



multicap tasmania

empowering capability





Aimee racing along in the water in the Sailability program at Wynyard during a Community Access outing (Cover image) Luke and Cindy Spencer at the Tamar Street hub launch event in Launceston

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.

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President's report

Paul Smith

I am pleased to present my third report on behalf of the Board of Multicap Tasmania. This report, for the year 2018/19, shows an organisation that has expanded from a \$10M turnover in 2016/17 to a planned turnover of \$20M in 2019/20.

Multicap Tasmania is thriving in the new NDIS environment, perhaps our greatest challenge in the immediate future is to successfully deal with the compliance regime that is before us. We are investing in resources and systems that will ensure that we can continue to thrive.

Multicap Tasmania prides itself on the quality of accommodation we can provide to our clients. This year we have completed the construction of two new homes in Somerset that are compliant to the Fully Accessible Standard for Specialist Disability Accommodation. They are now occupied by some of our Panorama clients. We are experiencing unprecedented demand for housing, with that in mind the Board is looking to partner with developers to provide new opportunities in disability accommodation.



One of the new properties in Somerset

Each year the Board reviews Multicap Tasmania's Strategic Plan. This year we added a 5th strategy to our plan:

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

To this end we will be expanding our service offering into new markets, exploring new service offerings, and developing opportunities for strategic partnerships and alliances.



“We have been in Launceston for a while, but we have every intention of raising our profile here and build our business. Hopefully we will have the same situation here we had with our previous community access in Launceston - we outgrew it.”

Paul Smith
Multicap Tasmania
Board President

at the launch of our hub in Tamar Street, Launceston

Our move into Devonport last year has paid dividends in improving our profile and providing potential for expansion of services. We expect to have a similar impact in Launceston as a result of moving to our new location in Tamar Street.

I wish to thank my fellow Board members, in particular, Kim Chen and Bruce Cameron for chairing their respective Board Committees. Our Board members volunteer their services and expertise to assist in realising Multicap Tasmania's objectives.

In addition, thank you to the Senior Management team and the staff of Multicap Tasmania for your support and commitment to the future of our business and values.

Finally, it was my privilege to present Life Membership to a past President and Board Member of Multicap Tasmania; Sandra French this year, in appreciation of her contribution over some 20 plus years. Thank you Sandra.



PRC Smith
President



Board President Paul Smith presenting Sandra French AM with her Life Membership certificate

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.



Paul Smith

President

Elected October 2016

Member of Board from 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. He is also a Board member of Health Care Insurance Ltd.



Kimball Chen

Vice President and Finance Committee Chairman

Elected October 2016

Member of Board from 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.



Della Bax

Board Member

Member of Board from 2013

Della is a lending manager with the Commonwealth Bank in Burnie and has been with the CBA for many years. She also has had extensive experience in banking and insurance roles with organisations in the Northern Territory, Queensland and NSW.

Della joined the Board as a way of being involved and helping in the community.



Bruce Cameron

Board Member and Quality & Safeguarding Committee Chairman

Member of Board from 2016

Bruce is retired from a long career with the Tasmanian Department of Education, where he undertook a number of senior appointments including as a principal and in regional and statewide leadership roles.

Bruce has worked with a range of ages and abilities of younger people and brings to the Board valuable insight into the importance of goal setting and developmental planning for clients.

He has a particular interest in Board involvement so that people associated with Multicap Tasmania can be supported to achieve their potential.



Dr Mary Duniam

Board Member

Member of Board from 2016

Mary has had extensive experience as a Director of Volunteering Tasmania, is on the Tasmanian Women's Council, and a member of Rotary. Mary is also a Councilor and Deputy Mayor with Waratah-Wynyard Council and has a strong interest in local and regional development. Mary is a lecturer on social entrepreneurship at UTAS within the Tasmanian School of Business and Economics. Mary's interest in social equity is the driving force behind joining the Multicap Tasmania Board.



Diane Ewington

Board Member

Member of Board 2006-2012, from 2015

Diane brings to the Multicap Board her experience as a parent raising a child with disability.

In her work life, Diane has worked as a family advocate for the Association for Children with Disability (ACD) and is now employed by Carers Tasmania, supporting family carers. Diane was a founding member of the Burnie Shines Cocktail Party with Glenda.

About the Board



Dr Frank Reynolds

Board Member

Member of Board from 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 Panorama residents.

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 from 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 and is currently retired. 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.



Rachael Hull

Board Member

Member of Board from 2018

Rachael is a graduate of Deakin University and is a contemporary human resource professional with over 20 years' experience working within private and government business enterprises across business services, mining, manufacturing and utilities industries. Rachael is currently working in a senior leadership role at Saputo Dairy Australia's specialty cheese operations in Burnie and on King Island. Joining the Multicap Tasmania Board in early 2018, Rachael has prior board experience including the Braddon Business Centre (2014-2018) and is passionate about supporting others to be the best they can be.



Nigel preparing for his moment of glory with Frank at the 2018 International Day of People with Disability event at Panorama



Glenda and Mary Duniam, Multicap Tasmania Board Members at the Tamar Street launch event

CEO's report

Nigel Hill

Well another busy year has come and gone. The last year has seen significant growth and change for Multicap Tasmania as we continue to evolve with the National Disability Insurance Scheme.

July 1 2019 marked the point that the NDIS was in 'full rollout' in Tasmania, with all ages eligible for the scheme having transitioned from State Funding. We no longer receive any funding from Disability and Community Services (part of the Department of Communities Tasmania) and all of our funding is now from the Commonwealth, predominately NDIS. In the financial year just completed our revenue grew by 35%, our largest single year growth since the rollout of the NDIS, with additional further growth planned for the year ahead.



Nigel Hill and Alastair McEwin – Australia's Disability Discrimination Commissioner

July 1 also marked the introduction of the NDIS Quality and Safeguards Commission. The Commission, based in Western Sydney, now has oversight of the quality of service provision across the NDIS, and has responsibility for the registration, compliance and oversight of service providers, with the capacity to investigate, report, and sanction providers for any service deficiencies. As an organisation we have been actively involved in the

development of our Quality Management System that provides the framework for how we deliver our services, and we have invested in new technologies to make these policies readily available via mobile devices, tablets and computers. These policies will reshape how we work and what we do. Our services need to become more accountable and professional, and we strive to improve our service delivery and our support of our clients. We are looking forward to working with our clients, their families, and our staff as we commence the full scale launch of these new policies.

Multicap Tasmania is required to apply for re-registration to the Commission by 31 October 2019, and then enter into an external audit program which should be completed in the first half of 2020. The audit will include not only a review of our policies and procedures, but site visits include interviews with clients and staff.

Whilst we welcome the new expectations of the Commission, it has come with challenges as we require additional staff to perform compliance, reporting, and importantly staff training to ensure we are meeting our requirements. We are supportive of the recently announced Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, recognising the potential for additional work that may be required by providers in the system as a result. Collectively the sector is struggling to keep on top of the changing landscape and the significant delays in plan approvals with the NDIA. The Board and management have been active in advocating for changes to the design of the NDIS that will benefit the end user of the scheme. We welcome your support in this endeavor.

Organisationally we have adopted a new management structure which are based on 3 geographical regions, Launceston, Devonport and Burnie with a local management responsibility overseeing all services within the region. Along with other assigned staff with responsibility for client intake and rostering, we hope we are on the



“I think that our property in Launceston has raised the bar and we believe this property will do the same for the North West Coast.”

