

We are focused on enhancing the lives of our customers and clients through our support. We will continually look for ways to improve quality and add value to the services and support people choose to access from us. Great customer service is a priority for the Multicap Group so that our customers and clients, and the people they choose to represent them, are satisfied with our support.

## 3. Stakeholder Engagement

Our stakeholders are groups or individuals who can influence or are impacted by our activities (either directly or indirectly) and include customers, communities, government, government agencies and employees. We will engage respectfully, openly, and authentically with our stakeholders. This is to ensure shared understanding, identify and address issues, and discover new opportunities to learn and collaborate. Our approach will allow us to continually improve the services we provide.

## 4. Treasury and Financial Sustainability

We are committed to effectively managing our financial risk so that the Multicap Group of entities are sustainable over the long term. We understand that careful financial management is essential across Multicap and all its subsidiaries to ensure the organisation can deliver quality services now and into the future. This Policy provides guidance to the Multicap Board, all subsidiary boards, management and all staff regarding financial decision making including the financing of operations, budgeting, cashflow and long-term financial planning.

## 5. People and Culture

We are committed to valuing and respecting our employees and will create and maintain a positive culture which promotes integrity, fairness, inclusion, accountability, and consistent decision making across all Multicap Group workplaces. Doing so will enable us to deliver high quality customer service.

## 6. Health and Safety

We are committed to providing and maintaining a safe and healthy workplace for all workers (including contractors and volunteers), customers, visitors and others who may be affected by our work. All employees of Multicap Limited and its subsidiaries, are responsible for ensuring their own health and safety, as well as the health and safety of our customers and others in our workplaces.

## 7. Information Management

We are committed to protecting the information rights of the public, our customers, our staff, and the organisation and complying with legislation relating to the creation, capture, storage, disposal, and use of information. Multicap Group understands the importance of information being collected, stored, and used appropriately. This Policy provides guidance to the Multicap Board, management, and all staff regarding our expectations around the management of information including data, images, stories as well as customer and business information.

## 8. Prevention and Responding to Violence, Abuse, Neglect, Exploitation and Discrimination

We have a zero-tolerance approach to violence, any form of abuse including sexual abuse, neglect, exploitation, or discrimination. We are committed to prevention, early intervention, and prompt responses. Multicap Group works tirelessly to uphold the human rights, safety, and wellbeing of our customers. This policy provides guidance to the Multicap Board, management, volunteers, and all staff regarding our zero-tolerance approach to violence, all forms of abuse, neglect, exploitation, and discrimination.

## 9. Risk Management

We are committed to continually improve our risk management systems and processes and maximise safety outcomes. All employees, officers, volunteers, and contractors 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.

## 10. Asset Management

We are committed to ensuring safe and accessible assets that contribute to the quality of life of our customers and employees. We are also committed to managing our assets sustainability over the long term. Multicap's customers and employees should experience high quality services, support, and workplaces. This Policy outlines the key requirements which Multicap will apply to its assets to deliver on our sole purpose and achieve our organisational goals.

## 11. Code of Conduct

Our Code of Conduct provides a framework that helps display the conduct that reflects our commitment to our customers, our communities and each other. This framework includes the importance of customers' rights, honesty, accountability, respect for others and upholding the law. This Policy provides guidance to the Board, leaders, volunteers, contractors, and all employees of Multicap Limited and its subsidiaries, so our customers experience professional and consistent conduct when accessing services from us.

## 12. Diversity and Inclusion

We are committed to diverse ways of thinking and working, and to continually improve customer services and support from access to a broader range of ideas and insights drawn from a diverse range of backgrounds and perspectives.

To access the full policies, go to [www.multicap.org.au/our-policies](http://www.multicap.org.au/our-policies)





# Safety and Quality

## Continually improving the quality of our services for our customers.

Our unwavering focus on safety and quality ensures our customers receive high quality support, and that all people are kept safe. Strong leadership and the use of safety, quality, and risk management frameworks are fundamental to our success.

### Assessments & accreditations

Our extensive program ensures we are delivering safe, high quality support aligned to best practice guidelines and legislative requirements.



SUCCESSFUL AUDITS AGAINST NDIS PRACTICE STANDARDS FOR MULTICAP AND OPEN MINDS

 **27** QUALITY REVIEWS 

**47**      
WORK HEALTH AND SAFETY REVIEWS

 **19**  
SAFETY ASSESSMENTS

### Other achievements



DESIGNED AND IMPLEMENTED CLINICAL GOVERNANCE FRAMEWORK SUPPORT BY FORUMS INCLUDING COMPLEX HEALTH, COMPLEX BEHAVIOUR, MENTAL HEALTH, ENHANCING SUPPORT AND MEDICATION ADVISORY



DEVELOPED PROCESS FOR REVIEWING ALL POLICIES AND PROCEDURES AGAINST HUMAN RIGHTS CHECKLIST



### WorkCover Results

#### Days lost (+industry standard)

- Multicap 16.79
- Open Minds 12.97
- Industry 32.10

#### Final return to work (+industry standard)

- Multicap 95%
- Open Minds 92%
- Industry 95%

#### Days to first return to work

- Multicap 17.04
- Open Minds 21.92
- Industry Average 22.84

#### No. Workcover Claims Accepted

- Multicap 46 accepted claims
- Open Minds 23 accepted claims





# Committee Reports

## Strategy and Business Improvement Committee

The Committee considers, oversees, and makes recommendations to the Board in relation to group and subsidiary strategic direction, investment opportunities, and business improvement opportunities including enabling technologies and digitisation. Our focus is on consistency of, and enhancement to, our customers experience through excellence of product and service offerings. This is to ensure they meet market demand, provide sustainable options, and expand the reach and scale of the organisation to all those whose life can be improved by accessing our services and product.

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

- growth opportunities including the Interchange Inner East and Fraser Coast Family Networks mergers;
- reviewing and supporting various housing opportunities including the development of Arbourwell;
- reviewing and supporting various support coordination opportunities including the development of Allinto;
- guiding the planning and delivery of the Multicap and subsidiaries strategy;
- reviewing trends and change in market forces including those identified in the NDIS published data;
- overseeing the development of digitised systems and processes for customers and employees; and
- reformatting of the Committee's workplan and KPIs in line with the group structure.

