multicap tasmania
empowering capability

# 2026 annual report



# our purpose

**enabling our clients to live life their way.**

# our vision

**to be the partner of choice for all tasmanians living with disability.**

# our values

## dignity + respect
We treat people with dignity and respect regardless of their culture, religion, age, race, sexual orientation or disability.

## integrity + transparency
We work with each other to build effective relationships based on trust and honesty.

## empowering + encouraging
We empower, encourage and enable people to do things for themselves and to make their own decisions.

## quality + accountability
We take responsibility for what we do and strive to improve our services.




# contents


board president report ..... 4
our board ..... 6
ceo report ..... 8
key priority 1 ..... 10
key priority 2 ..... 12
key priority 3 ..... 14
key priority 4 ..... 16
key priority 5 ..... 18
our impact at a glance ..... 20
looking ahead ..... 22
financial summary ..... 24
service awards ..... 26
acknowledgements ..... 27




# board president report



## maryanne young

**board president**

2026 – CURRENT

In an increasingly challenging external environment, Multicap Tasmania has remained steadfast in its commitment to keeping our clients at the heart of everything we do.

This has been a particularly challenging year for our clients, our organisation and the broader disability services sector as we continue to navigate the impacts of ongoing government reform and changes to the National Disability Insurance Scheme (NDIS). We are proud to have continued delivering high-quality services and supporting our clients to live life their way. We are equally proud of our dedicated, compassionate employees, whose professionalism and care make this work possible every day. Their contribution continues to be fundamental to delivering positive outcomes for our clients.

Feedback from our clients continues to be overwhelmingly positive, reinforcing the value of the services we provide and the relationships we build. We also recognise there are areas where we can improve and we remain committed to listening and taking meaningful action in response to client feedback.

As part of the Board's ongoing governance and due diligence responsibilities, Board members spend time within our services. These visits provide valuable insight into client experiences and help ensure that their perspectives remain central to Board oversight and organisational decision-making.

A significant achievement this year was the establishment of our Client Advisory Body, designed to provide a client voice to Multicap Tasmania's Board and Senior Leadership Team on the quality, safety and effectiveness of services. Thanks to Jane Wardlaw for her assistance in establishing this body.

During the year, the Board worked with senior management to develop our Strategic Plan 2030, providing a clear foundation for the organisation's future direction and reaffirming our commitment to be a trusted partner for individuals and their families seeking high-quality, person-centred services and supporting people living with disability to exercise choice and control, build their independence and participate meaningfully in their communities.

The challenges facing people living with disability in accessing appropriate support remain a significant concern. This year, our colleague and Board member Christine Hannan and her family made the difficult decision to relocate from Tasmania due to the impact of being unable to access services for her son, Paddy, an NDIS participant after waiting almost three years for some services. This is an unfortunate situation that highlights the very real consequences of service gaps for people with disability and their families. We acknowledge that many Tasmanians experience similar challenges in accessing the services they need, without having the option or ability to relocate. Our vision of becoming the partner of choice for all Tasmanians living with disability is underpinned by a commitment to improving access to appropriate, timely and quality support. It's a bold vision that is informed by our legacy of over fifty years of providing people living with disability support to achieve their full potential and improve their quality of life.

The Board recognises the importance of managing the organisation's day-to-day operations effectively while positioning Multicap Tasmania to respond to the risks and opportunities arising from ongoing NDIS reform and broader sector changes. To support this objective, the Board has invested in an updated, contemporary risk management framework, approved investment in new core business systems and maintained a strong focus on comprehensive internal audits.

Financial sustainability has been a focus throughout the year. In response to the financial challenges experienced, the Board worked closely with the Senior Management Team to identify underlying issues and implement improvements to reduce the risk of recurrence. We're fortunate that the organisation remains in a strong financial position and recognise that maintaining financial sustainability is essential to delivering consistent, high-quality services over the long term. Maintaining this balance between immediate operational priorities and longer-term strategic resilience remains a key focus of the Board.

During the year, we streamlined organisational reporting to the Board and refined the focus of our committees to strengthen oversight of key risks and strategic initiatives. These changes are intended to support more effective governance, clearer reporting and greater alignment between Board activities and the organisation's strategic priorities.

This year, we farewelled long-serving Board member Paul Smith. Paul joined the Board in 2011, served as President from 2016-2019 and twice as Vice President (2013-2016 and 2022-2025). In his role as Chair of our Finance Committee, he was central to establishing our strong financial foundations for operating as an NDIS service provider. We sincerely thank Paul for his commitment, service and valuable contribution to Multicap Tasmania and wish him and Judy all the best.

In keeping with our commitment to maintaining a diverse and professional Board with the skills and experience required to guide the organisation through a changing environment, we welcomed Lucy Byrne, Christine Hannan, Glen Williams and Chris Oddie to the Board.

Personally, I would like to thank all Board members for their commitment to our purpose, vision and values, and for their support and contribution throughout the year.