Nigel Hill
Multicap Tasmania CEO
on the new homes in Somerset

way to providing a more streamlined and client focused service. With additional resources added into our People, Culture and Capability Team, we are setting ourselves up for our ongoing expected growth. Developing our staff capability is a key priority in establishing this new structure, as we aim to build a more responsive, professional, client focused organisation delivering quality outcomes and meeting our new quality standards. At a time of growth in the sector workforce capability remains a very big issue, with a lack of qualified applicants creating a greater need for in house training and support of new staff.

That snapshot of our sector details the challenges we are facing. However we are also benefiting from the opportunities the NDIS provides. We warmly welcome the new clients and staff that have joined us in the year just concluded, and we hope we can meet your expectations of us as a provider and employer. I am thankful for the support of the Multicap Tasmania Board who have provided the platform for our transformation of our services through capital investments and responding to opportunities when they arise. The Board updated its Strategic Plan in early 2019 and has added 2022 aspirations for each of our Priorities, which add a 5th pillar to the existing 4 - Multicap Tasmania will be a leading provider with an expanding suite of services

and geographical footprint.

There will be more detail in our Strategic Plan reporting section later in this report, however a key achievement in our last year has been the establishment of contemporary housing for all of our previous residents of Panorama, who have now are all living in their new residences through a property acquisition and building program approved by our Board. With the NDIA requiring accommodation options comprising no more than 5 people, Panorama was deemed a legacy property for accommodation and we had a 3 year window to make the necessary changes from their transition to the NDIS. We achieved on 26 August 2019, only 5 months after the transition, as we completed the development of our new Platinum Standard Fully Accessible properties at 3 and 7 Emily Crescent in Somerset, purchased another property in View Road. At the same time we also entered into long term leases with additional properties in Burnie and Devonport, and will be establishing a presence in Latrobe in the year ahead.



The first site meeting kicking off the builds for the Somerset properties



Nigel trying out the first go kart of the Small Engines program



Emma and Andria during a practice session of The Dingos band



Leadership training at the Paranple Convention Centre in Devonport

We have also invested in our Community Hubs, with upgrades occurring at Wynyard, at Westwood/ Horizon (horticulture and small engines program) and Miranbeena (thanks to Tas Government), and a new Community Hub established at 31 Tamar Street in Launceston. Our aim is to create multi functional hubs capable of providing high quality programs that engage and inspire our clients, and to provide opportunities through engagement in the broader community.

Every year I get the opportunity to see some fantastic examples of the skills how clients have developed, and in particular I will single out our art, music and dance programs which are such great examples of what can be achieved.

I would like to convey a sense of optimism for our future as an organisation. Transition to the NDIS has not been without its challenges, and whilst a little battle scared at times I think we have weathered the storm pretty well. There is still plenty of work to be done, with our upcoming NDIS Quality and Safeguards Audit our next key task on the radar. The complexity of managing this organisation has increased substantially, and I thank each and everyone of our Board member for the role they play in establishing the framework for the organisation to grow and prosper, and their support of me in that process. It is greatly appreciated.

To our staff, I thank them for their efforts over the last year and wish them well for the year ahead. It is a team effort and collectively we can do great things. Our aim in the year ahead is to refine our systems to ensure the maximum support is provided to staff who provide the day to day support for our Multicap clients. Our clients must remain the core focus of our attention, and our strategic plan focuses heavily on strategies that support our staff to provide a quality service.

To the many and growing clients (and their families) at Multicap Tasmania, I thank you for the trust you have in our services, however I will also challenge you to raise your expectations of what we do. To truly live up to 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, we need your feedback when we don't quite deliver. I have a strong interest in building an organization that responds positively to suggestions and has continuous improvement as a driver for better service, and to that end I encourage you to tell us if we can do things better. Also, your feedback on what we are doing well is also appreciated.



Nigel Hill
CEO



Tamar Street, Launceston hub





Burnie regional snapshot



Matron Margaret Jones reuniting with Debbie at the Panorama celebration in June
(Left) Ebonie practicing the drums during a practice session of The Dingos band

Burnie regional snapshot

What's been happening

New experiences for Panorama residents

After months of planning and communicating with residents and their families about moving out of Panorama and into smaller group homes the transition was started. Many of the residents spent time out shopping to purchase new things for their rooms and to decorate their home. In August this year 15 residents transitioned from living in a large shared living facility known as Panorama into smaller group homes ranging from 2-4 resident share. This has allowed for residents to play a much more active role within their own home such as being involved in the household chores and going grocery shopping.

Within those homes we have had new residents move in. The transition has allowed for people to live with more like minded people of similar abilities and interests. New friendships have been formed and family are visiting more frequently due to the more relaxed and inviting atmosphere.



Yvonne at the Panorama celebration

**“How lovely is this home,
I could live here myself.”**

Yvonne Hewitt
Resident Debbie Hewitt’s mother



Team Leader Tamera Emmerton at one of the new Somerset properties

**“I can see how
happy Rena looks.”**

Mrs Poke
Resident Rena’s
mother

New programs or locations

We have assessed our current programs and their locations for our Burnie based community access hubs. Our high needs clients will now be utilising part of our old Panorama site. The facilities at Panorama are more suitable and practical to meet the needs of these clients.



Bob and Tim participating in the Horticulture program with Jon

We have taken advantage of the land space at our old Horizon site to introduce a skills based horticultural program. Multicap Tasmania have welcomed the National Joblink group who volunteer their assistance in our Horticulture program at Horizon. A most amicable group of young people who are willing to learn and take direction and have shown the up most respect to our participants and staff. The group have learnt how to measure, cut and fill a 'no dig garden bed' and on their return will be shown planting out techniques. We have ten garden beds established and awaiting the seedlings that have been growing in our hot house ready to be transplanted into these garden beds. We have also established vermin proof fencing to cut losses of the produce.



The Barn during the clear out and upgrades for the Small Engines program

The Barn has been re-purposed and is now operating a small engines program where clients are building go karts. We have been fortunate enough to have a large number of tyres donated by Somerset Discount Tyres. The owner, David has worked tirelessly for a full weekend transporting and stacking the tyres into the arena so we may be able to build our driving tuition track for the go karts.

These programs can be used as a stepping stone for clients to build on their existing skills and knowledge in preparation of finding employment in these fields.

Miranbeena site will now be the centre of learning and community engagement activities. With a strong focus on skill building programs the base will run on site programs of Music, Art, Information Technology, Dance and Drama. The centre will be the starting point for community engagement and social participation activities.

Respite will be moving into the old Panorama site once some renovation works have been done. We plan to have two separate wings to accommodate an adult wing at one end of the building and a children's wing at the other end of the building.



The main entrance to respite at Panorama

Burnie regional snapshot

Good news stories

Ken Blazely

Moving to Somerset

The News come that Panorama would no longer be a residential home, I was told I would be moving to a new home, I felt sad because Panorama had been my home for many years, I moved to Panorama in 1983 and in that time I had almost occupied every room in the building as my bedroom.

I had seen many people come and go in that time, made friends and watched the family of staff grow up. I could not see myself living anywhere other than panorama this is when I came up with the idea of pulling down two tin sheds at the end of the building and building a unit in that space, unfortunately this was not possible.

As the time moved on and people started talking about the new homes I thought it would be a good idea to go and have a look at the new homes being built in Somerset, I arranged for Staff to take me down for a look, much to my surprise they didn't look to bad and I started to get a bit excited and used to the idea of living in Somerset, Visits to the building site became a regular outing and I was updated on the progress throughout and attended a meeting with the builders and door people to oversee the running of the automatic door and position of switches for lights and doors openers.