The Committee continues to provide input into the Multicap Groups Strategy, subsidiary strategies, property strategy, technology strategy and oversees the delivery of the overall plan.

The Committee received executive management support during the year from the Group Chief Executive Officer, the Chief Executive Officers of entities and the Chief Corporate Services Officer.

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

**David Withers BEng MBA FAICD FRAES**  
Chair



## Finance and 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 an external advisor. 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 and the work plan 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 Chief Executive Officer and other executives in matters of financial management, establishing financial strategy and objectives, establishing finance related policies, assessing the annual budget, reviewing the annual financial statements, and monitoring the financial performance of the organisation against the approved strategic and business plans.

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 fourth audit of Multicap's annual financial statements.

A key focus of the Committee throughout the year was to provide financial governance over the organisation's mergers and acquisitions and the post-completion integration. Additionally, the Committee worked with management over the year to review and update the organisation's financial metrics, the Treasury and Financial Sustainability Policy and the Investment Statement.

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 2022 Onwards Strategic Plan.

**Chris Perkins BBus MBA FCPA, GAICD**  
Chair

## Risk and Quality Committee

The Risk and Quality Committee assists the Multicap Group'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 currently comprised of four Board Directors and meets quarterly to complement the Board's scheduled meetings throughout the year. Executive management representatives attend meetings depending on the topics under review, to ensure the Committee has access to detailed information. Committee members also access opportunities across multiple sites throughout the year to meet with staff, customers and families to ensure the perspectives of customers and service staff inform our decision-making and strategic planning.

There have been a number of areas of significant focus for the Committee during the year. Oversight of evidence-based practice and systematic management of clinical risk and service improvement is a principal function of the Committee and it receives regular feedback from the staff, including from the Complex Health, Mental Health, Complex Behaviour and Enhancing Support Forums to drive quality improvements and service delivery. The Committee also receives detailed information regarding high-risk health matters (for example, diabetes, mealtime support, epilepsy). The focus of the forums, together with the Committee's work is to achieve positive outcomes for customers, clients and staff.

Progress was made in representation of the customer voice to inform the Multicap Group entities service provision. The Multicap Group is committed to multiple approaches to seek customer and client feedback (for example, through surveys, the Circle of Support Forum and customer reference groups) and, to advance the impact of customer voice through self-advocacy. Consultation and laying the foundations for a Reconciliation Action Plan (RAP) was commenced.

**Elissa Morriss MPsych (Clinical Psychology,  
Clinical Neuropsychology), Churchill Fellow**  
Chair

# Directors' Report

## Directors

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

Name	Qualifications and Responsibilities	Service (in years)
Current at 30 June 2023		
Angela Tillmanns	MBA GAICD Chair of the Board	7
John Gallimore	BA LLB(Hons) FANZCN MAICD Deputy Chair Member of the Risk & Quality Committee	26
Chris Perkins	BBus MBA FCPA GAICD Chair of the Finance & Audit Committee	11
Heather Gardner	MBA GAICD IIDM Member of the Strategy & Business Improvement Committee	6
David Withers	BEng MBA FAICD FRAES Chair of the Strategy & Business Improvement Committee	6
Karen Lay-Brew	BAppSc (Comp), MBA, MAICD Member of the Strategy & Business Improvement Committee (commenced 27.10.21) Member of the Risk and Quality Committee (commenced 21.03.2023)	2
Elissa Morriss	Masters of Psychology (Clinical Psychology and Clinical Neuropsychology), Churchill Fellow, Chair of the Risk & Quality Committee (commenced 11.03.2023)	2
Ed Phelan	MAICD	< 1
Gail Black	BA, LLB (Hons)	< 1

There have been no committee name changes in the current year. The Board Committees include:

- Risk and Quality Committee
- Finance and Audit Committee
- Strategy and Business Improvement Committee; and
- Nomination and Remuneration 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		Risk & Quality Committee		Finance & Audit Committee		Strategy & Business Improvement Committee	
	A	B	A	B	A	B	A	B
Angela Tillmanns	10	10						
John Gallimore	10	9	4	3				
Chris Perkins	10	9			7	7		
Heather Gardner	10	7					7	7
David Withers	10	10					7	7
Helen Darch OAM (retired October 2022)	4	3	4	2				
Karen Lay-Brew	10	8	4	3			7	7
Elissa Morriss	10	10	4	4				
Ed Phelan	3	3			2	2	1	1
Gail Black	1	1						

A - Number of meetings held during the time the Director held office during the year. B - Number of meetings attended.  
When required the Board will create Committees to assist and support the work of the Board.





## Principal Activity and Objectives

As reflected in the Multicap Limited constitution, Multicap's purpose is to enhance the quality of life of people with disabilities and their families. During FY23 Multicap brought together a number of different legal entities, aligned with the purpose, to form the Multicap Group. The Group's principal activity during the year was to provide support services through the following:

- Community and Centre-based Supports
- Group-based and Individualised Supports
- Shared and In Home Accommodation Supports
- Short and Medium-Term Accommodation and Respite
- Social and School Holiday Programs
- Business Enterprises
- Supported and Assisted Employment
- headspaces
- Transition from correctional services programs
- Homelessness, housing and community assistance programs

The Multicap Group continues to deliver its current strategic plan outcomes with the following four key strategic areas of focus:

- Delighted customers
- Practice excellence
- Skilled engaged workforce
- Sustainable growth

Strategic areas of focus and relevant targets are reported in more detail throughout the Annual Report.

**Angela Tillmanns**, Chair  
Brisbane, 8 November 2023

## Key Performance Measures

Multicap Group 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 Multicap Group recorded a net deficit of (\$1.9m) for the financial year compared to a surplus of \$3.2M in the previous year.

Group revenue for the current financial year grew by \$21.1M from \$150.7M to \$171.8M. Employee costs increased by \$20.8M from \$125.8M to \$146.6M which is in line with the expansion of services, wage rate increases and increased employee numbers.

Expenses have increased with continued investment in both service delivery and the facilities used in the delivery of services. The Group has increased expenditure to maintain its existing assets and invest in new assets for the benefit of the customers, clients and staff of the organisation. The Group 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 and other funding bodies.

The Group recorded an operating deficit of (\$5.4M) which was below the target of 3% of revenue (2022: deficit \$0.3M).

## Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2023 has been received and is included in the financial report.

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

**Chris Perkins**, Director  
Brisbane, 8 November 2023

# Independent Auditor's Report to the Members of Multicap Limited

## Report on the Audit of the Financial Report

### Opinion

We have audited the consolidated financial report of Multicap Limited (the parent) and its controlled entities (the "Group"), which comprises the consolidated statement of financial position as at 30 June 2023 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated 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 consolidated financial report of the Group 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 Group's financial position as at 30 June 2023 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-Profit Commission Act 2012*.

### 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 Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*, and 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 confirm that the independence declaration which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

### Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2023, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Directors for the Financial Report

The directors of the Group are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Australian Charities and Not-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 Group 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 Group or to cease operations, or has no realistic alternative but to do so.

### 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 Group'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 Group'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 Group 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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, 9 November 2023

## Directors Declaration (- per section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2013*)

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

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable;
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*; and
- give a true and fair view of the company's financial position as at 30 June 2023 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  
Brisbane, 8 November 2023

**Chris Perkins**, Director  
Brisbane, 8 November 2023

## 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 2023 there has been:

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

**Bentleys Brisbane (Audit) Pty Ltd**  
Chartered Accountants

**Ashley Carle**, Director  
Brisbane, 8 November 2023





# Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2023

	Notes	2023		2022	
		Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Operating revenue</b>					
Grant revenue		18,563	6,146	14,834	6,154
NDIS revenue		145,493	116,302	130,203	106,681
Customer service revenue		5,437	4,363	3,776	3,772
Sale of goods		1,458	1,456	1,302	1,302
Interest revenue		74	66	14	14
Other revenue		813	449	560	250
<b>Total operating revenue</b>	<b>2</b>	<b>171,838</b>	<b>128,782</b>	<b>150,689</b>	<b>118,173</b>
<b>Operating expenditure</b>					
Employee benefits expense		146,587	105,300	125,824	96,233
Property and utility expenses		4,271	3,911	3,840	3,178
Consumables and provisions		2,585	2,464	2,505	2,354
Contractors remuneration		2,548	1,837	2,432	1,969
Insurance and workers compensation		4,539	4,154	3,380	2,859
Information technology costs		3,691	3,597	1,816	830
Professional fees and consultancy costs		3,102	2,858	2,676	1,915
Transport expenses		2,034	967	1,565	694
Other expenses		1,803	1,280	1,884	1,387
Interest expense		275	192	181	125
Bad and doubtful debts		83	83	105	52
Depreciation, amortisation and impairment expense	<b>3</b>	<b>5,689</b>	<b>4,134</b>	<b>4,806</b>	<b>3,585</b>
<b>Total operating expenditure</b>		<b>177,207</b>	<b>130,777</b>	<b>151,014</b>	<b>115,181</b>
<b>Surplus for the year on operating activities</b>		<b>(5,369)</b>	<b>(1,995)</b>	<b>(325)</b>	<b>2,992</b>
<b>Non-operating activities</b>					
<b>Revenue</b>					
Gain on business combination	<b>21</b>	<b>2,585</b>	<b>2,585</b>	<b>2,689</b>	<b>-</b>
Gain on Sale of Asset		<b>11</b>	<b>11</b>	<b>904</b>	<b>149</b>
Change in payroll remediation		<b>393</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital grants		<b>180</b>	<b>173</b>	<b>917</b>	<b>211</b>
Bequests		<b>-</b>	<b>-</b>	<b>50</b>	<b>35</b>
<b>Total non-operating revenue</b>	<b>2</b>	<b>3,169</b>	<b>2,769</b>	<b>4,560</b>	<b>395</b>
<b>Expenditure</b>					
Capital grant expenditure		<b>-</b>	<b>-</b>	<b>744</b>	<b>39</b>
Fair value loss/(gain) on FVTPL assets		<b>(269)</b>	<b>(234)</b>	<b>297</b>	<b>229</b>
<b>Total non-operating expenditure</b>		<b>(269)</b>	<b>(234)</b>	<b>1,041</b>	<b>268</b>
<b>Surplus for the year</b>		<b>(1,931)</b>	<b>1,008</b>	<b>3,194</b>	<b>3,119</b>
<b>Other comprehensive income</b>					
Other comprehensive income		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>		<b>(1,931)</b>	<b>1,008</b>	<b>3,194</b>	<b>3,119</b>

## Operating Revenue

Increased to \$171,838,000 in 2023 from \$150,689,000 in 2022

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 relating to NDIS services for the period 1 July 2022 to 30 June 2023. The Directors used this review to obtain assurance that NDIS revenue is complete and accurate, and also improve controls and processes in place.

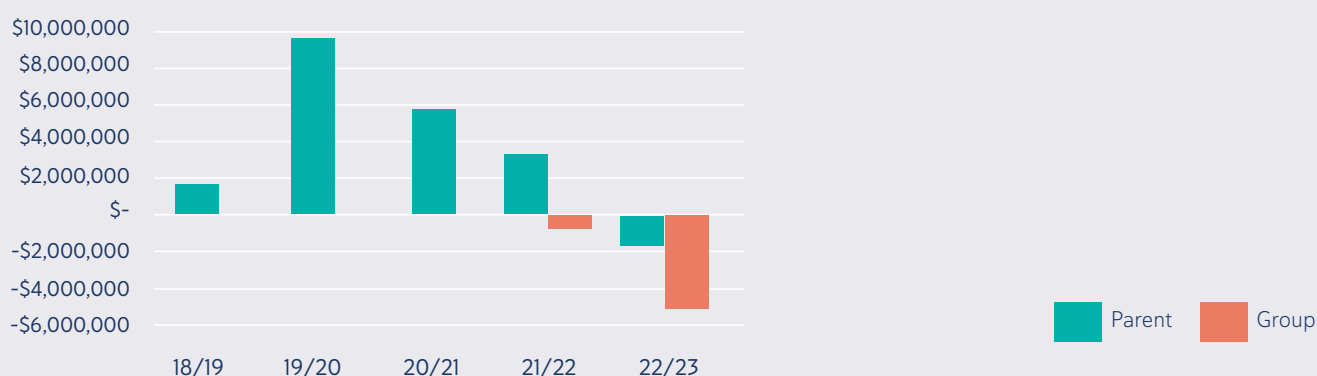
FY22-23	\$ 171,838,000
FY21-22	\$ 150,689,000
FY20-21	\$ 103,313,149
FY19-20	\$ 91,525,906
FY18-19	\$ 67,975,323