On behalf of the Board I thank our CEO Nigel Hill, acknowledging his recent milestone of 10 years of service as our CEO. I also extend sincere thanks to all Multicap Tasmania employees. Their dedication, compassion and resilience have enabled us to continue providing quality services.

Above all, I thank our clients and their families for their trust, feedback and ongoing partnership.

# our board

The Multicap Tasmania Board brings together members with diverse skills, experience and perspectives to provide governance and strategic oversight during a period of significant change across the disability sector.

The Board's collective expertise helps ensure Multicap Tasmania remains responsive, sustainable and well positioned to meet emerging opportunities and challenges. Through informed decision-making and strong leadership, Board members continue to support the organisation's strategic direction and long-term success.

We thank the Board for their ongoing support, dedication and commitment to our purpose.

## farewell and thanks

This year we farewelled long-standing and valued Multicap Tasmania Board member Paul Smith.

Paul joined the Board in 2011 and served until his retirement in July 2026. During his 15 years of service, he made a significant contribution to the governance, strategic direction and development of our organisation.

Paul brought extensive experience in financial management, WHS and corporate governance and held a number of leadership roles throughout his time on the Board, including President and Vice President. He was a long-standing member and Chair of the Finance Committee and played an important role in supporting Multicap Tasmania through significant periods of change and growth.

We extend our sincere thanks to Paul for his commitment, contribution and advocacy for people with disability and their families and wish him all the very best for the future.



### maryanne young
**board president**

BOARD MEMBER SINCE 2023

Maryanne, a Graduate of the Australian Institute of Company Directors, has over 20 years of experience as a Legal Practitioner in both private and corporate settings. As an Executive Manager, she has overseen Legal, Governance, Risk, Compliance, and Strategy functions. A skilled facilitator and coach, Maryanne is passionate about transforming business culture and developing future leaders.



### andrew finch
**board director**

BOARD MEMBER SINCE 2024

Andrew worked in the Tasmanian State Service for 40 years, holding senior positions across Health, Education, Treasury, State Growth and Tasmania Police. He served as Chief of Staff to the Treasurer and Premier between 2018 and 2022 and was CEO of the Multicultural Council of Tasmania in 2025-26. Andrew holds a Bachelor of Business Studies (Accounting), is a Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors (GAICD).



### louise mills
**board director**

BOARD MEMBER SINCE 2024

Louise Mills is an accomplished executive and board director with governance experience across the not-for-profit sector. As Chief Information Officer at the City of Hobart, she leads digital transformation, IT strategy and cybersecurity initiatives. Louise holds a Master of Business & Technology and is a Member of the Australian Institute of Company Directors. In 2022, she received an award for Most Outstanding Contribution by a Woman to Technology in Tasmania.



### nancy swain
**vice president**

BOARD MEMBER SINCE 2023

Nancy is an experienced Executive Manager across a range of sectors within private and not-for-profit enterprises. As a graduate of the AICD and with a Masters in Human Resources she brings a depth of expertise in areas including leadership, employee and industrial relations, strategic planning, change management, stakeholder engagement, risk, compliance and corporate governance.



### cheryl gray
**board director**

BOARD MEMBER SINCE 2023

Cheryl is the Chief Executive Officer of Scootboot, a global e-commerce business supplying premium hoof boots to 110 countries. She previously spent 20 years internationally as a commercial, brand and marketing professional in telecommunications and has extensive governance and commercial experience. A proud Kamiliaro woman and mother, Cheryl also runs a hobby farm in the Northwest.



### chris oddie
**board director**

BOARD MEMBER SINCE 2026

Chris has over 35 years of senior finance and executive leadership experience across public practice, logistics, agribusiness, civil construction, financial services and the disability sector. He has significant experience in business transformation, technology-enabled improvement and organisational growth. Chris is a Fellow of the Institute Chartered Accountants of Australia and New Zealand and holds qualifications in commerce and applied finance.



### lucy byrne
**board director**

BOARD MEMBER SINCE 2025

Lucy Byrne is an experienced non-executive director and respected community leader with more than two decades of board experience across health, mental health, clinical regulation, sport and economic development. A dual graduate and member of the Australian Institute of Company Directors, Lucy now leads an award-winning consultancy focused on improving social, health and economic outcomes across Australia.



### chris hannan
**board director**

BOARD MEMBER SINCE 2025

Chris brings more than 25 years of governance and leadership experience across the disability, mental health, social work and community sectors. As a person with disability and a carer, she brings valuable lived experience to the board. She currently serves as the National Vice President of the Australian Association of Social Workers, Chairperson of Engender Equality, and as a Non-Executive Director on the Mental Health Council of Tasmania.



### glen williams
**board director**

BOARD MEMBER SINCE 2026

Glen is a Registered Nurse, Chief Clinical Officer and senior clinical leader in aged care and health. He has a strong interest in improving the experience of ageing through a palliative lens using a Last 1000 Days approach and was awarded the 2026 HESTA Awards Excellence for Individual Leadership in Aged Care. His work has taken him across Australia and internationally, engaging with diverse health and palliative care models.