Ken with Tony at Panorama last year



Ken visiting the site of his future home on the day they poured the slab

The home was almost complete so I visited and decide what bedroom I would like to have, Boxes started being packed and as you could imagine after living at Panorama for many years, I had lots of things. Many trips where had taking personal belongings to the new home getting ready for the move.

I purchased a state-of-the-art desk and spent time with Tony the maintenance man and Kelvin putting it together, my sister spent many days with me packing and unpacking boxes and setting up my room just to my liking.



Ken looking out the sliding doors in his new home

Moving day had arrived and we were up early and eager for the move, i was the first to lend a hand, with my little trailer attached to the back of my wheelchair i started taking my belongings to the removal truck.

After many loads of furniture moved, we were ready to spend the first night in our new home, I stayed up helping arrange the furniture. It was fun.

I often talk about how exciting and fun it had been taking my things to the new home, I have stated after living at Panorama for many years I found it to be very different living at Emily 3 but I am very happy living with Debbie, Rena and Neil. I like to watch all the people driving past and I found it hilarious when a car spun the wheels one day. I love that my sister lives so close and she pops in to see me on regular visits.



Ken greeting Matron Margaret Jones at the celebration marking the end of an era and new chapter for Panorama

Burnie regional snapshot

Good news stories

We have all settled into the new home and I loving participating in household duties, Grocery shopping along with all the other domestic chores that comes with living outside Panorama.

I have a meeting tomorrow with the landscaper and I'm excited to let him know I am purchasing a very smart looking garden shed and discuss where it can be positioned.

Life is good!

Ken Blazely
Supported by
Tamera Emmerton



Ken out buying the new letterboxes for the Somerset properties

“Life is good!”

Ken Blazely
Resident



Some of Ken's collectibles (left) and Ken in his new room

Bob Spicer

Welcome to Tasmania!

Robert Spicer moved to Tasmania from Queensland and began services with Multicap Tasmania midway through August this year. When we first met Bob (as he prefers to be known) he was a man of very few words. In the few short months since his arrival Bob has become more confident within himself and will now have a conversation with anyone and is the first person to greet anyone coming into the building.

Bob has settled into his programs and has made new friendships with his peers and staff alike. He's moved into one of our supported accommodation sites which he shares with Darren Hardy. Between the two of them they have made this house their home; sharing common interests and a lot of whimsical banter.

Both residents continue to check on maintenance that is required around their home as well as brainstorm ideas on re-vamping some of the garden. They have set up a 'man cave' in one of the rooms complete with an eight ball table that was kindly donated by a family member of Darren's.



Bob Spicer



Bob and Jon in the Greenhouse at Horizon



Horizon at Panorama; the setting of our Horticulture program Bob is a part of



Bob's new home in Park Grove





Devonport regional snapshot



Mia boldly singing an Easter song she made up as she shared the hammock swing with Louisa (Left) Ash during a hydrotherapy session; standing unassisted and punching underwater while Matt stands ready to support him if needed

Devonport regional snapshot

What's been happening



Cathy combining the ingredients for brownies at the cooking program

The Devonport Region has continued to meet expectations over the last twelve months with revenue growth and increase in both client and staff numbers. We have established a local presence in the Devonport area to ensure we are closer to our clients and staff in an effort to ensure we provide



Sharon, Carmen, Krystal and Merinda during the Art program at the Devonport hub

quality services catering to the needs of our clients. New appointments to the region working from the Devonport Office in Stewart Street include the new Devonport Regional Manager, a Client Services Coordinator and a Workforce Supports Officer working alongside existing corporate staff including the Marketing & Communications Officer and Quality and Compliance Coordinator. Corporate representation excluding the Finance department is now equal to that in Burnie indicating the confidence for our continued growth in the region.

The residential portfolio has recently had large growth including a successful planned transition of one of our former Ritchie Avenue Burnie residents into her new home in North Fenton Street Devonport. Along with new arrangements for homes in East Devonport and Latrobe either commencing or about to commence within the next few weeks. We have had the contract for Violet Place for over twelve months and continue to actively work with those residents on engaging into the community and working towards their individual goals.



Grant, Rick and Darren discussing the serial code, grip and spin of Darren's new bowling ball

Programming under the Lifestyle, Leisure and Learning portfolio have continued to be quite socially driven with clients participating in events within our region and traveling to those further afield. Increased participation in our Social and

Recreational programs has led to evening programs three nights a week and a fortnightly Saturday program. Our school holiday program has operated over the school holiday periods during the last twelve months and due to the expansion over this period will continue in 2020. Our programming will be a key focus in the year ahead with the need to increase revenue and participating in our community, expanding our network opportunities and a client centred plan approach to activities and programs will be paramount to achieving success.

The Devonport region continues to offer supports to clients through community engagement, recreational activities, residential living, individual supports and lifestyle leisure and learning however NDIS participants are now understanding the opportunities they have and it is pleasing to see that clients are now telling us what supports and services they want, effectively driving their own programming to reach individual goals. Success in these areas are clearly measured through client feedback and increased supports. We are fortunate to have had wonderful individual stories of these successes over the last twelve months some of which appear in this annual report.



Photo taken by a client capturing Dylan (far left) venturing down between the flowers during the Wynyard Tulip Festival.



"I love to box. I can knock Alec out!" [laughs] Lisa on a Wednesday trip to the gym

Devonport regional snapshot

Good news stories

Ash Rex My story

In December 2010 I had an appointment with a Neurosurgeon at the Royal Hobart Hospital to examine my MRI scans. What followed was an extremely quick diagnosis of a serious brain tumor (medulla blastoma). I was admitted to hospital immediately and underwent six hours of surgery three days later. Awakening from surgery I discovered that I lacked coordination and balance and was unable to communicate verbally, walk or coordinate my body movement. I was experiencing difficulty swallowing and was breathing deeply with my vision and hearing effected from the surgery.

I spent approximately one week in the High Dependency Ward following surgery whereby I learnt the removed tumor was malignant. Resulting in almost nine months of intense radiation and chemotherapy treatments.

During this time I commenced rehabilitation at The Royal Rehabilitation ward learning to communicate and gain back basic 'body control'.

Once chemotherapy was completed I was transferred to Launceston General Hospital to continue rehabilitation amongst other needs. Eventually I was discharged in November 2011 to live in Launceston with continuing rehabilitation. Once discharged I regularly underwent MRI scans beginning with a frequency of three months. Originally each MRI took 1 hour and 30 minutes to complete. Due to a favorable diagnosis currently the MRI scans have reduced in frequency and are conducted every two years and the time in the machine has reduced considerably to 20 minutes.

In October 2013 I moved to my parents home in Devonport. During this time my parents assisted to provide a seamless transition to alternative suitable rehabilitation organisations along the coast



Ash and Chris Symonds participating in the Sailability program at the Wynyard Yacht Club



State Sailing Championships Award (2019 Tasmanian Championship Hansa class 303) won by Ash and Chris



Ash and Matt going through Ash's tailored hydrotherapy regime

similar to those available in Launceston. As Much of my rehabilitation routines and equipment were developed in my parents garage, basic routines began here and progressed to more complex equipment and activities which are still used today. This includes bike riding, rowing, free weights, hydro therapy, physiotherapy, speech therapy, Sailability, and coordination exercises.

