



  
**multicap 50<sup>TH</sup>**  
**tasmania** ANNIVERSARY  
CELEBRATING 50 YEARS OF EMPOWERING COMMUNITIES

**annual  
report  
2020/21**

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# Our Mission

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

# Our Vision

To be the service provider of choice for people living with disability.





*Sandra cuddling a puppy at the Tamar Street Hub*



# Board Presidents Report

Kim Chen

As I mentioned in my report last year, Multicap Tasmania commenced its Jubilee Year in September 2020 and celebrations continue.

It has been a year in which we have paused to reflect on where Multicap Tasmania has come from and how and who established it and gave it life. Humble beginnings and monumental effort by relatively few addressed a need that was clearly evident to our founders and they tackled that task with great energy and imagination. Those first stories are inspirational and our founders deserve our admiration.

During Jubilee Year, it was customary to let the earth rest and take life a little easier. To a certain extent, Covid 19 imposed that upon us. This was especially so in relation to redeveloping our Fenton Street, Pamela and Rebeca Court premises and the SDA leasehold interest of Dowling Street premises in Launceston granted by Monkira SDA Pty Ltd. (Monkira). A combination of Covid 19 impacts and the unavailability of trades persons substantially impeded progress on all of those developments. The delay in the completion of Monkira's Dowling Street created a chain reaction. Clients wanting to move from Pamela and Rebecca Court to Dowling Street were delayed preventing renovations commencing. At Fenton Street government programs to stimulate home construction resulting in much increased costs due to scarcity of building materials and trades people with more work than they needed pushing up prices. Value for money was not achievable and the Fenton Street project was deferred.

The installation and commissioning of our new MYP software will, we expect, provide Multicap Tasmania with a more complete and comprehensive record keeping and information system. In time MYP will enable us to leverage our information to drive efficient workflows, reduce administration and enhance efficiency, quality, safety and effectiveness. MYP will help us focus more of our time and resources on building the capability of our staff and improving client safety and wellbeing.

MYP will facilitate compliance with our legal, contractual and social obligations and enhance reporting to management and the Board. Resources such as client dashboards, staff rostering, staff records and incident management can now be documented more effectively and efficiently.

As with our building program, optimising the MYP system has been curtailed due to nationwide restrictions on movement between states preventing trainers attending on site to conduct training.

From a financial perspective, Multicap Tasmania has sustained its profitability and continues to generate surpluses.

However, during the year it did become apparent that our processes and systems were not as robust as they should have been. Steps have been taken to develop more rigorous approaches within our financial management team.

“I would like to thank all of our employees for their energy, commitment and can-do approach in caring for and keeping safe all those in our care which number more than 300 ”

The pandemic and Jubilee Year have given us pause to reflect on how we might build the Multicap Tasmania community. The Board's focus last year was, and currently is on developing a more capable and cohesive workforce committed to delivering high quality care and safety to our clients. As I have written before, it is critical that Multicap Tasmania has a values-based culture which underpins our community of staff and the people we care for. Our Board is pleased to see the level of commitment of our people, management and



*Aimee cutting the ribbon to her new home*



*Andrew Tilt and Board Member Dr. Frank Reynolds*

staff, to the wellbeing and safety of those in our care, each other and the public.

Our Board currently has three subcommittees. Our Finance Committee is chaired by Paul Smith. Our Quality and Safeguarding Committee is chaired by Bruce Cameron. Our People, Culture & Capability Committee is chaired by Rachael Hull. I want to thank Rachael, Bruce and Paul for their contributions on those committees during the year. Those committees help the Board discharge its oversight obligations as well as providing opportunities to provide guidance and sharing experience with management.

I thank our CEO, Nigel Hill, and his management team for their efforts during the year. We are keen to see good leadership throughout our organisation. Collaboration will facilitate a continuous improvement approach.

I thank my fellow Board members for their guidance and commitment to building up Multicap Tasmania. The Board continued its work of delivering on our strategy and improving our cultural and focusing on delivering on the outcomes our clients are seeking.

Finally, I would like to thank all of our over 300 employees for their energy, commitment and can-do approach in caring for and keeping safe all those in our care which number more than 300. Further, please continue to keep an eye on each other's health and wellbeing. As a community, we need to work collaboratively and look to each other's needs.

And to our members, thank you for your continued support of our association.



*The official opening party: CEO Nigel Hill, President Kim Chen and Minister Courtney*



*Clients visiting the new building site*



*A big congratulations to our client Phil who recently achieved his goal of Go Kart racing.*



## About the Board

With diverse backgrounds and experience, the Multicap Tasmania Board provides an important governance function at a time of significant changes to the sector impacting on our operations. Board decisions have helped Multicap Tasmania to remain a vibrant and growing provider in the new NDIS environment and they are to be commended for their support of our organisation.



### Kimball Chen

#### President

Elected October 2019 | Vice President 2016- 2019 | Member since 2011

Kimball studied law at the University of Tasmania and was admitted to practice in 1976. He practiced in Hobart until 1981 at which point he moved to Smithton where he lived until 1993. From 1993 he practiced in Burnie, Smithton and on King Island. Kim retired from private practice in 2004 and worked for several years with the North West Community Legal Service.

From 2010 until 2013 Kim worked as an electorate officer for Braddon Member of Parliament Sid Sidebottom. He is now retired and helps manage his church's finances when not traveling and pottering in the garden.



### Rachael Hull

#### Vice President & People, Culture & Capability Chair

Elected November 2020 | Member of Board since 2018

Rachael is a tertiary qualified, contemporary HR professional with over 20 years' experience working predominantly in mining, FMCG manufacturing utility industries and local government. Throughout her career, Rachael has held key roles in leadership teams at varying levels with responsibility for contributing to strategic, operational, financial and people outcomes.

Currently, Rachael is employed by the Burnie City Council with her main focus being HR. Rachael has completed her Company Directors qualification through the Australian Institute of Company Directors. Rachael has prior experience on boards on the North West Coast and is excited to being involved with and making a positive contribution to Multicap Tasmania.



## Paul Smith

### Finance Committee Chair

Elected October 2016 | Member of Board since 2011

Paul worked at Forestry Tasmania for over 38 years with extensive experience in field operations at a senior management level. Paul joined the Board of Multicap Tasmania following his retirement from full time work in order to contribute to society.

Paul brings a wide range of experience to the Board including financial management, WH&S and corporate governance. Paul's key objective at the moment is to facilitate a more strategic approach by the Multicap Tasmania Board.