# ceo report



## nigel hill

**ceo**

chief executive officer

> “ as we reflect on the year, we do so with pride in what has been achieved and confidence in the future



### a year of growth, impact and possibility

Over the past year, Multicap Tasmania continued to strengthen its role as a trusted provider of disability services across Tasmania, supporting people to live fulfilling lives, pursue their goals and build meaningful connections within their communities. While the disability sector experienced significant change, our focus remained clear: delivering positive outcomes for the people we support and ensuring that they are at the centre of every decision we made. Guided by our Strategic Plan, we continued to invest in the people, partnerships and opportunities that create lasting impact.

Throughout the year, we further developed our processes that support participants to achieve outcomes that matter to them. Across our services, staff focused on strengthening independence, developing new skills, building relationships and increasing participation in community life. Families and supporters told us they valued the personalised approach taken by our staff and the commitment shown to helping participants achieve their aspirations. These outcomes demonstrate the importance of services that are flexible, responsive and focused on individual goals. Our newly enhanced Practice Framework reinforces this commitment to purposeful, person-centred support and is being implemented across the breadth of our services.

The year was also marked by considerable reform across the National Disability Insurance Scheme. As new legislation reforms emerged and the sector worked to understand their impact, Multicap Tasmania remained focused on supporting participants, families and staff through uncertainty. We have, and will continue to, actively engage with governments, sector bodies and stakeholders to ensure that the experiences of Tasmanian participants are represented in discussions about the future of disability supports. Through consultation, advocacy and collaboration, we worked to contribute practical insights that reflected the realities of delivering services in regional and thin market communities.

A significant achievement was the development of our Strategic Plan 2030, which was shaped through extensive engagement with our Board and leadership team. The plan provides a clear roadmap for the future and reflects a shared vision of a Tasmania where people with disability have greater opportunity, inclusion and choice. The process of developing the strategy was itself an important milestone, creating valuable opportunities for input across our community to help shape the organisation’s future direction.

The year has brought a number of financial pressures, predominately driven by some challenges within our residential support services. We worked hard to identify and implement improvements in response to these pressures and, in doing so, recognised the need for enhanced ICT systems. Our organisation has embarked on a significant ICT transformation project that will strengthen our ability to manage an increasingly complex operating environment. Innovation and continuous improvement remained key priorities throughout the year. We embraced new ways of working, enhanced processes and invested in initiatives designed to improve participant experiences and organisational effectiveness. Many of these improvements occurred behind the scenes, but their value was realised through more responsive services, stronger communication and an enhanced ability to support participants in achieving their goals.

None of these achievements would have been possible without our people. Across Tasmania, our staff demonstrated exceptional commitment, professionalism and care. Their willingness to adapt, embrace change and remain focused on participant outcomes was instrumental in ensuring that Multicap Tasmania continued to thrive during a period of sector-wide transformation. We are equally grateful to the families, advocates, community partners and supporters who continue to place their trust in us.

As we reflect on the year, we do so with pride in what has been achieved and confidence in the future. The progress made has strengthened our organisation, enhanced opportunities for participants and positioned Multicap Tasmania to continue responding to the changing needs of the communities we serve. Together, we are creating stronger communities, expanding opportunities and building a future where people with disability can live life their way.

# key priority 1

## workplace of choice



nick adams
**executive manager**
people & culture

### a safe, capable & inclusive workforce equipped to provide complex supports

- **1.1** embedding a safety-first culture and leadership accountability
- **1.2** attracting, developing and retaining the right people
- **1.3** supporting our people to thrive in change
- **1.4** fostering our culture, values and supporting behaviours

### building a skilled, supported and values-led workforce

Throughout the past 12 months, Multicap Tasmania continued to strengthen workforce capability, employee experience, leadership and workplace safety. These initiatives reflect our progress towards becoming a Workplace of Choice, building on the workforce priorities of our previous strategic plan while establishing strong foundations for Multicap Tasmania's Strategic Plan 2030 and Beyond. By investing in our people, we continue to strengthen the quality and consistency of the supports that enable participants to live life their way.

Evidence of this progress came from our 2026 Employee Experience Survey, which gave employees across the organisation an opportunity to share their experiences and help shape future priorities. The survey provided valuable insights into what we are doing well, with employees reporting particularly strong confidence in being able to raise participant safety concerns. They also reported positive relationships with their managers, confidence in their physical safety and good access to training needed to perform their roles safely and effectively. These results matter because an informed, confident and supported workforce is better equipped to identify concerns early, respond effectively and provide safe, consistent and person-centred support.

The survey also helped us identify where further improvement was needed. Communication, employee recognition and frontline enablement emerged as key areas of focus. Encouragingly, manager communication scores improved from the previous year, suggesting that initiatives to strengthen communication and leadership visibility are beginning to have a positive impact.

As an outcome of the survey, we have established an Employee Experience Working Group, bringing employees together from different operational areas to translate feedback into practical actions. This ensures that improvements reflect the day-to-day experiences of the people delivering and supporting our services.