Family, friends, carers and many others have helped develop new activities aimed at improving my coordination and balance. I have applied my usual disciplined approach to an issue originally presenting as a huge challenge and still does. However the vast improvement witnessed by many including myself has encouraged continued concentration towards my goals. Natural positive progression together with a focus on regular training activities instructed by skilled support and regular positive feedback helps motivate me to continue striving toward my destination.



Following my transition to Devonport I was fortunate to experience Sailability at the Wynyard Yacht Club (WYC). I had previously used Sailability in Launceston on occasion at Seaport Mariner; sailing on yachts that didn't offer a lot of interaction. I was initially hesitant continuing my Sailability rehabilitation at the Wynyard Yacht Club, however Chris Symonds – the instigator of Sailability at WYC – introduced me to the specifically designed 303 Hansa sailing dinghies and along with the dedicated volunteers, provided a wonderful display of community commitment. Being involved with the sea has always been a part of my life.

As it had been 25 years since I'd sailed and competed in similar craft I found it a refreshing experience reigniting memories and skills learnt a long time ago. Eventually as I progressed, Chris encouraged me to compete in the State Championship held on the Derwent River in February 2019. Chris guided me through a great experience exposed to genuine competition whilst sailing in varying conditions on the Derwent River.

In 2018 the opportunity arose of relocating into a suitable complex under construction at Violet Place. As we had been searching for suitable accommodation when this development was announced it would be ideal for my needs. Fortunately the location was close to home. I moved here in September 2019. Whilst there is still refining needed positive things are happening.

Obviously assisting with such significant changes I've been able to bring three of my original carers with me assisting my relocation. They have used their existing considerable experience to not only continue supporting my rehabilitation but vastly improving my diagnosis by having an acute understanding of my unorthodox rehabilitation activities and techniques.

Devonport regional snapshot

Good news stories

Overall goal

Every activity is designed towards empowering my overall strength particularly my core strength to achieve the end result of walking on my frame unaided.



Ash's bike display console with all his statistics during a session

Advice to others

No matter how negative a situation seems at first, draw out the positive points to focus on instead. Approach improvement and changes one small step at a time; maintaining focus on long term goals.

For example; my first bike ride was six minutes! Now I'm achieving two hour bike rides by gradually increasing my target goals.

Take time to reward yourself, no matter how small the gains achieved along the journey to the long term goal. "You're rewarded in life from what you put into it".



Ash and Chris preparing to set out on the water in the Sailability program



Matt and Ash's father Neil supporting Ash during one of his regular bike rides



Ash has now incorporated a treadmill into his regime



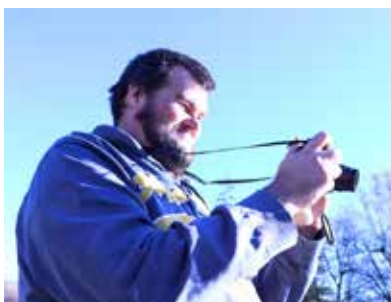
Damien taking photos as part of the Devonport photography program

Damien Cruse Burgeoning photographer

Damien currently receives both individual supports and also participates in our Hub photography program and over the period of twelve months has been out traveling through our region capturing moments on his camera. He then returns to the Hub using the computers to edit these photos and produce a wonderful range of photos on display in our office area. Damien's confidence has grown, his photography skills have increased and his enjoyment participating in this program is evident and hopefully an exhibition will soon occur. It is unique client needs or goals such as Damien that will continue to develop not only our programs across the region but the scope of services we offer.



Photography by Damien Cruse



Photography by Damien Cruse





Launceston regional snapshot



Alex icing biscuits he made with Bridget at our Launceston hub

(Left) Top to bottom, left to right - Hunter enjoying lunch with Coby. Zach listening to a book reading by Chantelle. Aimee watching videos on YouTube.

Launceston regional snapshot

What's been happening

Changes big and small for Launceston

The Launceston region includes Leisure, Learning and Lifestyle, individual supports, respite and supported accommodation. We have had some amazing changes in Launceston this last year, from the introduction of a new garden bed at one of our residential homes to the move of our community access hub to a new location.

The respite and supported accommodation areas have continued to have all clients enjoy being able to make their own choices about everyday life: what to wear, what to cook for dinner, what to do with their spare time etc. Rebecca house has the use of a new raised garden bed which has given clients the opportunity to grow produce to utilise at mealtime. Pamela 2 house residents have been growing herbs and using them to add different aromas to their meals. Pamela 4 house have been re-decorating their bedrooms with their own theme.

Tamar Hub has opened a whole new world for clients, discovering the city of Launceston has been popular during the health and well-being program, many walks in all different directions taking in all the new sights and attractions. The Music program run by Greg Howe has also been popular, it's a program that stimulates many of the senses, clients enjoy dancing and singing along to songs (especially



Councillor Andrea Dawkins and Mayor Albert van Zetten at the Tamar Street launch event

“Clients are going to come, feel accepted, feel the warmth of the staff and continue to feel a part of our community as well.”

Mayor Albert van Zetten
City of Launceston



Launceston hub at 31 Tamar Street



The Launceston music program

when a request is played). With the new hubs open space concept many existing programs have been enhanced, the cooking program has increased inclusion due to the new kitchen area, bigger art/ craft projects can be created, recently an oversized snakes and ladders board game was made, it allows for clients to be more involved with the bigger die and board. Continuing programs- not limited to- include swimming, gardening, knitting, coffee club, reading and computer skills.



Janelle with a quiche she helped make using produce from the garden

Staff development

Some of the staff from Leisure, learning and lifestyle attended a TCCI communication course where they had self-improvement training, enabling them with the tools to approach conversations differently and understand others, Building their confidence to interact with each other and allowing them to solve issues at ground level, this course has made a healthier working environment.

The above course, new hub and change in leadership roles has had a positive impact on not only Tamar Hub, the region as a whole.

Since having a change in the leadership roles and moving to the new Hub, the level of enthusiasm within staff has increased significantly, not only with clients and within client programs, but also within the team. Communication and working as a team are two components of Tamar Hub that have improved in the past few months in leaps and bounds.

Cooking from the garden

The residents at Rebecca court were lucky enough to have a raised garden bed donated by Bunnings and the Launceston ladies Probus. They have successfully grown several different vegetables including silverbeet, carrots, Swede, broccoli, parsley and cauliflower. The residents participate in maintaining the garden bed and picking produce to use for cooking.

Janelle really enjoys assisting with cooking and we have used produce from the garden bed on many occasions to make things like soups, quiches and other savory dishes.

Bunnings again are kindly donating another garden bed for the Pamela residents which is scheduled to be installed on 8th November so Pamela residents can also benefit from being able to participate in growing their own vegetables and using these for cooking.



Rebecca Court staff installing the raised garden bed donated by Bunnings Warehouse

Launceston regional snapshot

Good news stories

Janelle Smith

A healthy sense of humor

Janelle lives in Summerhill, she has wicked sense of humor and loves to play practical jokes (mainly on unsuspecting staff members), she likes to go shopping to buy new clothes and participating in household chores and especially cooking. She regularly catches up with her mum either in Penguin or in Launceston where they have coffee.

Janelle has always shown interest in activities that improve her health and wellbeing, this last year Janelle has attended the women's 5k run/walk where she achieved a better time than Mandi (Disability Support Worker). OK, yes, Mandi was assisting Janelle in her wheelchair over the finish line, she could have gone backwards. It shows that we, as staff, always put our clients first! Janelle also participated in the colour run/walk here in Launceston, she finished looking like a rainbow and sported the biggest smile. When asked about whether Janelle would enter again next year, she raised her hand and smiled.