# Consolidated Statement of Financial Position

As at 30 June 2023

	Notes	2023		2022	
		Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	4	15,918	13,199	13,142	9,945
Trade and other receivables	5	12,332	11,516	14,644	14,394
Inventories		158	158	126	126
Prepayments		1,310	1,238	1,042	931
<b>Total current assets</b>		<b>29,718</b>	<b>26,111</b>	<b>28,954</b>	<b>25,396</b>
<b>Non-current assets</b>					
Property, Plant and Equipment	6	47,904	42,566	46,983	41,449
Investments at fair value through P&L		3,414	2,906	3,095	2,643
Intangible assets	7	1,866	1,761	945	735
<b>Total non-current assets</b>		<b>53,184</b>	<b>47,233</b>	<b>51,023</b>	<b>44,827</b>
<b>Total assets</b>		<b>82,902</b>	<b>73,344</b>	<b>79,977</b>	<b>70,223</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	8	8,899	6,719	8,855	5,726
Grants received in advance	9	5,399	354	2,146	499
Borrowings	10	-	-	-	-
Employee provisions	11	11,429	8,139	9,602	6,871
Lease liabilities	12	2,271	1,395	2,147	1,332
<b>Total current liabilities</b>		<b>27,998</b>	<b>16,607</b>	<b>22,750</b>	<b>14,428</b>
<b>Non-current liabilities</b>					
Borrowings	10	-	-	13	13
Employee provisions	11	906	722	954	683
Lease liabilities	12	4,402	3,555	4,733	3,647
<b>Total non-current liabilities</b>		<b>5,308</b>	<b>4,277</b>	<b>5,700</b>	<b>4,343</b>
<b>Total liabilities</b>		<b>33,306</b>	<b>20,884</b>	<b>28,450</b>	<b>18,771</b>
<b>Net assets</b>		<b>49,596</b>	<b>52,460</b>	<b>51,527</b>	<b>51,452</b>
<b>Equity</b>					
Retained surplus		49,596	52,460	51,527	51,452
<b>Total equity</b>		<b>49,596</b>	<b>52,460</b>	<b>51,527</b>	<b>51,452</b>

## Operating Surplus



# Consolidated Statement of Changes in Equity

For the year ended 30 June 2023

	Retained Surplus		Total	
	Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Balance at 1 July 2021</b>	48,333	48,333	48,333	48,333
Comprehensive income				
Surplus for the year	3,194	3,119	3,194	3,119
Other comprehensive income for the year	-	-	-	-
<b>Balance at 30 June 2022</b>	51,527	51,452	51,527	51,452
Comprehensive income				
Surplus for the year	(1,931)	1,008	(1,931)	1,008
Other comprehensive income for the year	-	-	-	-
<b>Balance at 30 June 2023</b>	49,596	52,460	49,596	52,460

# Consolidated Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023		2022	
		Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Cash flows from operating activities</b>					
Receipts from government operating grants		23,998	6,601	14,795	5,820
Receipts from customers and members		7,518	6,103	6,057	5,135
Receipts from fundraising & bequest activities		190	165	204	179
Receipts from NDIS		148,140	118,807	121,918	101,592
Payments to suppliers and employees		(172,235)	(125,816)	(150,508)	(112,357)
Interest received		74	66	14	14
Interest paid		(275)	(193)	(172)	(118)
<b>Net cash provided by operating activities</b>		<b>7,410</b>	<b>5,733</b>	<b>(7,692)</b>	<b>265</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment		397	321	4,238	243
Receipts from government capital grants		117	109	1,353	576
Payment for property, plant and equipment		(3,294)	(2,976)	(3,878)	(3,860)
Payment for intangible assets		(1,381)	(1,381)	(378)	(340)
Cash acquired through business combination	21	2,505	2,505	4,561	-
Payment for non-operating expenditure		-	-	(744)	(39)
Net proceeds from/(payment for) investments		23	45	(2,880)	(2,872)
Net proceeds from/(payment for) intercompany loans		-	708	-	(3,576)
<b>Net cash used in investing activities</b>		<b>(1,633)</b>	<b>(669)</b>	<b>2,272</b>	<b>(9,868)</b>
<b>Cash flows from financing activities</b>					
Repayment of borrowings		(13)	(13)	-	-
Proceeds from borrowings		-	-	-	-
Repayment of lease liabilities		(2,988)	(1,797)	(2,459)	(1,473)
<b>Net cash used in financing activities</b>		<b>(3,001)</b>	<b>(1,810)</b>	<b>(2,459)</b>	<b>(1,473)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>2,776</b>	<b>3,254</b>	<b>(7,879)</b>	<b>(11,076)</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>13,142</b>	<b>9,945</b>	<b>21,021</b>	<b>21,021</b>
<b>Cash and cash equivalents at end of year</b>	4	<b>15,918</b>	<b>13,199</b>	<b>13,142</b>	<b>9,945</b>





# 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. These consolidated financial statements comprise the Organisation and its subsidiaries (together referred to as the "Group") and the organisation as a separate entity (referred to as the "Parent Entity"). The Group provides sustainable support options for people with multiple disabilities, mental health issues 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 - Simplified Disclosures as set out in AASB 1053: Application of Tiers of Australian Accounting Standards and AASB 1060 General Purpose Financial Statements - Simplified Disclosures for profit and Not-for-Profit Tier 2 Entities.

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Simplified Disclosure Standards 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 8 November 2023.

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) Principles of Consolidation

The consolidated financial statements incorporate all of the assets, liabilities and results of the parent and all of the subsidiaries. Subsidiaries are entities the parent controls. The parent controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a subsidiary is discontinued from the date that control ceases. Intercompany transactions, balances and unrealised gains or losses on transactions between Group entities are fully eliminated on consolidation. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

### Business combinations

Business combinations occur where an acquirer obtains control over one or more businesses.

A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. The business combination will be accounted for from the date that control is obtained, whereby the fair values of the identifiable assets acquired and liabilities (including contingent liabilities) assumed are recognised (subject to certain limited exceptions).