Investment in learning and development remained another important focus. Certificate III and Certificate IV traineeship programs progressed during the year, supported by funded short courses and increasingly flexible learning methods. Training delivery also became more flexible and service focused. Online learning, self-paced activities and on-site practical assessment were combined to reduce classroom time while maintaining a focus on developing and demonstrating capability. Participant-specific training pathways were also enhanced so that new employees could receive learning in stages, aligned with their development and the needs of participants they support. These initiatives are helping employees acquire nationally recognised qualifications, develop specialist disability support skills and strengthen the quality of support provided to participants.

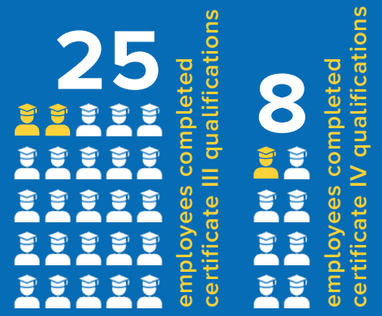
We continued to strengthen our approach to workplace health, safety and wellbeing, with improvements across psychosocial safety, fatigue management, risk assessment, induction and orientation, training and safety governance. Targeted physical and psychosocial safety initiatives were implemented across the organisation, while manual-handling training, on-site coaching and early intervention strategies continued to support employees to remain safe, healthy and connected to work. A Supervision Framework was implemented to strengthen employee support, development, accountability and wellbeing. These initiatives help create a safer workplace while supporting more consistent service quality and outcomes for participants.

We also strengthened the foundations for future leadership capability, career development and organisational culture. A Leadership Continuity Framework has been developed to identify critical roles, support structured employee development and strengthen continuity of safe, high-quality services.

Together, these achievements reflect our commitment to being a workplace where people feel safe, valued, capable and connected to purpose. By investing in the experience and capability of our workforce, we are supporting the quality services provided to participants, their families and communities across Tasmania. We continue to build a workplace where employees can thrive and grow their careers while continuing to deliver safe, high-quality and person-centred support to Tasmanians living with disability.

### key achievements

- Employee Experience Working Group established
- Workplace health, safety and wellbeing strengthened
- Supervision Framework implemented and Leadership Continuity Framework developed




### 2026 employee experience survey results

**key strengths**
- raising safety concerns
- relationships with managers
- physical safety
- access to training

**focus areas**
- organisational communication
- employee recognition
- frontline enablement

# key priority 2

## service provider of choice



samantha sullivan
**executive manager**
operations



anthony ozols
**executive manager**
quality risk & audit

## high quality, client-centred services for current and emerging needs

**2.1** keeping clients at the centre, embedding participant voice and advisory

**2.2** lifting quality, safeguarding and practice frameworks

**2.3** redesigning our service mix and enabling innovation

**2.4** enhancing client experiences and outcomes

**2.5** exploring and enabling technologies for service provision

### building strong foundations for the future

Over the past 12 months, we have focused on strengthening the foundations that support high-quality, participant-centred services while positioning Multicap Tasmania for future growth and sustainability. Our work has centred on elevating participant voice, strengthening practice governance and proactively responding to changes occurring across the disability sector.

### strengthening participant voice

A significant milestone was the establishment of the Client Advisory Body (CAB), creating a formal mechanism for participants, families and representatives to contribute directly to organisational decision-making and continuous improvement. The CAB reinforces our commitment to ensuring participant voices influence how services are designed, reviewed and improved.

This initiative has strengthened our governance framework and supports our vision of building services with participants, rather than for participants. By embedding lived experience into organisational discussions, we have taken an important step towards more responsive, person-centred service delivery.

### enhancing practice quality and oversight

During the year, significant work was undertaken to develop and implement the Supervisory and Monitoring Framework. This framework establishes a consistent approach to supervision, practice observation, reflective practice and quality assurance across the organisation.

This work has strengthened leadership capability, improved accountability and provided clearer pathways for identifying risk, monitoring practice quality and supporting staff development. The framework supports a culture of continuous improvement by ensuring learning, feedback and oversight are embedded within day-to-day operations.

Supporting this work has been the development of the Multicap Tasmania Practice Framework, which is now in the final stages of implementation. The framework provides a clear articulation of the principles, behaviours and expectations that underpin quality supports, helping to ensure participants experience consistent, rights-based and person-centred services regardless of location or service type.

### preparing for the future through project evolve

One of the most significant initiatives undertaken during the year was the establishment of Project EVOLVE. Developed in response to emerging NDIS Social and Community Participation reforms, Project EVOLVE represents a proactive and structured approach to understanding potential impacts and designing sustainable services for the future.

The project established a comprehensive framework and strategic work program to assess service, participant, workforce and financial implications of reform. Importantly, the project is not simply focused on managing risk. It provides an opportunity to reimagine Community Participation services and explore innovative approaches that strengthen participant outcomes, community inclusion and long-term sustainability.

By acting early, Multicap Tasmania has positioned itself to respond thoughtfully and strategically to sector change while maintaining a strong focus on participant outcomes.

### looking ahead

While considerable progress has been made, this work represents the beginning of a broader journey of transformation and continuous improvement.