## Bruce Cameron

### Quality and Safeguarding Committee Chair

Member of Board since 2018

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

Bruce has worked with a range of ages and abilities of people and brings to the Board a valuable insight into the importance of ongoing learning and working with others to bring about positive and effective change.

His particular interest in Board involvement is to ensure that people associated with Multicap Tasmania can be supported to achieve their potential.



## Diane Ewington

### Board Member

Member of Board 2006-2012 | Since 2015

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

In her work life, Diane has worked as a family advocate for the Association for Children with Disability (ACD) and has recently retired from Carer Gateway- Care2Serve to assist family carers with their involvement with NDIS.

Diane has a strong interest in promoting equity and empowerment for people with disability in an inclusive environment within our community.





## Colin McKenzie

### Board Member

Member of Board since 2020

Colin is Managing Director at McLean McKenzie & Topfer in Burnie where he has lived since 1986 after moving to the North West Coast following three years practise in Hobart. He has practised in litigation in the criminal jurisdiction and various State and Federal civil courts and tribunals, lately primarily in personal injuries and workers compensation. He served on the Guardianship and Administration Board of Tasmania as its Deputy President for 10 years, as a member of the lawyers Disciplinary Tribunal under the Legal Profession Act 2007, and various voluntary not for profit boards including Multicap since 2020.



## Dr Frank Reynolds

### Board Member

Member of Board since 2013

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

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



## Glenda Scaddan

### Board Member

Member of Board since 2009

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

Glenda holds a Bachelor of Arts from the University of Tasmania. Possessing a keen interest in service provision – post 27 years of full time caring for her profoundly disabled daughter – Glenda's drive is to help improve and sustain Multicap Tasmania's role in the disability sector as the NDIS shapes our future.



# CEO's Report

## Nigel Hill

As I mentioned in my report last year, Multicap It is with pleasure that I present the CEO review in our 2020-21 Annual Report. 2021 marks a very important year in Multicap Tasmania's history as we celebrate our 50th birthday. There is more information about our proud history elsewhere in this report.

The year has come with both highs and lows. Tasmania has been very lucky to have been less affected by the COVID-19 pandemic than other states, and we are thankful not to have lived the experiences of other states, particularly NSW and Victoria. However, our operations are still not quite back to normal, as current restrictions have impacted our full return to normal services, particularly some of our weekend social outings which we will hope to reintroduce in early 2022.

Keeping everyone safe during the pandemic has been a key priority for all our team at Multicap Tasmania. We have welcomed the assistance of the Tasmanian and Australian Governments for their supports in helping us ensuring vaccinations can be made available to our staff, clients and other family members in a timely manner. Our board has strongly recommended that our staff are vaccinated and are very mindful of the role we all play in helping reduce the risk that COVID presents to our clients, particularly those clients who may be more health compromised.

Elsewhere in this report is a more detailed analysis of the progress we have made on our strategic plan, however it is important that I provide a high level summary in my report.

Firstly, our organisation is in good financial shape. NDIS pricing pressures have reduced our operating result and we are increasingly concerned that the current cost model used by the NDIA does make it difficult for providers to ensure they have a well trained workforce as well as meeting all of their compliance and quality requirements. It is important that the NDIS does deliver the liberating scheme that all Australian living with a disability deserve.

Workforce support and development have been a very big focus of our last year. We are providing support to a large number of employees who are completing formal training in disability, largely through the Certificate III in Individual Supports and the Certificate IV in Disability.

A new organisational structure has been implemented. 8 new Disability Support Services Managers have replaced the 3 Regional Manager roles. The key rationale behind this change was to ensure that we have a layer of management much closer to our clients, indeed these roles are intended to have a direct coaching and mentoring role for team leaders and disability support workers within an assigned cluster. A ninth position oversees our Community Access services, and this role has an additional focus on supporting the growth of new and innovative programs based on client needs.



**Alison supporting Alana, the Safety and Wellbeing Manager rolling up her sleeve to receive her Covid-19 Vaccination**



### **Multicap Tasmania wins Aurora State Bowling Championship**

It is pleasing to report that we now have a number of clients undertaking a SLES (School Leaver Employment Supports) program with us. These programs have a focus on supports that build a pathway to employment. Our capacity to deliver these programs is enhanced by the great facilities we have.

We have now 2 Behavioural Support Practitioners offering behavioural planning services for a growing client base across the breadth of Northern Tasmania. These positions have been a valuable new addition to our services and we will continue to look at future services we may provide where there is an identified gap. Our Support Coordination services have also grown from 2 to 6 staff in the last year as we have been responsive to needs that have occurred within the local community. I welcome those staff to our services.

In December 2020 we completed the purchase of a new Community Hub at 10 Fenton Street in Devonport. This site will be the future home of an expanded day service offering in Devonport and we will shortly undertake a substantial renovation of this site, which will provide additional programs and capacity at this site.

On 30 September 2021 we were thrilled to have Sarah Courtney MHA, Minister for Disability Services, open 2 new Fully Accessible SDA (Specialist Disability Accommodation) properties at 13 Dowling Street in Newstead (Launceston). These new properties continue the work we are doing to ensure our property portfolio meets our Strategic plan for “high quality

and well maintained assets”. These new properties will now provide contemporary living arrangements for clients living with physical disabilities that require a more purpose built living environment. The properties are now fully occupied, with some residents moving from our older properties in Summerhill as well as being the home for some new residential clients who have joined us. We are committed to becoming a leading provider of purpose built accommodation offerings, and welcome enquiries. We are committed to future building programs where demand exists, and are already planning some future developments in the Legana area, as well as assessing demand across the North West Coast.

“ As an organisation we are strongly committed to delivering high quality services... ”

During the last year we have also been able to secure new accommodation options for 6 new properties through our ongoing collaboration with a community housing provider. These six new properties provided a new home for residents across Somerset, Devonport and Latrobe and we look forward to continuing this partnership in the years ahead.

# CEO's Report continued...

## Nigel Hill

As an organisation we are strongly committed to delivering high quality services and we have the required processes in place to ensure we are meeting all of our compliance obligations. We are always keen to understand what we are doing well and indeed what we can do better. We are currently analyzing the results of our most recent Client Satisfaction Survey and we will make this data available, as well as the action plan that flows from it, as soon as possible. We have undertaken a body of work in the last year under the title "Voice of the Customer" which has been about building a more customer orientated organisation. We have made some steps in the right direction and will continue this work in the year ahead.