When measuring the consideration transferred in the business combination, any asset or liability resulting from a contingent consideration arrangement is also included. Subsequent to initial recognition, contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or a liability is remeasured in each reporting period to fair value recognising any change to fair value in profit or loss, unless the change in value can be identified as existing at acquisition date.

All transaction costs incurred in relation to business combinations, other than those associated with the issue of debt and equity securities, are recognised as expenses in profit or loss.

The acquisition of a business may result in the recognition of goodwill or a gain from a bargain purchase.

### (b) 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 receives operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both these conditions are satisfied, the 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 (e.g. 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.

### (c) Finance costs

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

### (d) Income tax

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

### (e) 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.

#### (f) 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.

#### (g) 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.

#### (h) 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.

#### (i) 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.

#### (j) 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

#### (k) 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.

#### (l) 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.

#### (m) 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 30 days.

#### (n) 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.

#### (o) 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 (i.e. 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, g, 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.

Other financial assets which do not meet the above criteria, and are quoted in an active market, are subsequently measured at fair value through profit or loss. Gains or losses arising from changes in fair value are recognised in profit or loss as they occur.

#### **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.

#### **(p) 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.

#### **(q) 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 judgments 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 \$4,371,000 for unpaid NDIS revenue, customer fees and other fees. An allowance for impairment of \$221,000 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 Revenue from Contracts with Customers**

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 Leases**

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.



## Note 2: Revenue

### Operating revenue from government grants and other grants

- Federal & State Government Funding
- Other grant revenue

### Total grant revenue

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

### Other revenue

- Fundraising revenue
- Membership subscriptions
- Other revenue

### Total other revenue

### Total operating revenue

### Non operating revenue

- Gain on business combination
- Gain on sale of asset
- Change in estimate of payroll remediation
- Government grants - capital
- Bequests

### Total capital grants and donations

### Total revenue

	2023		2022	
	Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
Operating revenue from government grants and other grants				
- Federal & State Government Funding	17,197	4,900	13,525	4,969
- Other grant revenue	1,366	1,246	1,309	1,185
<b>Total grant revenue</b>	<b>18,563</b>	<b>6,146</b>	<b>14,834</b>	<b>6,154</b>
- NDIS revenue	145,493	116,302	130,203	106,681
- Customer fees and brokerage	5,437	4,363	3,776	3,772
- Sale of goods	1,458	1,456	1,302	1,302
- Interest and dividends	74	66	14	14
<b>Other revenue</b>				
- Fundraising revenue	190	165	149	144
- Membership subscriptions	-	-	1	1
- Other revenue	623	284	410	105
<b>Total other revenue</b>	<b>813</b>	<b>449</b>	<b>560</b>	<b>250</b>
<b>Total operating revenue</b>	<b>171,838</b>	<b>128,782</b>	<b>150,689</b>	<b>118,173</b>
<b>Non operating revenue</b>				
- Gain on business combination	2,585	2,585	2,689	-
- Gain on sale of asset	11	11	904	149
- Change in estimate of payroll remediation	393	-	-	-
- Government grants - capital	180	173	917	211
- Bequests	-	-	50	35
<b>Total capital grants and donations</b>	<b>3,169</b>	<b>2,769</b>	<b>4,560</b>	<b>395</b>
<b>Total revenue</b>	<b>175,007</b>	<b>131,551</b>	<b>155,249</b>	<b>118,568</b>

## Note 3: Depreciation, amortisation and impairment expense

### Depreciation of property, plant and equipment

### Amortisation of intangible assets

### Depreciation, amortisation and impairment expense

Depreciation of property, plant and equipment	5,493	4,043	4,604	3,478
Amortisation of intangible assets	196	91	202	107
<b>Depreciation, amortisation and impairment expense</b>	<b>5,689</b>	<b>4,134</b>	<b>4,806</b>	<b>3,585</b>

## Note 4: Cash and cash equivalents

### Cash on hand

### Cash at bank

### Cash on short term deposit

### Cash on long term deposit

### Cash and cash equivalents

Cash on hand	3	1	3	1
Cash at bank	8,569	5,852	6,779	3,584
Cash on short term deposit	7,247	7,247	6,233	6,233
Cash on long term deposit	99	99	127	127
<b>Cash and cash equivalents</b>	<b>15,918</b>	<b>13,199</b>	<b>13,142</b>	<b>9,945</b>

As at 30 June 2023 \$7,247,000 was held on short term deposits and another \$99,000 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 5.36% (2022: 0.20% to 0.30%).

## Note 5: Trade and other receivables

### Current

### Customer fees, NDIS and other trade receivables

### less: Allowance for impairment of receivables

### Accrued revenue

### Receivable from subsidiary

### Other receivables

### Trade and other receivables

Customer fees, NDIS and other trade receivables	4,371	3,731	4,559	4,016
less: Allowance for impairment of receivables	(221)	(216)	(390)	(337)
	<b>4,150</b>	<b>3,515</b>	<b>4,169</b>	<b>3,679</b>
Accrued revenue	7,495	4,959	9,765	6,947
Receivable from subsidiary	-	2,534	-	3,576
Other receivables	687	508	710	192
<b>Trade and other receivables</b>	<b>12,332</b>	<b>11,516</b>	<b>14,644</b>	<b>14,394</b>