In the coming year, our focus will be on:

- Progressing Project EVOLVE and shaping the future of Community Participation services in response to NDIS reform.
- Implementing the Goal and Outcome Framework to strengthen how participant outcomes are planned, measured and demonstrated.
- Exploring practice observation and other quality initiatives that support evidence-informed practice and continuous improvement.
- Embedding the Practice Framework and Supervisory and Monitoring Framework across all services to ensure long-term sustainability and consistency of practice.

Through these initiatives, we will continue strengthening our position as a provider of choice, ensuring our services remain participant-led, outcome-focused and responsive to the changing needs of the communities we support.

# key priority 3

## financial sustainability



shirralea holman
**cfo**
chief financial officer

## long-term financial viability and organisational resilience

**3.1** returning services to a sustainable surplus, maintaining a strong balance sheet and managing risk

**3.2** diversifying revenue beyond core NDIS funding

**3.3** investing in fit-for-purpose systems, technology and data

**3.4** using data and insights to inform decision-making

### building resilience for sustainable service

During 2025–26, Multicap Tasmania recorded a deficit of $881,384, reflecting a challenging operating environment and rising service delivery costs. Despite this result, the organisation maintained a strong balance sheet, sound liquidity and the financial capacity to continue delivering reliable, high-quality services.

Importantly, the key drivers impacting performance of the deficit were identified and addressed. Actions taken in turn have delivered monthly surpluses throughout the first quarter of 2026–27, providing positive momentum towards a sustainable operating position.

Our focus remains on disciplined financial management, stronger data and reporting and targeted investment in systems, technology and assets. Together, these priorities will strengthen organisational resilience and support sustainable services for Tasmanians living with disability.

### investing in digital transformation

Throughout the year, Multicap Tasmania made significant progress in digital transformation, with work underway to modernise the systems that support service delivery, workforce management, finance, reporting and governance. These efforts are helping establish a more integrated and reliable digital environment, with clearer data ownership, role-based access controls and better information to support operational teams and decision-makers.

Implementation is being delivered in stages to manage change carefully and maintain service continuity. The investment will streamline processes, reduce manual administration, strengthen data quality and oversight and provide a scalable technology foundation to support sustainable services and future growth.

> “ [participant] is coming back from the programs happy. we have always had good communication and a high level of trust with multicap. we have been with multicap for years
>
> **– multicap tasmania client**

### investing in property improvements

Multicap Tasmania continued to invest in safe, contemporary and functional properties that support quality service delivery and positive daily living experiences. The majority of approved capital works were completed on schedule, including significant kitchen and bathroom upgrades at Havelock Street in Smithton, Pamela and Rebecca Court. These improvements created brighter, more accessible and welcoming spaces for residents and staff. Statewide property inspections also strengthened oversight of our portfolio and helped identify future capital priorities.

### business analytics and financial visibility

Business analytics continued to strengthen operational and financial decision-making across the organisation. Integrated dashboards and regular reporting improved visibility of budget performance, cost centres, workforce utilisation, overtime, vacant shifts, quality indicators and audit readiness. This more timely information supported managers to identify emerging pressures, investigate variances and take targeted action, while providing the senior leadership team and Board with clearer oversight of organisational performance.

**43** supported independent living



**1** lead tenant property



**52** leased properties

**19** owned properties

**6** community access hubs



**38** vehicles



# key priority 4

## partnerships and collaboration



rhiannon bush
**manager**
client engagement & experience



samantha sullivan
**executive manager**
operations



nigel hill
**ceo**
chief executive officer

### relationships that enhance outcomes, growth and reputation

**4.1** building strategic partnerships that improve outcomes for participants, families, funders, community organisations and service providers

**4.2** shaping the disability sector through collaboration and advocacy

Strong partnerships and meaningful engagement are fundamental to creating positive outcomes for participants, strengthening communities and ensuring Multicap Tasmania remains responsive to a changing disability landscape. Throughout the year, we worked alongside participants, families, guardians, support coordinators, allied health professionals, community organisations, providers, funders and sector partners to improve services and create opportunities for the people we support.

Ensuring participants have a genuine voice in the services they receive remained a key focus. During the year, Multicap Tasmania established its first Client Advisory Board (CAB), creating a formal mechanism for participants to share feedback, contribute ideas and help inform organisational decision-making. The CAB represents an important step in strengthening participant voice and ensuring lived experience continues to shape our future direction.

As discussion around NDIS reform increased, we recognised the importance of keeping participants and families informed and involved. Through our Multicap Connect forums, participants and families had the opportunity to ask questions, share their perspectives and engage in conversations about emerging reforms and their potential impact. These discussions provided valuable insights into the concerns and priorities of the communities we serve and helped guide our ongoing planning and sector advocacy efforts.

> “ the fact that you call and ask how we are going, i don’t think any other providers have done this with us
>
> **– multicap tasmania client**

Collaboration remains embedded in the way we deliver services every day. Across the organisation, our teams work closely with participants, families, guardians, support coordinators, therapists, health professionals and community partners to ensure supports remain responsive to individual goals and changing needs. During the year, we also strengthened a range of strategic partnerships that enhance outcomes for participants and communities.