*Phil at horticulture learning, transplantation, digging and socialising*

“ I would to thank all of our broader community, clients, their families, and importantly our staff for the work that has been done to ensure we have all remained safe during these times... ”

Our board and senior management team participated in a program Right on Board led by Canberra based consultant Dr Alan Hough. The workshop program facilitated by Alan was focused on the critical role boards play in overseeing the quality and safety of services provided to some of Australia's most vulnerable people. In addition to the workshop, Alan also undertook a review of the operations of the board and its Quality and Safeguarding subcommittee, and has provided some valuable insights into how we can further develop and improve our governance processes.

The financial year 2020-21 saw a 15% increase in our disability support revenue, with the overwhelming amount being from the NDIS. The scale of growth requires increasing sophistication as we aim at providing high quality supports to an increasing number of clients and delivered by our growing staff numbers.

As we move toward the end of 2021 I, and I am sure everyone in our extended Multicap Tasmania family we be looking forward to life getting back to a "new normal". I would to thank all of our broader community, clients, their families, and importantly our staff for the work that has been done to ensure we have all remained safe during these times.

And finally, to our board, thank you for your support during the year. It is great to work with a board with a united commitment for Multicap Tasmania to be the provider of choice for people living with disability, with a genuine commitment to fulfill our mission, to empower those with a disability to reach and be recognised for their full potential, express their individuality and engage in our community, as a core part of their governance oversight of our organisation.



*Executive Team, Nigel Hill, Donna Crompton, Yvonne Edwards, Nicole Walsh*



## Nigel Hill

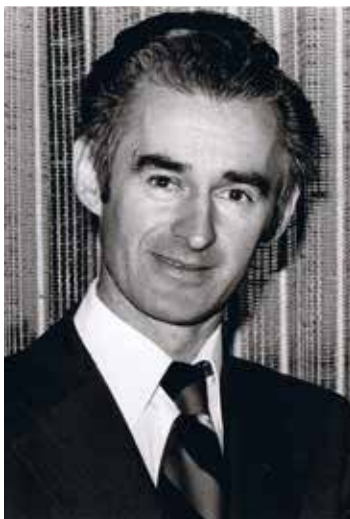
### Chief Executive Officer

During 2021 we celebrated the 50th anniversary of the establishment of our organisation.

Our history dates back to a time when there were significant gaps in the provision of services for many people living with disabilities.

Our story began on the 17 August 1971 when a public meeting was held at the Burnie CWA based on concerns of a lack of services available for children living with multiple disabilities in the North West. The motivation for the meeting came from Trevor Hodge, the father of two children with disabilities who were unable to attend the school system at the time. From that meeting the Coastal Crippled Children's Society was formed and Trevor became the Inaugural President.

The 1970s marked extensive fundraising activities culminating with the Miss Multicap Quest which was a function held annually in Burnie and televised statewide. The contestants each year were supported by teams across the state that oversaw many fundraising activities (raffles, door knocks etc). Trevor and his wife Maureen, supported with their families and many others, oversaw the early years of the organisation with Trevor serving in the role of Executive Director (CEO) for 14 years.



*Trevor Hodge*

The organisation has operated under various names over the years

- Coastal Crippled Childrens' Society (initial name of organisation formed on 17/8/1971)
- Tasmanian Society for Multiply Handicapped Children (12/4/1973)
- Tasmanian Society for Multiply Handicapped Children (Multicap) (16/9/1974)
- Australian Society for Multiply Handicapped Children (Multicap Australia) (27/10/1975)
- The Society for Multiply Disabled People of Tasmania (10/4/1986)
- Multicap Tasmania (3/12/2014)

The significant fundraising that occurred in the early years were a testament to all that were involved, at a time where government support did not exist for the services we provide. The fundraising effort led to the purchase of 26 Hectares of Land at 186 West Mooreville Road East Cam, and the development of buildings on site, including Westwood (1979) and then Panorama (1983).

It was an honour to catch up with Trevor this year and to recount the story of the birth of our organisation. It is a truly inspiring story earmarked by so much hard work and dedication to making a difference in the lives of children living with disabilities.

Today our services extend well beyond children, but we are truly thankful for those who had the vision and commitment to make a difference 50 years ago.



# Multicap Tasmania turns 50!



Multicap Tasmania Birthday Party - Devonport



Multicap Tasmania Birthday Party – Launceston. Donna & Kevin



# Multicap Birthday Celebrations



*Darren at the Burnie Birthday Party*



*Jacinta dressed up for the Launceston Birthday Party*



*Luke joining Kevin's life entertainment at the Launceston Birthday Party*



*Nina and Scott at the Burnie Birthday Party*



*Kim and Chelsea at the Burnie Birthday Party*

# Key Priority 01

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





# Key priority 01

**Donna Crompton**  
Executive Manager Service Delivery

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

## Insight our services



## Our strategies

- 1.1 Multicap Tasmania will continue to develop and enhance client engagement strategies based on contemporary practices to ensure our programs meet the existing and emerging needs of our clients.
- 1.2 Multicap Tasmania will actively engage within the sector to ensure we understand the opportunities, challenges and threats presented by the NDIS in our region.
- 1.3 Multicap Tasmania will embrace the principles of Person Centred Planning and Active Support in the development, implementation and evaluation of our services.
- 1.4 Multicap Tasmania's will have detailed processes and systems in place to ensure its clients and their families are empowered to realise the opportunities available to them in the NDIS.

This last year has seen a significant period of growth in the clients and services that Multicap Tasmania are offering but also shows the expansion of our staffing pool to drive these services.

The biggest change and improvement to our services has been the re-structure of the leadership layer within service delivery. This has changed from having three Regional Managers to one Executive Manager of Service Delivery leading eight Disability Services Support Managers (DSSM) and one Program Innovation and Community Access Manager (PICA). Each Manager has designated Supported Independent Living Services, Individual Support clients and Community Access Hubs assigned to them.

“ This last year has seen a significant period of growth in the clients and services that Multicap are offering but also shows the expansion of our staffing pool to drive these services. ”

What this means is Team Leaders (TL) can fully concentrate on the client supports, and day to day running of services with the DSSM providing leadership and mentoring to all staff assigned to those clients. By providing this level of support and mentoring we have capable and skilled staff qualified to provide high quality supports and outcomes for our clients. Having a Manager dedicated to the innovations and management of the programs and services we provide within our Community Access sites, ensures a continual improvement and expansion of our service offering to clients.

One such new and innovative service we are providing is in planning Food and Nutrition management of our clients with the introduction of a Dietician to our organisation. Samantha Stanton is a dietician working with Multicap once a fortnight to review our current processes and training requirements. Sam has developed a training module focusing on how Disability Support Workers can support clients to ensure they receive a variety of food and nutrients into their diets. Many of our clients may also require modifications to the consistency of their solids and fluids and Samantha will support staff and clients to find ways of making food more appetizing. To support with this one of our sites has recently invested in food

molds which support staff use to make pureed food shaped in the food type it previously was.