Janelle celebrating her 50th birthday with her mum



Mandi and Janelle out in the sun and amidst the crowds of the Women's 5km Walk/Run in Launceston



Janelle and Mark returned coated head to toe in colour after all the amusement and activity of Launceston's colour walk/run



Luke and Nicole in the rescue boat at a Wynyard Sailability outing

Luke Spencer

A Balls and Bumpers regular

Luke and Nicole have been coming into the store for well over 18 months now. Every Tuesday we look forward to having a visit from Luke.

Since starting to call in we have got to know Luke and his quirky ways. From the first time he said we are naughty, to now looking forward to him telling us that; knowing now that this means he likes us.

Watching him develop his communication skills with us has been a joy.

His skill with Scalextric set improved before we had to remove it as other customers were not respecting it. Luke does not miss this. We try to have something different in store just to see Luke's reaction.

If Luke does not call in we do worry that something is wrong. Luckily Nicole now sends me messages so as I do not need to worry.

It would be great if every store in Launceston welcomed everyone into their store, as we do. Luke is still a person and should be treated with the same respect as everyone deserves.

We look forward to many more years of Luke and Nicole's visits.

Balls and Bumpers

171 Charles Street
Launceston 7250



Bridget and Nicole celebrating the AFL grand final



Luke sporting his St Kilda beanie during the music program





Key priority 01

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

Tim and Jon at the Horticulture program at Horizon

Key priority 01

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

Insight Our services

47

Supported Independent Living (SIL) beds

1

Lead Tenant property

10

Respite bed capacity

5

Community Access hubs

310,744

Annualised support hours

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 services will be effectively and efficiently managed and operate within established industry quality standards, principles and frameworks.
- 1.5 Multicap Tasmania 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.



Rodney playing guitar in the Devonport music program



Suzanne creating a custom invitation for her birthday party. She's happy with what she produced and the computer skills she learnt in the process.

Progress

During 2019 Multicap Tasmania introduced a new role of Client Services Coordinator into our organisation. This new position, with responsibility for client intake and planning, has helped provide a more personalised approach to our services, and is designed to act as a conduit into our organisation. There is a dedicated Client Services Coordinator in both our Burnie and Devonport offices, and a shared role within our Launceston office.

During the year we have implemented new approaches to planning for client outcomes, and we expect a more comprehensive approach to our reporting on client outcomes during the year ahead. This will commence with staff training in the reporting and evaluation of progress against identified NDIS goals.

July 1 2019 marked a significant change for our organisation as the responsibility for quality oversight of our services moved from the Tasmanian Government to the NDIS Quality and Safeguards Commission, with a new quality framework requiring significant changes to our policies and practices.

Our initial registration with the Commission expires on 31 October 2019, and a re-registration process is currently underway. A significant amount of work has occurred during the year to ready Multicap Tasmania for the requirements of the Commission, including the overhaul of our policies and the introduction of a revised policy framework to meet our new requirements. Our complete policy suite has been completed, with implementation strategies in place that include staff development, and new client and staff handbooks. We will complete the required activities by 31 October and will then commence preparation for our audit under the new standards. The audit process must be completed within 9 months of our reregistration application, and this work will be a key focus area in the months ahead.

The work involved in readying our organisation for the new standards has been extensive, and I thank key personnel, and particularly Cathy Page, for the work she has done in getting us prepared for these new standards.

There are a number of very specific outcome measures the Board is expecting from our new Strategic Plan. We look forward to providing progress against our 2022 aspiration in our Annual Report next year.





Key priority 02

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

The framing going up for the new homes in Somerset

Key priority 02

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

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.



Hayley and Aimee getting ready to return to Launceston after an outing to the Wynyard Yacht Club Sailability program



Tony preparing the Tamar Street hub to welcome clients the next day



The spacious kitchen in our newly obtained Park Grove residence. A great space for Bob and Darren to cook and entertain.

Insight Our assets

12

Owned
properties

9

Leased
properties

26

Vehicles

\$4.032M

Cash

\$14.166M

Total assets

\$10.029M

Net members equity

Key priority 02

Progress

Multicap Tasmania has made significant progress in the renewal of its assets. Within our residential services area we have commenced services in two new properties that have been developed to Fully Accessible (Platinum) Standard under the Liveable Australia Housing Guidelines. These new properties, at 3 and 7 Emily Crescent, provide a home for previous residents of Panorama and represent a much more contemporary housing option.

We have also invested in a property purchase at 123 View Road in Park Grove, adding an extensive property into our portfolio and providing a new home for an ex resident of Panorama as well as new residents into our organisation.



Ronald and Ronix at Pamela Court in Launceston

During the year we have also partnered with other organisations to extend our property portfolio and future options for our residents. These partnerships have led to new housing being available for residents within our care; providing contemporary housing and enhancing living options.

The Board has committed to a mix of property ownership, and long term partnerships with housing providers, to ensure we are delivering high quality accommodation options to our clients who are seeking support from Multicap Tasmania as their residential services provider.



The new Launceston hub venue at 31 Tamar Street



Both new Somerset properties have massage baths

In Launceston we moved into a new Community Hub in May. This new environment replaces our previous day service site in Blaydon Street. The hub provides extensive open space for activities as well as being well located to the city and Inveresk precincts. Multicap Tasmania has entered into a long term lease on the building, and has undertaken a quality fitout to provide not only a very usable environment for our clients, but also an office location including video conferencing capability linking our other offices.

Upgrades have also been completed at our Wynyard Community Hub with the removal of some internal walls which has allowed us to turn storerooms into usable spaces that allow for activities to occur in different parts of the building. The upgrades have extended into a new kitchen area, providing opportunities for cooking programs.

We have also completed the upgrades to 'The Barn' and our horticulture facilities at West Mooreville Road. These upgrades have been largely funded through a Tasmanian Community Fund grant, with some additional internal funds being used to complete these projects. Our Small Engines program will provide great new opportunities and we look forward to getting it underway. Some minor upgrades are also being undertaken at Miranbeena.



Tammie-Anne in the newly renovated kitchen at the Wynyard hub

Progress in our WHS area has been a little slower and we are working to undertake a number of projects in the months ahead. With an increased focus in closing our Workers Compensation cases we have been able to achieve a reduction in the percentage of our salary bill that we pay as our insurance premium.



2B Build laying the slabs for the Somerset properties





Key priority 03

**An engaged, capable,
and supported staff.**

Jenelle and Nelly taking a walk in City Park, Launceston

Key priority 03

An engaged, capable, and supported staff.