A highlight of this work was our partnership with Speak Out Advocacy through the Respect Our Ability initiative. The program supports people with intellectual disability to build the confidence and skills needed to participate in committees, boards and decision-making forums. By supporting leadership development and self-advocacy, the initiative helps ensure people with disability are empowered to influence decisions that affect their lives.

Throughout the year, we continued to strengthen relationships across local communities and the broader disability sector. Through community events, expos, information sessions and stakeholder networking opportunities, our teams built connections with organisations and individuals who share our vision of inclusive and connected communities.

Advocacy also remained an important focus. As the disability sector navigated ongoing reform and uncertainty, Multicap Tasmania actively contributed to state and national conversations about the future of disability supports. By participating in sector forums, working groups and representative bodies, we shared practical insights gained through supporting Tasmanians with disability and advocated for approaches that place participants, families and communities at the centre of decision-making.

The strength of Multicap Tasmania is built on the relationships we foster. Whether through participant engagement, strategic partnerships, community connections or sector advocacy, collaboration remains central to advancing our mission and improving outcomes for people with disability.

### key achievements

- established multicap tasmania’s first client advisory board
- facilitated participant and family engagement on ndis reform through multicap connect forums
- supported participant leadership through the respect our ability partnership with speak out advocacy
- strengthened partnerships across the disability, advocacy and community sectors
- contributed to state and national discussions shaping the future of disability supports

# key priority 5

## market leadership



nigel hill
**ceo**
chief executive officer

### a recognised, trusted leader and provider of choice

**5.1** strengthening our brand, profile and engagement with stakeholders

**5.2** strengthen reputation as a contemporary, trusted and forward-looking provider

**5.3** being the trusted provider of choice

**5.4** helping shape future programs through our expertise and experience

Multicap Tasmania is a recognised and trusted leader in the disability sector and our vision is to be the provider of choice for all Tasmanians living with disability. Throughout 2025-26, we continued to strengthen our reputation as an organisation by delivering high-quality services, investing in innovation and contributing to conversations that shape the future of disability supports across the state.

At a time of significant change across the National Disability Insurance Scheme (NDIS), Multicap Tasmania played an active role in helping stakeholders understand emerging reforms and their potential impact on people with disability, families and service providers. Through engagement with government, peak bodies, community organisations and sector networks, we advocated for practical, participant-focused outcomes and ensured Tasmanian perspectives were represented in conversations about the future of disability services.

Throughout the year, Multicap Tasmania continued to strengthen its connection with communities across Tasmania through community engagement, participation in sector events and increased visibility of participant achievements and experiences. Our teams attended networking opportunities across the state, including Speak Out Advocacy disability expos and community events such as the Hearts for Brain Injuries art installation launch. By sharing authentic stories and celebrating participant outcomes, the organisation helped raise awareness of the achievements, contributions and opportunities of people with disability while strengthening understanding of the services, expertise and support available through Multicap Tasmania.

> “ really happy with multicap, in fact more than 100% happy
>
> **– multicap tasmania client**

Multicap Tasmania also enhanced its profile as a contemporary and forward-looking organisation. Significant work was undertaken to improve how we use data, technology and benchmarking to understand participant outcomes, identify trends and respond to a rapidly changing environment. By investing in contemporary systems, business intelligence and market analysis, we are strengthening our ability to innovate, make informed decisions and continuously improve the services and experiences we provide.

Our contribution to sector leadership extended beyond our own organisation. Multicap Tasmania actively participated in state and national disability sector forums, working groups and advisory activities, contributing expertise developed through decades of experience supporting Tasmanians with disability. Through these engagements, we shared practical insights, supported collaborative problem solving and helped inform discussions about disability policy, workforce sustainability, housing, community participation and service innovation.

The organisation’s focus on visibility, engagement and community connection was recognised through a nomination for Excellence in Marketing at the 2026 Business Excellence Awards. While recognition is never the goal, acknowledgements such as this reflect the work being undertaken to strengthen awareness of Multicap Tasmania and reinforce our position as a trusted provider within the Tasmanian community.

Being a provider of choice requires trust, credibility and a commitment to continuous improvement. Through meaningful engagement, responsiveness to feedback and a willingness to embrace new ideas, Multicap Tasmania continues to stand out as a valued partner for participants, families and communities across Tasmania. As we look to the future, we remain committed to leading with purpose, contributing our expertise and helping shape a more inclusive, connected and responsive disability support sector.

### key achievements

- active in state and national discussions on ndis reform and the future of disability services
- increased visibility and engagement through community events, disability expos and stakeholder networking opportunities
- supported initiatives that elevate the voices and leadership of people with disability
- enhanced organisational capability through contemporary initiatives
- continued building awareness, trust and engagement across communities throughout tasmania.