We have also seen a growth in our Behavioural Support Services with two practitioners now able to offer support to clients across the North and North West of Tasmania. Andy Bading and Fintan McCullough have been developing their knowledge of the sector and have been completing the NDIS Behavior Practitioner Framework to become Registered Core Practitioners. Alongside this they have had some positive outcomes for clients through their intervention support strategies and staff training.

September last year we launched our new client management system, MYP Corp and concluded the roll out of this to all services earlier this year. The system has some great functionality which has continued to support service delivery in supporting and engaging with our Clients. One of the most positive functions is the way the system allows during completing shift notes. MYP emphasises the reporting of goals and objectives as part of the shift note completion. This has enabled us to better track the outstanding achievements clients have been making in working towards and achieving the goals they aspire to.

Alongside this we have launched our Incident Managements System through MYP, and used this opportunity to restructure our incident form to ensure we get the required information regarding the incident to better support staff and clients following the event. The system itself allows us to easily track patterns and fluctuations of behaviours which has also enabled us to advocate on our client’s behalf for further support funding and allied health professional interventions.



**Executive Manager Service Delivery, Donna Crompton with members of the Disability Support Services Manager Team.**



*Sandra, participant of the Rosie Posie Program*

# Key Priority 02

High quality and well maintained assets and a safe built environment.





## Key priority 02

High quality and well maintained assets and a safe built environment

**Yvonne Edwards**  
Executive Manager Business & Finance

**Nigel Hill**  
Chief Executive Officer

**Nicole Walsh**  
Executive Manager People, Culture and Capability

## Insight our assets

<b>18</b> Owned properties	<b>21</b> Leased properties	<b>36</b> Vehicles
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**\$5.719M**  
Cash

**\$19.353M**  
Total Assets

**\$14.921M**  
Net Members Equity

## Our strategies

- 2.1** Multicap Tasmania will continue the redevelopment of its accommodation services, providing contemporary buildings tailored for the needs of our clients, through new building projects, property purchases and upgrades, and partnerships.
- 2.2** Multicap Tasmania will further develop and improve its Community Access sites to ensure they are fit for purpose for the support of clients in their daily lives and enabling enhanced learning opportunities.
- 2.3** Multicap Tasmania will enhance its WHS management practices to achieve best practice within the sector.





*Community Access Team, celebrating at our 50th Birthday Party*

Our latest additions to our purpose-built housing offerings were officially opened by Sarah Courtney MHA, Minister for Disability Services, on 30 September 2021. These 2 new homes are both built to the Fully Accessible NDIS design standard, and each provides accommodation for 4 residents.

The buildings have been built to maximise the advantages of the block, bringing inner city living to 8 Multicap Tasmania clients who will have ready access to the city and its immediate surrounds. Built at Dowling Street in Launceston, the site is 1.5km from the city centre, and much closer to shopping and other services.

The properties have very much been designed with the future residents in mind, and offer a mix of living and entertainment options, with a large outdoor undercover areas and multiple courtyards providing amenity for our residents at the site. Coupled with the generous light allowed into the building through the inclusion of additional elevated windows, these homes provide light, space and importantly multiple living options for the residents living there.

As an organisation we are committed to making sure we are playing a leading role in providing fit for purpose housing options for our growing residential clients. With further developments planned, we welcome new enquiries and requests, we are committed to making a difference.

## Property Maintenance and Refurbishments

Market demand for residential accommodation services continues to provide opportunity for growth for Multicap Tasmania. During the year several new community accommodation leases were secured to provide SIL accommodation across the Northwest region. Properties include Stoney Rise Rd in Devonport, two properties in Stanley St, located in Latrobe along with three properties in Mackenzie Drive, Somerset. An additional property has been leased in Landsborough Ave, Newstead, to provide additional respite support whilst renovations are completed to properties in the Launceston region.

Accessing relevant trades has hindered timeframes for both property maintenance and our larger renovation projects. The 2021-22 operational budget has included a new position, Facility and Property Co-ordinator. Recruitment for this hands-on position has been completed, and the role is intended to provide a more timely resolve to minor maintenance requests along with supporting our building project schedule and WHS contractor management.

During the year extensive renovations were undertaken at our Westwood/Panorama site with Westwood being upgraded to be a contemporary training and development centre. This was a major refurbishment and is now fully operational. Westwood now includes a large multipurpose room supported by several break-out spaces, kitchen and ICT support. Also included in the renovations were several corporate spaces which are now home to our Finance Team along with several members of our Support Co-ordination team. Renovations will continue at this site with a five-room modern respite accommodation facility being developed on the western end of the Panorama building. It is hoped this will be operational by the end of the 2021 calendar year.

The next major development project for Multicap Tasmania will be the development of the Fenton Street complex. Fenton Street was purchased in the previous year and is currently our Community Access Devonport Hub. When completed it will become a dual-purpose facility providing Community Programs along with housing the Devonport corporate team. This is an extensive refurbishment and it is not anticipated to be completed until December 2022.

Multicap Tasmania remains committed to updating several of our older properties. During the 2021-22 financial year provision has been made in the capital budget to upgrade both Rebecca and Pamela properties which form part of our accommodation portfolio. These upgrades will include fully accessible kitchens and modernising fixtures. A kitchen upgrade to our Miranbeena Hub is also scheduled, further enhancing our Community Access program in Burnie.

## Safety

### *2.3 Multicap Tasmania will enhance its WHS management practices to achieve best practice within the sector*

In 2021, our Safety Vision set in 2020 is still at the heart of everything we do- Multicap Tasmania will empower and encourage our people to champion a safe working culture for the wellbeing of all.

We recognise at Multicap Tasmania the importance of empowering the capability of our people to achieve better safety outcomes.

Empowering safety capability across our organisation has been a key theme of our Safety Action Plan 2020 - 2021 (designed in partnership with our Insurer in 2020) , the bulk of the deliverables under that taking place this year (2021).

## Safer Experiences

Our new Safety Management System has improved safety outcomes and experiences for our people (clients, employees and those who interact with the multicap tasmania community) by:

- Improving risk assessments and profiling and putting supports in place for high profile risks within our services and supports via a WHS Risk Management framework
- Creating space for critical safety conversations i.e- the key consultative forum on safety and wellbeing in our organisation in our refreshed Workplace Health and Consultation Committee
- IAuditor system solution under investigation designed to create a robust and evidence based streamlined auditing process. The data from IAuditor will produce charts to look at trends, track progress and minimise risk.
- Sharing safety learnings and promoting conversations around safety and wellbeing in the organisation

## Enhanced Wellbeing

Our people's mental health and wellbeing continued to be a focus for us in 2021. We recognise that building mentally healthy teams and caring for each other has never been more important.