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



Alysha helping Brendan get a photo of a kangaroo and her joey at the Trowunna Wildlife Sanctuary during the April School Holiday Program

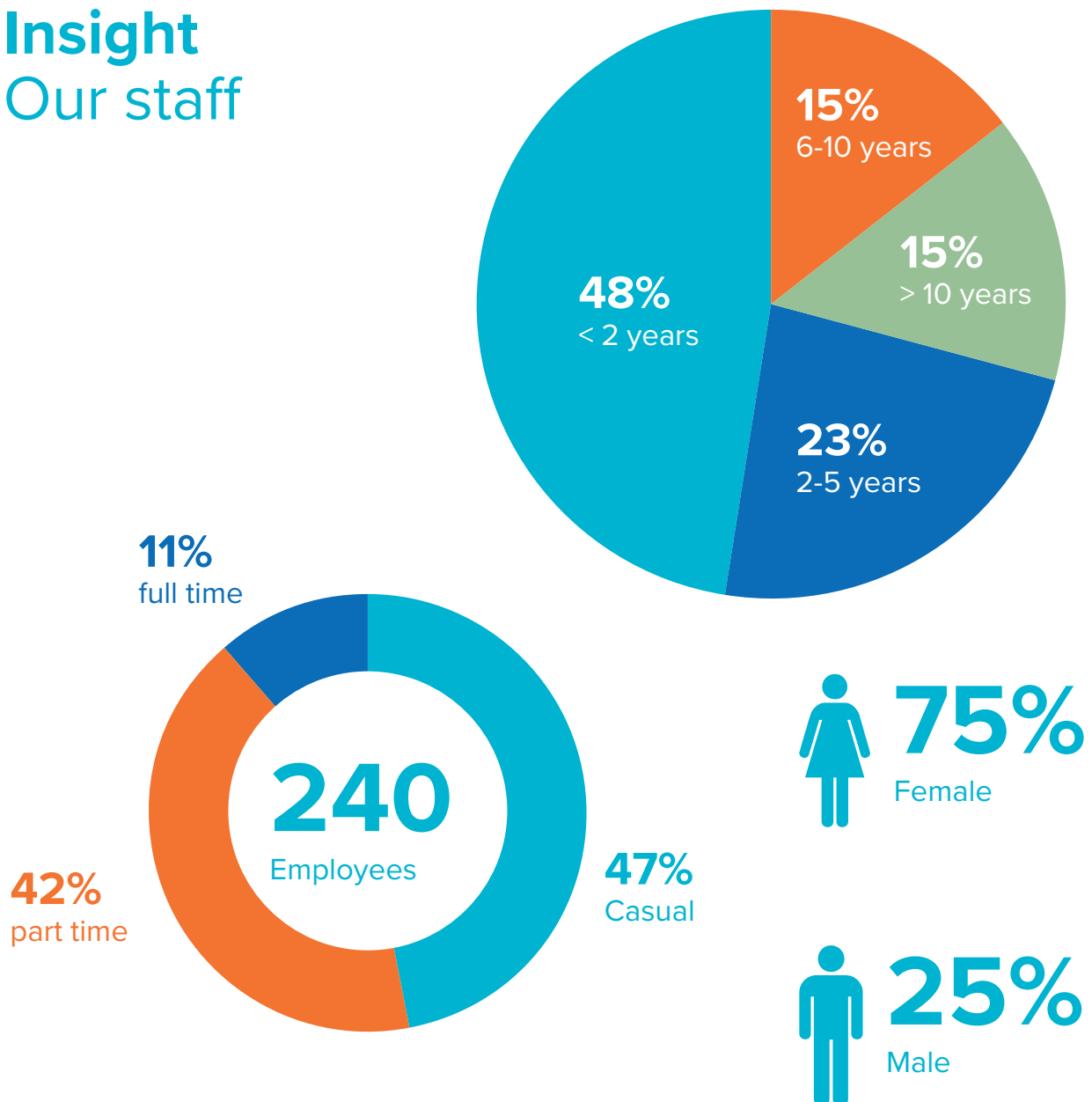
Progress

An organisational restructure during the year has enabled Multicap Tasmania to develop a People, Culture and Capability team with a focus on providing an enhanced service to our workforce. This includes recruitment, induction, training and development and mentoring and supervision of staff.

Work has commenced to build a more comprehensive staff induction process, with a staged approach to induction incorporating both online training, face to face onboarding and a new monthly induction which brings together new employees across our organisation.

The newly created role of Workforce Support Manager has been developed to provide a greater focus on training and support of staff in areas of practice. We will be working with both external training providers, as well as providing in house support for our employees, as we strive to build the quality and consistency in what we do. This focus will extend to our front line leaders where skills in supervision and mentoring will form part of our development plan.

Insight Our staff



Key priority 03



Greg leads the Launceston music program. Greg is also a parent of a client supported by Multicap Tasmania.



Nicole and Aimee dancing along to the music during the music program at Tamar Street

Recruitment has constituted a large part of work in this area. With demand for services increasing we have increased to workforce to meet the ongoing demand.

Since July 2018 we have increased support hours by 35%, and this growth has led to stretched resources and highlighted the need for refinements in our recruitment and onboarding processes.

There are also new requirements for our workforce through the introduction of the NDIS Quality and Safeguards Commission in July 2019. Staff have been required to undertake mandatory training in new policies and procedures including a Worker Orientation Online Module developed for the Commission.

We will shortly undertake our next Staff Satisfaction Survey. This survey will build on our 2017 Survey and will provide the basis for future planning within the People Culture and Capability area.



Gillian and Marg preparing the beautiful lunch for the Panorama celebration

Celebrating our long term staff

Milestone anniversaries

15 years service

Edward Blyth

10 years service

Heather Leary

Helen Williams

Melinda Rigby

Susan Hughes

Years service as at AGM date,
30 October 2019



Katherine and Mitch spreading the apple filling as they made apple-cinnamon scrolls



Hayley meeting students who are getting ready to jump into the industry at the annual Speak Out Disability Expo in Launceston

What do you want?

Tell us how disability support providers and the community in general can further empower people with disability.

Be as creative as you like.

Add at least one idea to the board and receive a vegetable seedling to grow.

We Need Activities where people with Disability can come together without cover e if they have special needs.

Workers!

Social activities to make friends and hang out

More activities at community house.

More things to do in the community fun.

Listening to clients wants 😊

More Individual Support Workers



fun at the beach. Playing in the water

a special card for "urgent need of toilet" for shopowners to allow persons to use their toilet in an emergency

More visual aids for payments for visually impaired.

By hand from Ministry of Health

They are some people who have some problems they need help but they don't have any money for help.

support workers not talking about their problems so much.

MORE Social gatherings

More Social groups, meet people!



Get knowledge about people with disabilities.

Normalise the differences to increase inclusion, acceptance and activities.



By completing the details below, I am consenting to Multiple Sclerosis to contact me in relation to their services

Name: _____
Email address: _____
Phone number: _____

- I am interested in:
- Supported accommodation
 - In-home supports
 - Community access
 - Day or social programs
 - Respite

Sign up to our newsletter
Would you like to keep up to date with events, grants news and competitions via our newsletter?
 Yes please
 No thank you





Key priority 04

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

We all have unique experiences and perspectives. In order to provide the best support for our clients and advocate for what will bring true value to everyone's lives; we asked for ideas on how to improve the industry and the community in general at the annual Speak Out Disability Expos in Launceston and Devonport. There were some strong themes as well as some powerful statements and simple but impactful suggestions. Thank you to all who contributed. We are listening and will continue to improve for you.