# our impact at a glance

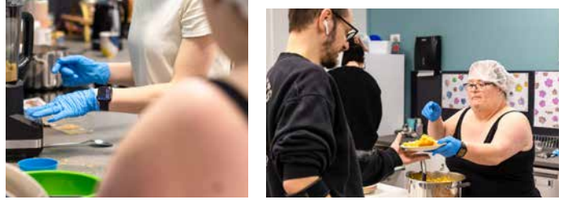
## highlights from the year











### burnie disco lights up the coast

Our annual North West Disco brought together participants from across the region for an evening of music, connection and fun. Participants from our Hubs and one-on-one support programs came together to reconnect with friends and enjoy a night on the dance floor.

This year's theme challenged attendees to dress as something beginning with the first letter of their name, with participants embracing the challenge through a range of creative costumes. The dance floor remained busy throughout the evening, while generous sponsors helped make the event another memorable success with a range of raffle prizes.





### music brings people together

Music played an important role across our Hubs throughout the year, creating opportunities for creativity, social connection and cultural celebration. Regular music sessions remained a popular activity, with participants enjoying the chance to sing, dance and share their favourite songs.

At the Launceston Hub, music featured prominently in celebrations including Christmas in July and Teej, a Nepali festival. These events brought participants, staff, friends and family together to share experiences and celebrate the diversity of our communities.







### wynyard hub takes first prize

Participants and staff at our Wynyard Hub came together to create an entry for the Spring Loaded 2026 Tulip Festival Business Window Display Competition. Working collaboratively, they transformed the space into a colourful celebration of spring.

Their creativity and teamwork were rewarded with first prize, recognising the effort and care invested in the project. Beyond the achievement itself, participants enjoyed contributing to a community event and seeing their work become part of a much-loved local celebration. The project provided an opportunity to build skills, foster teamwork and strengthen connections with the wider community.

### devonport hub café opens its doors

Our new Devonport Hub Café provided participants with a practical and engaging way to develop skills while working together in a supportive environment. Participants learn how to plan menus, shop for ingredients, prepare food, serve customers and manage day-to-day operations.

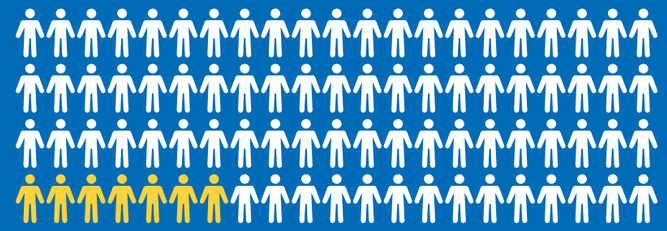
The Hub Café demonstrates how participant-led activities can create meaningful learning opportunities while building confidence, independence and having fun along the way.

**551**
multicap tasmania employees

employment type

| casual | part time | full time |
|---|---|---|
| 206 | 301 | 47 |

**+61**
new clients 2025



**4342**
+246 new followers

**508**
+27 new followers

**1025**
+140 new followers

# looking ahead

## strategic plan – 2030 and beyond



## building from stable foundations to sustainable growth

Multicap Tasmania's strategic direction is guided by a clear purpose: enabling our clients to live life their way. Our vision is to be the partner of choice for all Tasmanians living with disability, recognised for the quality of our services, the capability of our people and our commitment to working alongside participants, families and communities.

Our pathway to 2030 and beyond will progress through three horizons: stabilise, strengthen and grow. In the year ahead, our priority will be reinforcing the foundations required for long-term sustainability. This includes building a strong safety culture, developing workforce capability, strengthening service quality and practice, improving participant outcome measurement, maintaining financial sustainability and implementing contemporary business (ICT) systems. We will also prepare for changes to NDIS funding, regulation and commissioning while ensuring participants remain central to service design and organisational decision-making. From these stronger foundations, we will focus on expanding organisational capability, developing our culture and brand, diversifying revenue and building strategic partnerships. Future opportunities include new commissioned and panel-based services, non-NDIS and foundational supports, potential allied health services or collaborations, and regional collaborations and partnerships that deliver greater value for participants and communities.

**stabilise** **strengthen** **grow**

our current strategic objectives FY27-29

> "we are so impressed with the supports, they were invested in [participant] from the moment they met her. they are the kindest people, the carers are really amazing, amazingly kind, incredible, great carers!"
>
> **– multicap tasmania client**

Looking towards 2030 and beyond, our ambition is sustainable and purposeful growth. We will explore social enterprise, new products and service models, values-aligned partnerships and environmental initiatives that reduce costs and create lasting value. Growth will be pursued where it is financially responsible, aligned with community need and capable of delivering meaningful outcomes for people with disability.

Across every stage, our direction will remain anchored in five priorities: being a workplace of choice, a service provider of choice, financially sustainable, collaborative and recognised for market leadership and innovation. Together, these priorities provide a clear roadmap for a resilient, contemporary and participant-focused Multicap Tasmania.







# financial summary

## financial sustainability indicators for 2025-26

### disability revenue concentration ratio

This ratio indicates the level of income generated from the provision of disability supports. The higher the ratio, the greater the influence the NDIS has on the organisation.