- We are in the process of refreshing our network of mental health first aiders across our organisation- a critical group of peers trained to provide mental health first aid.
- Partnered with our training provider Avidity to provide a mental health skill set for our disability support workforce which will be delivered in early 2022.
- We are excited to support our people in helping us build a mentally healthy culture by launching a short but very impactful mental health online course for all employees called WeCare. The WeCare training will show our employees how to support someone in mental distress and create a caring work culture for all.
- Our Wellbeing working group is coming together to support our people in a range of ways to address mental health and wellbeing.

## COVID-19 Update

Our caring and supportive team of people have remained vigilant once again during COVID-19 getting on with the important work of ensuring safe quality supports to our wonderful clients.

Our disability support workforce has pulled together to vaccinate against COVID-19 not only as part of their commitment to doing their best to protect the people they support and their communities from COVID-19 but also to help us ensure that our organisation complied with the Tasmanian Government Public Health Directive mandating COVID-19 vaccination.



*Robert and Dylan*



*Mental Health Week: Yoga activity in Launceston*

# Key Priority 03

An engaged, capable and supported staff.



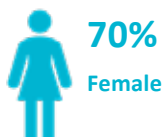
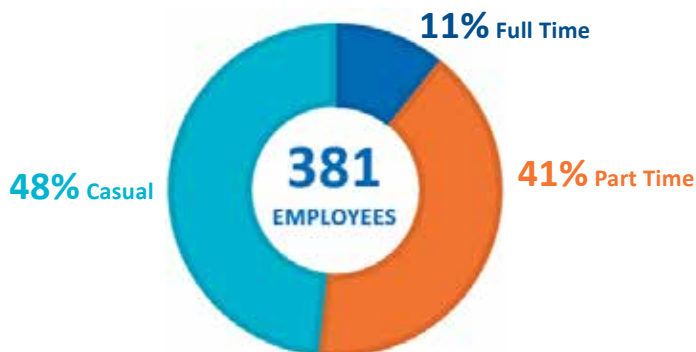
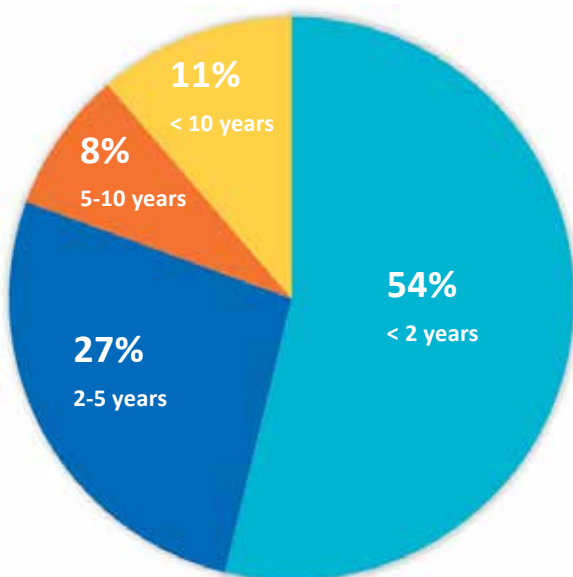


# Key priority 03

**Nicole Walsh**  
Executive Manager People, Culture and Capability

An engaged, capable  
and supported staff

## Insight our staff



Female and male % based on last pay period 31 October 2021

## Our strategies

- 3.1 Multicap Tasmania will develop contemporary recruitment strategies that incorporate best practice in the sector, including Values Based recruiting.
- 3.2 Multicap Tasmania will tailor recruitment activities to meet the emerging needs of different clients accessing our services.
- 3.3 Multicap Tasmania will invest in the development of best practice methods within the sector to provide development, mentoring and support to our employees, particularly our new workforce.
- 3.4 Multicap Tasmania will develop an Annual Staff Development plan that incorporates the right mix of technical and soft skills, and actively work with training partners to deliver a high performing workforce for current and future requirements.
- 3.5 We will regularly engage with our workforce through formal and informal processes to drive improvements in our management and organisational practices.

We believe our people are passionate about providing great client experiences and are committed to being the best they can be every day. It is through our people after all, that we will achieve our vision 'To be the Service Provider of Choice for people living with disability'. Our people strategy 2021 sets out key actions and initiatives designed to improve the employee experience in our organisation and position us as an employer of choice as we recognise that to be a service provider of choice we must become an employer of choice for our current and future employees.

Three core themes underpin the program of work in our People Strategy, these are;

## Theme 1 - Culture

A positive workplace culture transforms how people feel while they are doing their job and how they use their energy, for the better!

## Theme 2 - Capability

Encouraging our people to develop and achieve their full potential

## Theme 3 - Experience

We genuinely care about the quality of our people's experience working here

## Culture

Culture (the way we do things around here) and the people experience (employees and clients alike) are inextricably linked; the culture in our organisation is at the very heart and centre of what our people experience, and we want that experience to be a good one!

Earlier this year we ran a Culture Wellness Survey to understand the health of our employee's experience which had an almost 70% response rate from our employees. Such a response rate demonstrated to us how much our people genuinely care about their work and how fortunate we are to have such a values-driven team!

To launch the Culture Wellness Survey and the subsequent culture development program flowing from that survey we partnered with external consultant Fran Connelley who has worked with many providers in the NDIS environment to help make their workplaces

even better places to work. Fran helped run a Culture Masterclass

which saw a broad cross-section of people come together representing all levels of our organisation. Diverse voices were heard about what our people are experiencing working here, and from that workshop those voices informed the development of an organisational culture action plan.

A priority area that some significant changes needed to be made was our organisational structure, and we have been busy implementing our new structure and putting the supports in place to see it succeed. Following delivering that first pressing priority, we returned to launching our Culture Action Plan which will support how we want to work together here at Multicap Tasmania.

The Action Plan has a number of culture commitments centred around these four core themes:

- Values & Behaviours
- Leadership Capability
- Communication
- Investing in our People

We look forward to delivering the Culture action Plan which has a significant program of work stretching into 2022.

## Living and breathing our values

We recognise that our culture is very much defined by our values- what we do and do not stand for. Our organisational values are guiding principles that help us achieve positive outcomes for our people, clients and the Multicap Tasmania community.

As part of the Culture Development program of work we are asking our people to help us better define our values so that they can be understood, observed and lived every day.