Key priority 04

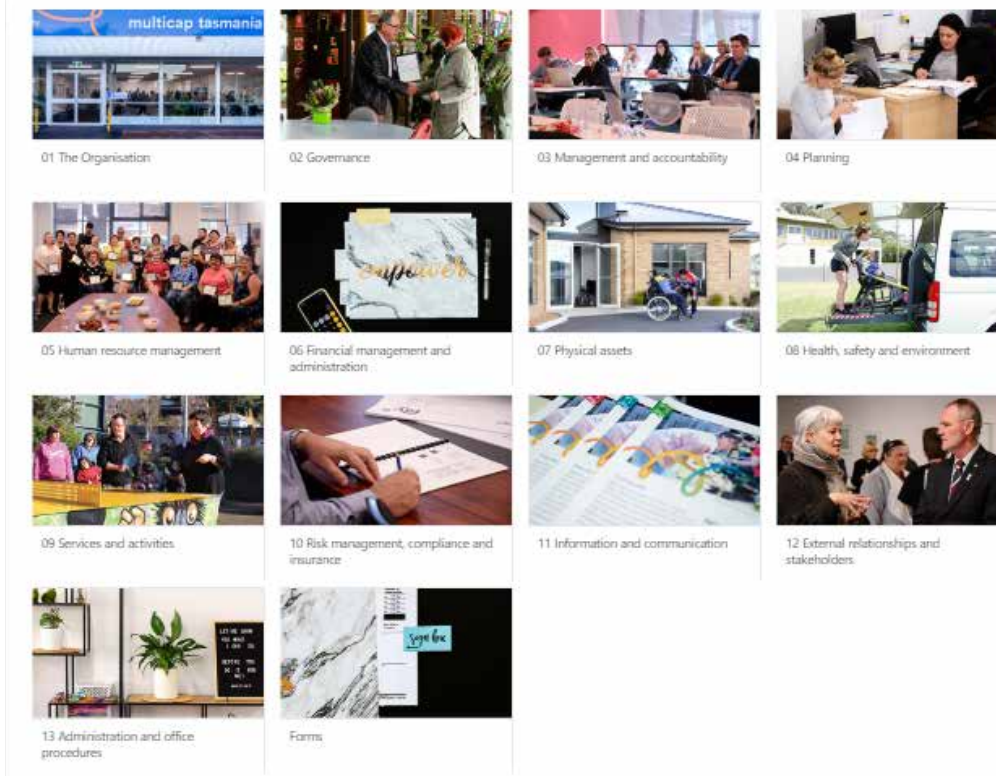
Multicap Tasmania adapts to remain a financially sustainable organisation within the new NDIS environment.

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.
- 4.7 Our business operations will be effectively managed through a dashboard of key metrics available to the board and management.



Dylan and Tim exploring the Glengarry Bush Maze



[The Policies, Procedures and Forms page of our SharePoint intranet site](#)

Progress

During the year Multicap Tasmania has extended its usage of Information Technology systems for the management of internal business operations. We are currently fine tuning the usage of our Client Management System – ProSims – to incorporate full usages of its capabilities to deliver efficiencies in many aspects of our business operations, but in particular billing via the NDIA Portal. As our organisation is over 95% dependent on efficient payments for NDIS services it has already provided, inefficiencies and delays in claims can lead to payments being rejected and then delays, to get this part of our business working more efficiently is of key importance.

Our usage of the Microsoft Office 365 suite has increased, with a very user friendly interface being developed in SharePoint to provide an easy reference point for our Policies and Procedures for staff. Coupled with other initiatives this remains a key driver in building a more efficient business.

Pricing remains a key issues for providers in the NDIS environment, and we have worked to build the required efficiencies into our operational model. This will be another key area in the year ahead as we refine our operational models for management of services in each of our regions to better reflect the pricing assumptions made by the NDIA in their funding models.

Regional and rural providers are significantly disadvantaged by a lack of accessible public transport options, placing an increased burden on the provision of those services by providers. With a fleet of more than 25 vehicles cost of transport provision remains high and is largely subsidised by other parts of our revenue. The year ahead will require us to look at better ways to build more sustainability in this area of our business.

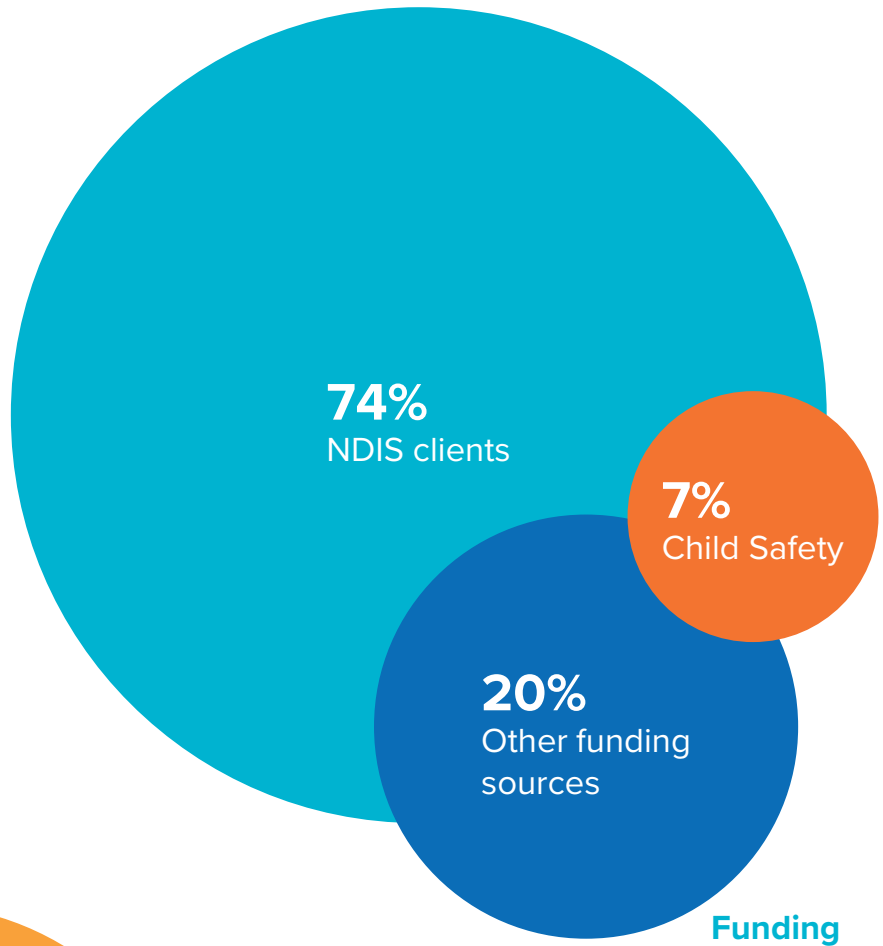
Key priority 04

Insight Our clients

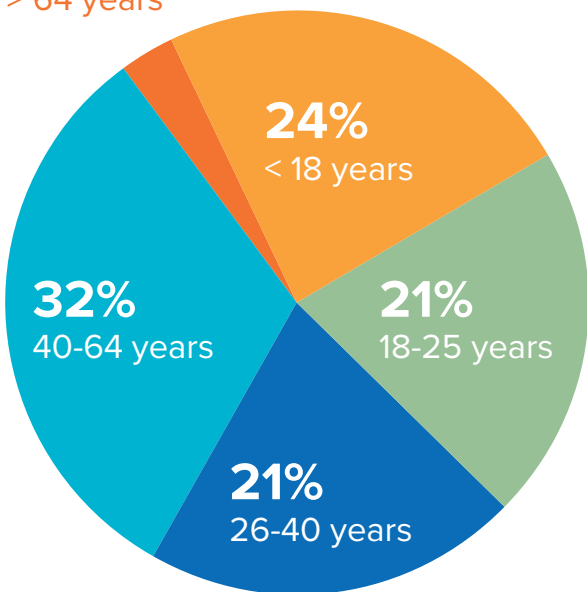
We support

277

people to live full and connected lives



3%
> 64 years





Emma and Darren at the 'Colour My World' launch party

"The camaraderie, the friendship, the creativity is unsurpassed in most art institutions."