**Approximately 91% of Multicap Tasmania's income was derived from government funding. This concentration is managed through disciplined service and workforce planning, financially sustainable systems and processes and complementary income streams.**

### months spending ratio

This ratio indicates the number of months that available cash could cover average operational expenditure. As a general guide, 2 months or more is considered sustainable.

**Multicap Tasmania remained well positioned with a ratio of 2.66.**

### current ratio

This ratio measures an organisation's ability to meet its short-term financial obligations. A ratio above 2.0 is generally regarded as an indicator of financial sustainability.

**Multicap Tasmania maintained a strong liquidity position with a current ratio of 2.55.**

### profit margin

This ratio assesses an organisation's ability to generate a surplus from its revenue.

**Multicap Tasmania recorded a profit margin of -1.9%. Following corrective action, the organisation returned to monthly surpluses in the first quarter of 2026–27.**

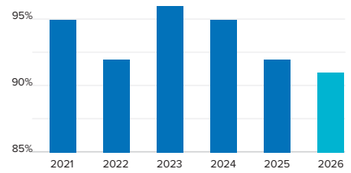
### return on assets

This ratio indicates how efficiently an organisation uses its assets to generate surplus.

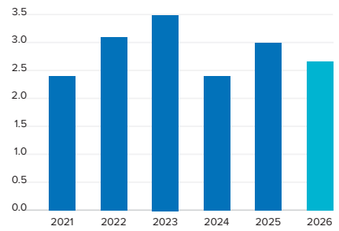
**The year's deficit resulted in a return on assets of -2.7%. Multicap Tasmania nevertheless retained a strong asset base of $32.18 million.**

**For a full copy of our Financial Audit, please contact Chief Financial Officer Shirralea Holman: shirralea.holman@multicap.com.au**

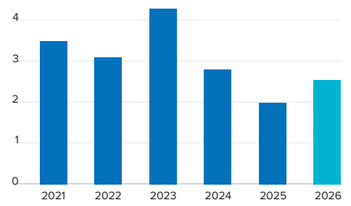
disability revenue concentration ratio



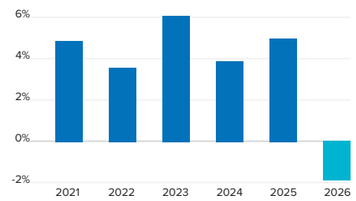

months spending ratio



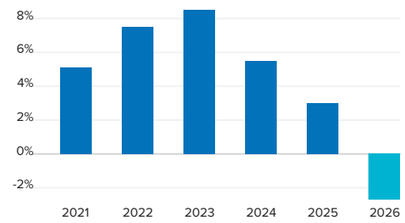

current ratio



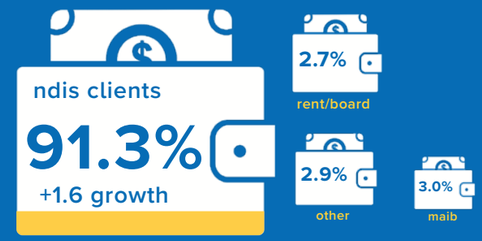

profit margin




return on assets




## funding types






**$10.51**
cash



**$32.18**
total assets



**$26.25**
equity

# service awards

## 5 year anniversary

Jan Bakes
Kedar Basnet
Leonie Blizzard
Kristy Burrows
Sharada Chhetri
Alannah Cleaver
Monique Cooley
Aaron Coombes
Nina Edwards
Rodney French
Mugendra Gautam
Adam Guy
Julie Harman
Kylie Hepi
Thomas Longey
Patricia (Trish) Lynch
Emma McAdie
Joshua McDowell
Graeme McLaughlin
Donna Miller
Jason Morrow
Peter Murphy
Liam Murray-Watton
Jill Norris
Kane Norris
Danielle Radford
Dil Rai
Belinda Reynolds
Dilan Sandagirigoda
Prakash Sharma
Richard Slarks
Helen Strickland
Samantha Viney
Cathy Wells
Vanessa Williams
Samantha Zetovic

## 10 year anniversary

Cyndy Gallagher
Nigel Hill
Susan Stretton

## 15 year anniversary

Tenille Denby
Shelley Galpin
Tamieka Nisbit (Nee Smith)
Venchenza Woodberry

## 20 year anniversary

Melissa Sutczak





# acknowledgements

Our journey at Multicap Tasmania is shaped by the incredible commitment of our Life Members. Their ongoing support and passion inspire us to keep growing, innovating and creating a brighter future for the communities we serve.

## life members 2026

Gaylene Dunn
Diane Ewington
Sandra French AM
Helen Hearps
Linden Hearps
Jenny Mitterbauer
Glenda Scaddan
John Subonj

## thank you to the following individuals, businesses and organisations who have supported us this year:

Communion Bar
Harvey Norman
Tuffware
Wharf Hotel
Amy's Kuisina
Leading Edge
Umami Café
Mind Games
In the Zone
Kumala Moon
Wynyard Newsagency
Kmart
Surreal Hairdressers
Noahs Coffee Lounge
Sole Merchant Wynyard














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**hobart**

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empowering capability