This important work will lead to a successful relaunch of our values, and the impact and behaviour statements that define them. We will embed our relaunched values into each stage of the employee life cycle including recruitment, on-boarding, performance, and recognition programs.

## Building the capability of our workforce

Continuing to build the capability of our workforce was a key priority for us in 2021. We sought to invest in our people through better training, coaching as well as building the technical and leadership capability of our people to ensure they are getting the skills, knowledge, behaviours, and experiences needed to develop and achieve their full potential. We achieved this by upskilling our workforce in the following ways:

- Coaching to uplift capability - our new leadership layer of Disability Support Services Managers are specifically embedded in our services to support coach and mentor the team leader and their teams to increase the quality of services and supports to our clients.
- Currently we are supporting 77 employees to undertake either Certificate III in Individual Supports or Certificate IV in Disability through our training partners Avidity and TasTafe.
- Our new Disability Support Services Managers and Team Leaders recently completed a leadership training program run through TCCI which focussed on leading with emotional intelligence and having difficult conversations
- Our corporate staff completed Customer Focus Training to help build customer capability in our organisation and enhance our customer value proposition.
- We are also exploring a further targeted leadership skillset for our disability support services leadership team through another training provider.

## Recruitment

Ensuring Multicap Tasmania has a workforce that is readily able to meet the current and future needs of our clients is fundamental to us continuing to deliver high quality client experiences.

Our recruitment and onboarding improvement project is making some welcome changes to the experience our people have upon first joining our organisation.

We attended NDS recruitment assessment centres and have gained some valuable insights for our own recruitment processes including job-readiness assessments, values-based recruitment techniques, and psychometric testing.

We have relaunched our monthly Employee Information Sessions on joining us as a disability support worker and have continued to grow and nurture an external pipeline of talent through student work placements with our partners.

We will soon develop our Employee Value Proposition (EVP) to help position our organisation as an employer of choice. The EVP (a series of commitments to staff about what it means to work in our organisation) will be developed in consultation with our employees, and will be successfully embedded to enhance hiring, recruitment and on-boarding activities.



**Safety month participants: Danielle, Helen and Wendy**



# Celebrating our long term staff

## Milestone Anniversaries



### 20 Year Anniversary

Linda Dunn  
Susan Iles



### 15 Year Anniversary

Gregory Dunn  
Helen Craige  
Leander Griffiths  
Mark Osborne  
Melissa Sutczak



### 10 Year Anniversary

Lynette Blizzard  
Margaret Wynwood  
Shelly Galpin  
Trevor Quinn  
Leigh Roberts  
Tamioka Smith  
Tracy-Lee Thomas  
Tenille Denby  
Venchenza Woodberry



### 5 Years Anniversary

Anne Cornish  
Cyndy Gallagher  
Nigel Hill  
Angela Lord  
Jarrod Loring  
Tanya Malley  
Susan Stretton



*Mel in her new office at Westwood*

# Key Priority 04

**Multicap Tasmania  
adapts to remain a  
financially sustainable  
organisation within the  
new NDIS environment.**



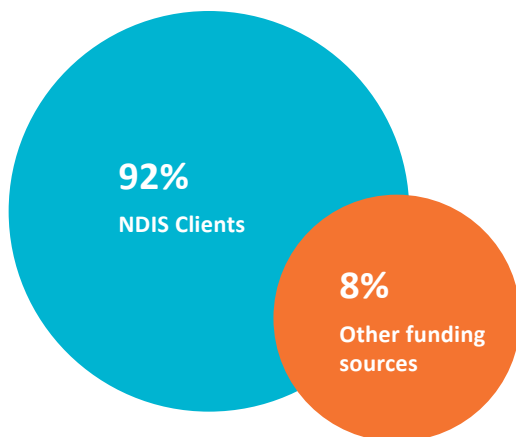


## Key priority 04

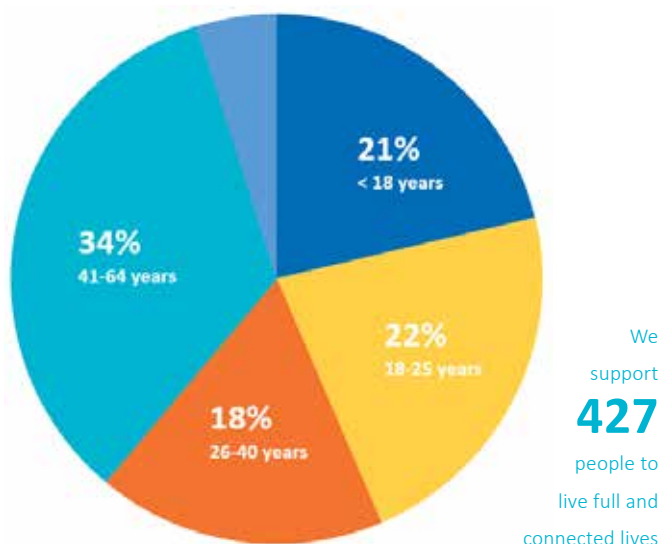
**Yvonne Edwards**  
Executive Manager Business & Finance

Multicap Tasmania adapts to remain a financially sustainable organisation within the new NDIS environment

## Insight funding



## our clients



## Our strategies

- 4.1 Multicap Tasmania will invest in Information Technology solutions to efficiently manage our increasingly complex service delivery
- 4.2 Multicap Tasmania will review and revise as required our Models for Service Delivery across our activities to ensure they are sustainable within the NDIS pricing structures
- 4.3 Multicap Tasmania will work with key stakeholders to ensure we develop sustainable transport services for our clients
- 4.4 Multicap Tasmania will actively market new services for the Panorama site that will utilise our investments effectively, including developing centres for horticulture, small engine services and catering as well as establishing short term accommodation offerings
- 4.5 Multicap Tasmania will continue to develop our stakeholder engagement practices to ensure we are a well-connected and understood organisation in the markets we serve
- 4.6 Multicap Tasmania will further invest in Digital Technology to support our marketing within a competitive NDIS marketplace dashboard of key metrics available to the board and management.
- 4.7 Our business operations will be effectively managed through a dashboard of key metrics available to the board and management

Multicap's commitment to our ICT strategies continued during the 2020/21 year.

Key modules of our new Client Management System, MYP have now been implemented. Functions such as rostering, payroll, finance, client management and most recently incident management, are now being used as part of our business-as-usual practice. We are now embarking on the next phase of our implementation, discovering how we can utilise the advanced functionality of MYP to further enhance our business practices. To further support our learning we have connected with the Northwest Tasmania MYP User Group.