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



	2023		2022	
	Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Note 6: Property, plant &amp; equipment</b>				
<b>Land and buildings</b>				
Freehold land - at cost	13,698	12,698	13,698	12,698
Buildings - at cost	28,551	26,016	25,585	23,050
Buildings - work in progress	1,771	1,771	2,440	2,440
less: Accumulated depreciation	(7,794)	(7,674)	(6,892)	(6,845)
<b>Total land and buildings</b>	<b>36,226</b>	<b>32,811</b>	<b>34,831</b>	<b>31,343</b>
<b>Leasehold improvements</b>				
Leasehold improvements at cost	1,718	1,431	1,705	1,431
less: Accumulated depreciation	(1,075)	(810)	(836)	(754)
<b>Total Leasehold improvements</b>	<b>643</b>	<b>621</b>	<b>869</b>	<b>677</b>
<b>Plant and equipment</b>				
Plant and equipment - at cost	6,341	6,271	5,622	5,622
less: Accumulated depreciation	(4,403)	(4,396)	(3,523)	(3,523)
	<b>1,938</b>	<b>1,875</b>	<b>2,099</b>	<b>2,099</b>
Motor vehicles - at cost	4,605	4,372	4,102	4,102
less: Accumulated depreciation	(1,927)	(1,916)	(1,605)	(1,605)
	<b>2,678</b>	<b>2,456</b>	<b>2,497</b>	<b>2,497</b>
Hire purchase motor vehicles - at cost	695	695	712	712
less: Accumulated depreciation	(363)	(363)	(326)	(326)
	<b>332</b>	<b>332</b>	<b>386</b>	<b>386</b>
<b>Total plant and equipment</b>	<b>4,948</b>	<b>4,663</b>	<b>4,982</b>	<b>4,982</b>
<b>Right of use assets (as per AASB16)</b>				
Right of use assets	13,889	8,709	11,844	7,443
less: Accumulated depreciation	(7,802)	(4,238)	(5,543)	(2,996)
<b>Total Right of use assets (as per AASB16)</b>	<b>6,087</b>	<b>4,471</b>	<b>6,301</b>	<b>4,447</b>
<b>Total property, plant and equipment</b>	<b>47,904</b>	<b>42,566</b>	<b>46,983</b>	<b>41,449</b>

## Reconciliation

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

<b>Land and buildings</b>				
Carrying amount at beginning of year	34,831	31,343	29,920	29,920
Additions through business combinations	440	440	3,535	-
Additions	1,940	1,940	2,168	2,168
Disposals	(61)	-	-	-
Depreciation expense	(924)	(912)	(792)	(745)
<b>Carrying amount at end of year</b>	<b>36,226</b>	<b>32,811</b>	<b>34,831</b>	<b>31,343</b>
<b>Leasehold Improvements</b>				
Carrying amount at beginning of year	869	677	732	732
Additions through business combinations	-	-	256	-
Additions	15	-	19	-
Disposals	-	-	-	-
Depreciation expense	(241)	(56)	(138)	(55)
<b>Carrying amount at end of year</b>	<b>643</b>	<b>621</b>	<b>869</b>	<b>677</b>
<b>Plant and equipment</b>				
Carrying amount at beginning of year	2,099	2,099	2,031	2,031
Additions	744	659	903	903
Disposals	(25)	(10)	-	-
Depreciation expense	(880)	(873)	(835)	(835)
<b>Carrying amount at end of year</b>	<b>1,938</b>	<b>1,875</b>	<b>2,099</b>	<b>2,099</b>
<b>Motor Vehicles</b>				
Carrying amount at beginning of year	2,883	2,883	2,633	2,633
Additions	616	399	789	789
Disposals	(36)	(36)	(95)	(95)
Depreciation Expense	(453)	(458)	(444)	(444)
<b>Carrying amount at end of year</b>	<b>3,010</b>	<b>2,788</b>	<b>2,883</b>	<b>2,883</b>
<b>Right of use assets (as per AASB16)</b>				
Carrying amount at beginning of year	6,301	4,447	4,189	4,189
Additions through business combinations	-	-	2,262	-
Additions	2,781	1,768	2,245	1,657
Disposals	-	-	-	-
Depreciation expense	(2,995)	(1,744)	(2,395)	(1,399)
<b>Carrying amount at end of year</b>	<b>6,087</b>	<b>4,471</b>	<b>6,301</b>	<b>4,447</b>
<b>Total property, plant and equipment</b>	<b>47,904</b>	<b>42,566</b>	<b>46,983</b>	<b>41,449</b>

	2023		2022	
	Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Note 7: Intangible Assets</b>				
<b>Computer software</b>				
Computer software - at cost	3,248	2,943	1,866	1,561
IT systems - work in progress	-	-	265	265
less: Accumulated amortisation	(1,382)	(1,182)	(1,186)	(1,091)
<b>Total computer software</b>	<b>1,866</b>	<b>1,761</b>	<b>945</b>	<b>735</b>
<b>Trademarks and licences</b>				
Trademarks and licences at cost	4	4	4	4
less: Accumulated amortisation	(4)	(4)	(4)	(4)
<b>Total trademarks and licences</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total intangible assets</b>	<b>1,866</b>	<b>1,761</b>	<b>945</b>	<b>735</b>

#### Total intangible assets Reconciliation

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

<b>Computer software</b>				
Carrying amount at beginning of year	945	735	502	502
Additions through business combinations	-	-	267	-
Additions	1,381	1,381	378	340
Disposals	(264)	(264)	-	-
Write offs	-	-	-	-
Amortisation Expense	(196)	(91)	(202)	(107)
<b>Carrying amount at end of year</b>	<b>1,866</b>	<b>1,761</b>	<b>945</b>	<b>735</b>

#### Note 8: Trade and other payables

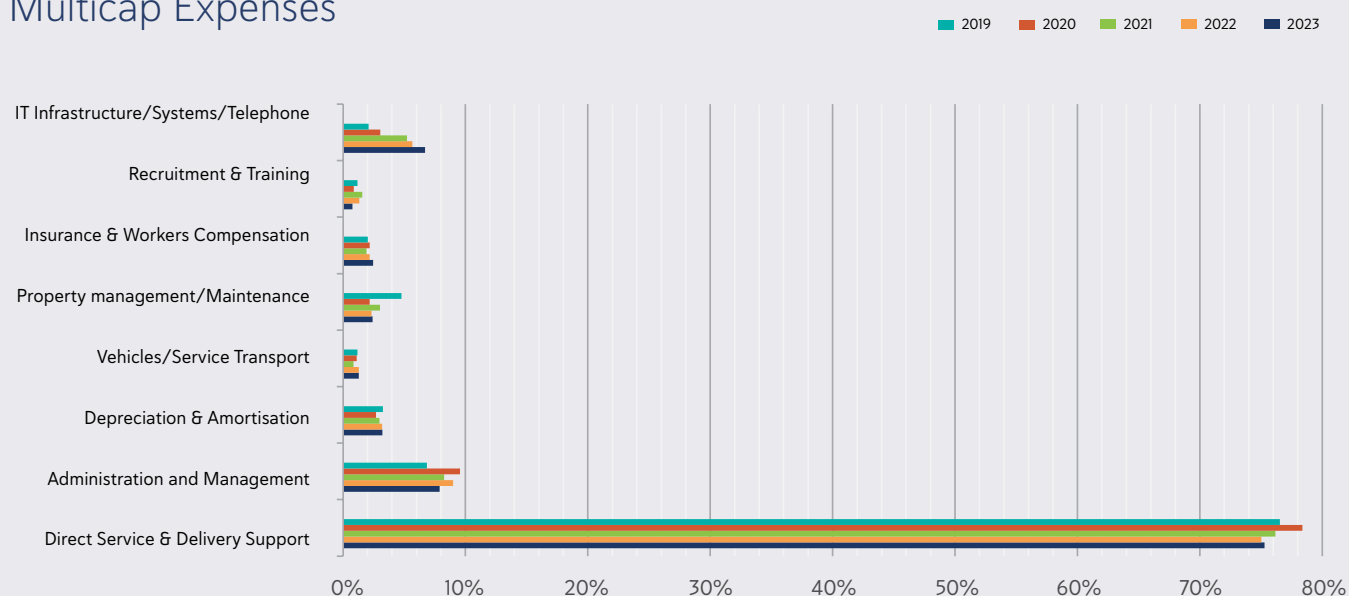
<b>Current</b>				
Trade payables	916	916	857	857
Employee benefits	5,865	4,967	1,267	673
Other accrued expenses and sundry payables	2,118	836	6,731	4,196
<b>Trade and other payables</b>	<b>8,899</b>	<b>6,719</b>	<b>8,855</b>	<b>5,726</b>

#### Note 9: Grants received in advance

Operating revenue received in advance	5,045	-	1,718	71
Capital grants received in advance	354	354	428	428
<b>Grants received in advance</b>	<b>5,399</b>	<b>354</b>	<b>2,146</b>	<b>499</b>

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

## Multicap Expenses







	2023		2022	
	Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Note 10: Borrowings</b>				
<b>Current</b>	-	-	-	-
<b>Non - Current</b>				
Bank loan payable within 2-5 years - secured	-	-	-	-
Bank line of credit - secured	-	-	13	13
<b>Borrowings</b>	-	-	13	13

During the financial year, the bank loan Multicap held with the Commonwealth Bank of Australia was repaid. In FY22, the bank loan was a \$1,000,000 line of credit which was drawn to \$5,690 at 30 June 2022. Interest was payable on the outstanding balance at a market rate. The outstanding balance on the loan was secured by first mortgage over Ellison Road, Aspley.

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 \$NIL at 30 June 2023 and \$6,654 at 30 June 2022 and is secured by a first mortgage over two of the Organisation's properties located at Lee Close, Runcorn

#### Credit standby arrangements with the Organisation's bankers

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

Lines of credit facilities	1,732	1,732	1,732	1,732
Credit card facility	63	63	43	35
Hire purchase and leasing facility	950	950	950	950
	<b>2,745</b>	<b>2,745</b>	<b>2,725</b>	<b>2,717</b>

#### Facilities utilised at reporting date:

Lines of credit facilities	-	-	13	13
Credit card facility	-	-	-	-
Hire purchase and leasing facility	251	251	381	381
	<b>251</b>	<b>251</b>	<b>394</b>	<b>394</b>

#### Facilities not utilised at reporting date:

Lines of credit facilities	1,732	1,732	1,719	1,719
Credit card facility	63	63	43	35
Hire purchase and leasing facility	699	699	569	569
	<b>2,494</b>	<b>2,494</b>	<b>2,331</b>	<b>2,323</b>

#### Note 11: Employee Provisions

Opening balance at 1 July 2022	10,556	7,554		
Additions through business combinations	629	629		
Additional provisions raised during year	9,436	6,234		
Amounts used	(8,286)	(5,556)		
<b>Balance at 30 June 2023</b>	<b>12,335</b>	<b>8,861</b>		

#### Current liability for employee entitlements

Annual Leave	9,391	6,596	7,890	5,410
Long Service Leave	2,038	1,543	1,712	1,461
<b>Current liability for employee entitlements</b>	<b>11,429</b>	<b>8,139</b>	<b>9,602</b>	<b>6,871</b>

#### Non - Current liability for employee entitlements

Long service leave	906	722	954	683
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As at 30 June 2023, the Organisation employed 1,448 full time equivalent employees. (2022: 1,390).

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.

	2023		2022	
	Group \$000's	Parent Entity \$000's	Group \$000's	Parent Entity \$000's
<b>Note 12: Lease Liabilities</b>				
Balance at 1 July 2022	6,880	4,979		
Leases Acquired from Business Combinations				
New leasing contracts signed	461	255		
Lease payments during the year	(939)	(473)		
Interest	271	189		
<b>Balance at 30 June 2023</b>	<b>6,673</b>	<b>4,950</b>		
<i>Current liability for leases</i>				
Lease commitments < 12 months	2,271	1,395	2,147	1,332
<b>Current liability for leases</b>	<b>2,271</b>	<b>1,395</b>	<b>2,147</b>	<b>1,332</b>
<i>Non - Current liability for leases</i>				
Lease commitments > 12 months	4,402	3,555	4,733	3,647
<b>Non - Current liability for leases</b>	<b>4,402</b>	<b>3,555</b>	<b>4,733</b>	<b>3,647</b>

The lease liabilities are for property leases and for hire purchase agreements taken out to purchase motor vehicles. Interest is payable on the outstanding amounts on the individual hire purchase agreements at rates of between 3.39% and 4.18%. The individual agreements are held under a revolving bulk facility with Westpac Banking Corporation. At 30 June 2023 the limit on the facility was \$950,000, of which \$699,081 was drawn at 30 June 2023.

### 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:

<b>Financial assets</b>				
Cash and cash equivalents	15,918	13,199	13,142	9,945
Client fees and other trade receivables (net)	4,150	3,515	4,169	3,679
Other receivables	687	3,042	710	3,768
Investments	3,414	2,906	3,095	2,643
	<b>24,169</b>	<b>22,662</b>	<b>21,116</b>	<b>20,035</b>
<b>Financial liabilities at amortised cost</b>				
Line of credit facilities	-	-	13	13
Lease liabilities	6,673	4,950	6,880	4,979
Current trade and other payables	3,034	1,752	7,588	5,053
	<b>9,707</b>	<b>6,702</b>	<b>14,481</b>	<b>10,045</b>

### 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. Equity or debt instruments have been valued using quoted market prices in the active market.