I-Auditor, an audit web-based software was introduced to support our quality and internal audit functions. I-Auditor also has functionality to support our property inspection and maintenance functions, and it is envisaged these functions will be implemented in the coming year.

Cyber security threats continue to be a key risk to our ICT operations. Two-factor authentication is now required for users to access our key ICT platforms as a further preventative measure against Cyber threats.

To complement our "Sophos" software implemented in the previous year, several phishing campaigns were undertaken during the year. These included on-line learning modules and practical activities. We continue to have a strong relationship with our external ICT provider to ensure we are informed of any emerging threats; this also provides an opportunity for us to access a contemporary knowledge base for new ICT strategies and projects.

A new telephone and communication platform has been provisioned in the 2021-22 budget and is expected to be implement during in the coming year.

Lean tools and system efficiencies have become a focus for the coming year as we explore opportunities to improve our business processes and internal reporting functions to work towards a sustainable future within the NDIS environment. Enhancing our internal audit process to include business functions will also support a quality and innovative environment.

During the year we have expanded both our Behaviour Support Specialist and Support Coordination Services teams as Multicap Tasmania continues to monitor demand and identify new opportunities within the market.

## Financial position

The organisation continues to experience a strong demand for services and maintains a solid financial position to ensure the organisation is able to meet its financial obligations.

Income increased 17% to \$28.66M for 2020/21 (2019/20 \$24.55M) with an operating surplus of 1.11M. Our performance has allowed for capital improvements to our property and vehicle assets.

Total Members Equity as at 30 June 2021 was \$14.92M (2019/20 \$13.81M).

## Financial sustainability assessment

The following ratios provide an overview of the organisation's performance in the NDIS environment and are monitored closely to maximise efficiency and minimise waste.



**Training: Julie, Nina, Tiarna and Nicole**



**Training Facility Westwood**

## Revenue concentration

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### **Disability revenue concentration ratio**

This ratio indicates the level of Multicap Tasmania's income that comes from Disability Support Provision. The higher the percentage the greater the NDIS impact on the organisation

95% of Multicap Tasmania's income is from Disability Support Services indicating that the impact of NDIS is significant and therefore risks to revenue and associated expenditure need to be identified and managed where possible.

In this context it is critical to monitor and manage activity levels and cash flow. There is an increasing need on the organisation to ensure that operations are managed well through financially sustainable systems and processes.

## Liquidity

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### **Months spending ratio**

The months of spending ratio establishes the number of months of cash is available to cover operational expenditure. This is an indicator of how well an organisation can manage

a transition from payments in advance to payments in arrears under the NDIS.

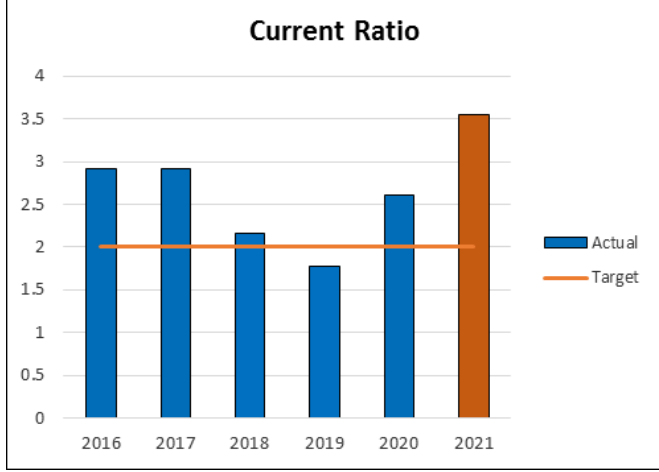
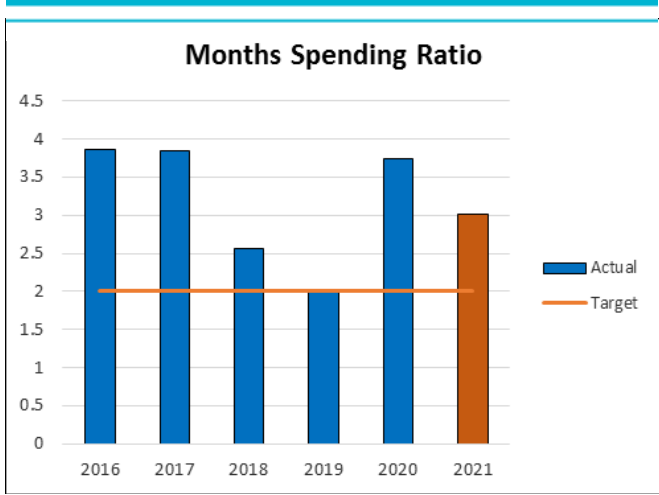
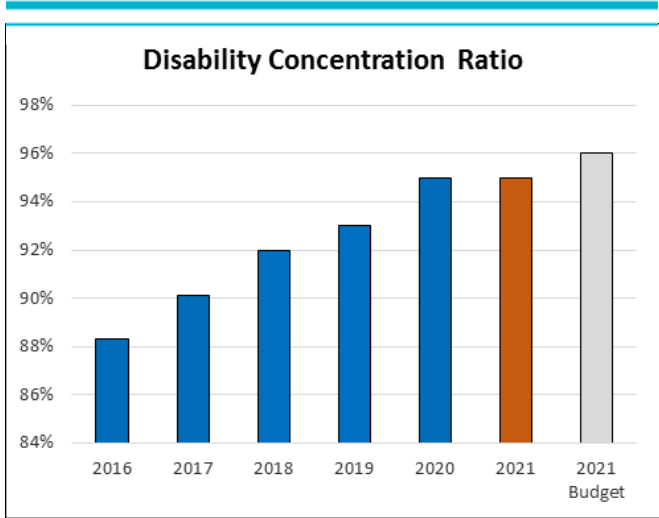
As a rule of thumb, 2 months or more of spending is considered sustainable.

Multicap Tasmania is well positioned to manage the transition from payments in advance to payments in arrears under the NDIS and can cover 3.01 months operations from its own sources.

### **Current ratio**

The current ratio measures the ability for an organisation to meet its financial obligations over the coming 12 months. A ratio of greater than 2.0 is considered sustainable.

Multicap Tasmania's current ratio has increased from 2.61 to 3.54 as at 30 June 2021, and is above target 2.0.



*Matt on his exciting trip to Hobart!*



*Chelsea at Miranbeena*



# Key Priority 05

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





## Key priority 05

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

## Our strategies

- 5.1 Expanding our service offering into new markets
- 5.2 Exploring new service offerings
- 5.3 Developing opportunities for strategic partnerships and alliances
- 5.4 Brand development
- 5.5 Structuring the organisation for future growth (legal)

**Nigel Hill**  
Chief Executive Officer

**Donna Crompton**  
Executive Manager Service Delivery

Multicap Tasmania continues to build its range of services to be responsive to the needs of our growing client base across North and North West Tasmania.