### Note 15: Capital Expenditure Commitments

The Organisation has committed to several capital projects in the next financial year with contracts to the value of \$3,260,414 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 \$142,865 during the financial year to 30 June 2023.

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. The parent entity has incurred costs on behalf of its subsidiary during the financial year, this sits as a loan receivable on the parents balance sheet at period end which is repaid over time. All transactions are at arms' length value. Total transactional value excluding repayments incurred during 2023 was \$9.03M (2022: \$3.5M).

**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 Financial Officer, the Chief Operating Officers, the Chief People Officer, the Chief Corporate Services Officer and the Chief Clinical and Practice Officer.

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:

	2023 \$000's	2022 \$000's
Short term employee benefits	2,110	2,000
Post employment benefits	195	177
Total benefits	2,305	2,177

**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: Auditors remuneration**

	2023 \$000's	2022 \$000's
Audit fees	79	48
Other services	-	-
Total auditors remuneration	79	48

**Note 19: Contingent liabilities**

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

**Note 20: Limitation of members liability**

The Organisation is a company limited by guarantee and in accordance with the Constitution, in the event of Multicap Limited being wound up, the liability would not exceed \$2 per member. At 30 June 2023 the number of members was 61 (2022: 144).

**Note 21: Business combinations**

On the 18th August 2022 the Company implemented a merger for the business of Interchange Inner East Inc (IIE) for nil consideration as approved by the members of IIE Inc on the 28 July 2022.

	2023 \$000's
<b>Identifiable assets acquired and liabilities assumed</b>	
Property, plant and equipment	-
Trade and other receivables	226
Cash and cash equivalents	162
Employee entitlements	(234)
Trade and other payables	(86)
<b>Net identifiable assets and liabilities assumed</b>	68
Consideration paid on business combination	-
Gain on business combination of IIE Inc for no consideration	68

On the 28 February 2023 the Company implemented a merger for the business of Fraser Coast Family Networks Inc for nil consideration as approved by the members of Fraser Coast Family Network Inc board at the AGM meeting on the 23rd December 2022.

	2023 \$000's
<b>Identifiable assets acquired and liabilities assumed</b>	
Property, plant and equipment	461
Trade and other receivables	192
Cash and cash equivalents	2,343
Employee entitlements	(395)
Trade and other payables	(84)
<b>Net identifiable assets and liabilities assumed</b>	2,517
Consideration paid on business combination	-
Gain on business combination of FCFN Inc for no consideration	2,517

**Note 22: Events subsequent to reporting date**

Effective 1 July 2023, Allinto Australia Limited will trade under its own ABN. Subsequent to this it traded under the Multicap Limited ABN. It continues to be part of the Multicap Group of entities.







# Our Supporters

## Funding Partners

- Brisbane North PHN
- Country to Coast PHN
- Darling Downs West Moreton PHN
- headspace National
- Healthy North Coast PHN
- New South Wales Ministry of Health
- Queensland Corrective Services
- Queensland's Department of Child Safety, Seniors and Disability Services

## Governance and Service Delivery Partners

- Bric Housing
- Northern New South Wales Local Health District
- Prince Charles Secure Mental Health Unit
- Summer Housing

## Alliances

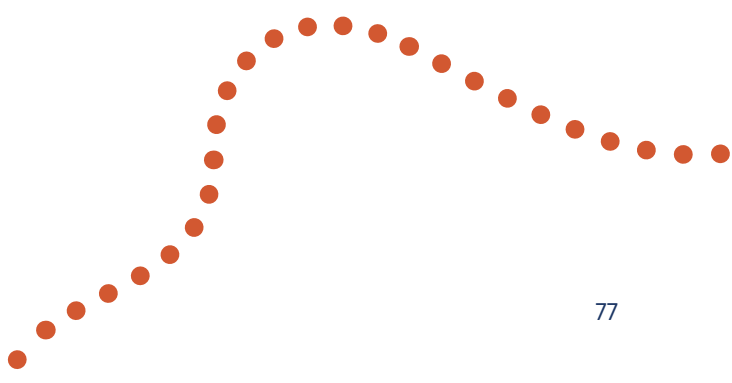
- Ability First Australia
- Ability Forum
- Ability Roundtable
- Australian Psychosocial Alliance

- Easterseals
- Mental Health Australia
- Mental Health Coordinating Council
- National Disability Services
- Queensland Alliance for Mental Health
- Queensland Leaders

## Charity Partners and Sponsors

- Bubbles for a Cause
- Dolphins NRL
- Moreton Bay Regional Council
- Moreton Bay Region Industry and Tourism
- Queensland Mental Health Commission

## Research and Practice

- Safeside Prevention Australia
  - Griffith University
  - University of Queensland
  - University of New England
- 









# Life Members

## Patron

Her Excellency the Honourable  
Dr Jeannette Young AC PSM,  
Governor of Queensland

## Company Secretaries

Sue McDonald and Sandra Williams

## Past Life Members

**1965** Rev S B Ford  
**1965** Brisbane Caledonian Society &  
Burns Club  
**1967** LS Frost Pty Ltd  
**1967** CTO Staff, Brisbane  
**1967** Mrs U Mulholland  
**1972** Rev S R Ramsden  
**1972** Mr N P Scott  
**1974** Mr L N Saunders  
**1979** Mrs M Ramsden  
**1984** Mr A E Walker  
**2003** Mr D Kenway  
**2009** Dr R J Andrews MBE OAM  
**2013** Mrs Gwen Easlea  
**2013** Mr Glen Easlea  
**2016** Prof John McAuliffe AM

## Life Members

**1996** Mr N Rendell  
**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  
KPMG Law  
Church and Partners Lawyers

## 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.

Our passion for every individual's right to connect to and realise the possibilities available to them, drives us to always believe there is a way. Your gift or bequest will ensure we can respond to these needs.

For more information, please contact us on  
**(07) 3340 9000** or visit **[multicap.org.au](http://multicap.org.au)**.

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