During the year our Support Coordination services grew from our original team of two with the addition of four staff who have all joined in the Burnie area. Our Westwood building now houses our new Support Coordinators and collectively we now provide these services to a broad client base.

We now have two Behaviour Support Practitioners whose role includes the development and implementation of behavioural support plans, with our team serving both the Launceston and North West areas of the state.

As an organisation we have looked at expanding our services into new areas and have commenced new Supported Independent Living (SIL) services for the first time in Latrobe and Deloraine, as well as new services in Somerset (Burnie), Devonport and Launceston.

Our total client numbers continue to grow both through expansion of our existing social and community participation programs but also through some new program initiatives that have been introduced including for the first time becoming a provider of employment based supports and in particular the School Leaver Employment Supports program. We now have a number of clients undertaking these programs across the North West and we look for further growth into the North in the near future.

Multicap Tasmania enjoys the relationships with many organisations in our community. It is heartening to work with many liked minded individuals and organisations who are all committed to making a difference in this very important area. These relationships extend to housing support, advocacy services, health and wellbeing, and community development. We welcome those opportunities and look to more innovative projects in the future.



## Andy Bading

### Behaviour Support Practitioner

*B. Behav. Sc. (Psych), Registered Behaviour Technician (BACB)*

With a passion for helping others, which was the drive behind achieving my degree, I am always looking to improve my practice with professional development.

I hope to lead the way in improving the lives of those living with a disability, by not only improving their independence, but educating others on how to see, and interact with the person behind the disability.



## Fintan McCullough

### Behaviour Support Practitioner

Following my first degree in Sociology I knew I wanted to work with people and make a positive impact on their lives, but I didn't yet know how. I then later started working as a Disability Support Worker supporting clients in their homes, and community environment. I ran a weekly music program while completing my Bachelor of Psychological Science. In my years working as a Disability Support Worker, I was able to establish good relations with numerous clients and realised that my work was making a tangible, positive difference in my client's lives.

Nearing the end of my psychology degree I became aware of behaviour support services, and felt that my education and skillset would be well suited to the work, and I could apply what I had learnt from my experience.

I have now been working as a Positive Behaviour Support Practitioner since the beginning of 2021, and while it has been a steep learning curve at times, the progress I've made with my clients and the benefits it has had on their lives, and their support teams has confirmed why I work in the disability industry.

I hope to continue to achieve improvement in my clients' quality of life, independence and functional capacity via research-informed behavioural strategies implemented in conjunction with Allied Health Professionals to achieve optimal outcomes.



## Samantha Staton

### Dietitian

We have recently employed our first dietitian at Multicap, Sammy Stanton. Sammy is an Accredited Practising Dietitian and Accredited Nutritionist, a Senior Clinical Dietitian at the North West Regional Hospital, an active member of the Dietitians Australia Tasmania Branch Board and Eat Well Tasmania Board.

Sammy is based in the Burnie office once a fortnight.

Currently Sammy is working on providing nutrition training to staff, implementing a new kitchen garden support program, and supporting individual houses to improve the culture, approach to nutrition, and meal planning. Sammy also provides in house support to general nutrition related queries that affect service delivery for Multicap clients.

# The Upcycle Program

We have been delighted to see the progress of our clients expressing their creativity through the development of a shared garden space within the Beattie Street complex.

A shared garden has been established to provide a space for clients to grow their own produce to use in their own kitchens and promote healthy living. Successful crops to date include fresh apples, strawberries, snow peas and tomatoes.

An 'Upcycle It' program involves our clients selecting used materials to "upcycle" to create garden features for clients and the local community to enjoy as part of the shared garden. Projects include garden ornaments, refurbished furniture and a bird bath.

The latest addition to the garden is 'Bob the Minion' created by Tony, a client at the property and his Support Worker, Leanne. Bob was created using recycled materials including a hot water cylinder from the local refuse shop. This resulted in Bob the Minion winning a local prize for being the best up-cycled project.

The work that our Support staff have undertaken to support the 'Upcycle it' program has been recognised as a finalist in the Excellence in Arts, Tasmania Disability Festival Awards. The winner will be announced on the International Day of People with Disabilities.

The Upcycle It program was successful in receiving a Multicap Tasmania 50th Anniversary innovation grants which will see the program continue into the next year.



*Top half plant*



*Succulents*



*Tony and Bob the minion*

# Rosie Posie Program

Multicap Tasmania is continually seeking opportunities to support clients to be empowered to build connections within the local community and develop new skills through a range of daily activities. The “Rosie Posie” program provides an example of this connection to our community.

The Rosie Posie program entails clients providing floral centrepieces to a local café.

Multicap Tasmania’s plot at the Punchbowl Community Garden provides a place for clients to not only grow flowers and vegetables but interact with a broad and diverse range of community members. In season flowers are cut and used in the many centerpieces designed by the clients. When no fresh flowers are available the clients create artificial flower as part of the art program.

The clients enjoy the interaction with the café staff when delivering the completed centrepieces to the Café Next Door, Launceston which are then enjoyed by the café patrons. Many of our independent clients visit the café outside of the program having established a positive and safe connection to this space through this activity.



*Pom-pom flowers*



*Rosie Posie Program, Alsa*



*Rosie Posie Program, Theresa*

# Strike Out Program

A new partnership has been fostered between Multicap Tasmania and Strike It Out, Launceston. We value the support of other organisations within our community and also like to give back whenever we can. This new initiative provide that opportunity.

Strike It out are a community organisation who provide meals to those in need. This program engages our clients in a purposeful cooking program that culminates in delivery of prepared meals to the strike it out distribution centre. We thank the Launceston staff for donations of ingredients that support this program.



*Kalinda and Adam*



*Hunter with Karissa and Shell*







*Kalinda and Shell at the 'Strike it Out' Program*

# Acknowledgements

Multicap Tasmania would not be what it is today without our Life Members who support and push us further.

Gaylene Dunn

Helen Hearps

Linden Hearps

Jenny Mitterbauer

John Subonj

Sandra French AM

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

North Launceston Ladies Probus

Richard Eaves

Miranbeena Support Group

Li-Ve Fuller Project Grant

Kimbra Wallis Family

Rotary Club

Caring Parents Funds

**Thank you to all those who supported us throughout the past year.**

**You make it possible for our clients to thrive and grow.**





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empowering capability