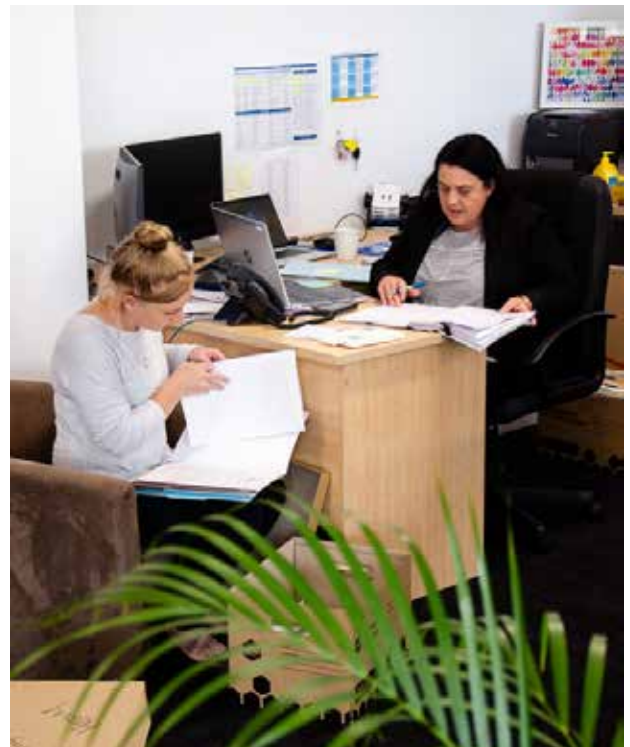
Brigitta Magnusson-Reid

Visual Arts Coordinator, Devonport Regional Art Gallery and former Art Tutor at the Serpentine Art Studio

at the launch of the 'Colour My World' exhibition at the Makers' Workshop in Burnie

During the year we have increased our presence as a provider, and our physical footprint has enabled us to engage with key stakeholders as required. Our regional model will further enhance our capacity to achieve better local connection.

We intend to use our marketing channels as effective ways to better provide knowledge of our services internally and externally. Internal communication to staff is a critical part of our organisational transformation at a time of considerable change across the sector, and remains a priority. Celebration and sharing the success of our clients in a regular communications with families and external networks is an important part of building our reputation as a provider in the region.



Brooke, Miranbeena Team Leader and Mel, Devonport Regional Manager (then Lifestyle, Leisure & Learning Manager) setting up the Tamar Street hub

Key priority 04

Financial position and performance for the year ended 30 June 2019

The organisation continues to experience a strong demand for services and strong financial position to ensure the organisation able to meet its financial obligation.

This is reflected in our exponential growth of 35% in 2019 with turnover of \$16.17M (2018: \$11.93M) and operating surplus of \$1.72M (2018: \$0.51 M)

Total member's equity as at 30 June 2019 was \$10.03M (2018: \$6.27M).

Multicap Tasmania is committed in delivering quality services that empower capability by continue to review and revise our service delivery models and seek to invest in Information Technology solutions.



Shannon leading The Dingos band practice at Miranbeena



Paula Cameron with one of her works 'Family Life' at the 'Colour My World' launch party



Detail of a paper mache bowl by Paula

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.

Revenue concentration

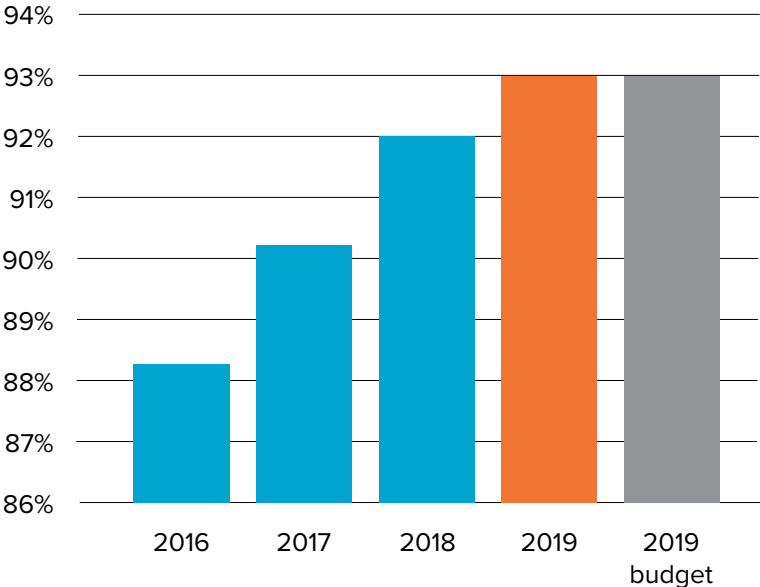
Disability revenue concentration ratio

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.

93% 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.

Disability concentration ratio



Key priority 04

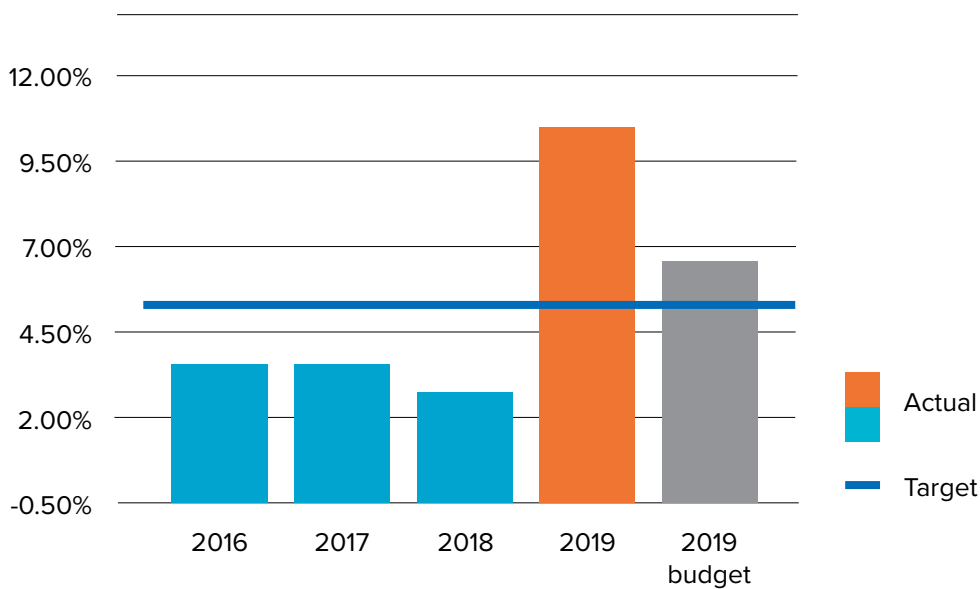
Sustainability measure

Profit margin

The ratio explains the rate at which the organisation currently builds reserves from revenue. The reserves can be used for future service delivery and investment in the organisations infrastructure and respond to growth.

Multicap Tasmania is a not for profit organisation and does not aim to make considerable profits however a profit is essential in maintaining ongoing financial sustainability. Multicap Tasmania's profit margin of 10.6% against a budget of 6.8%.

Profit margin ratio





Photography by Damien Cruse



Jake playing with a snake from the outdoor snakes and ladders game at the Glengary Bush Maze



Darren helping drill the finger holes in the refurbished bowling ball he bought for his weekly bowling trips

Key priority 04

Liquidity

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, two 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 2.02 months operations from its own sources.

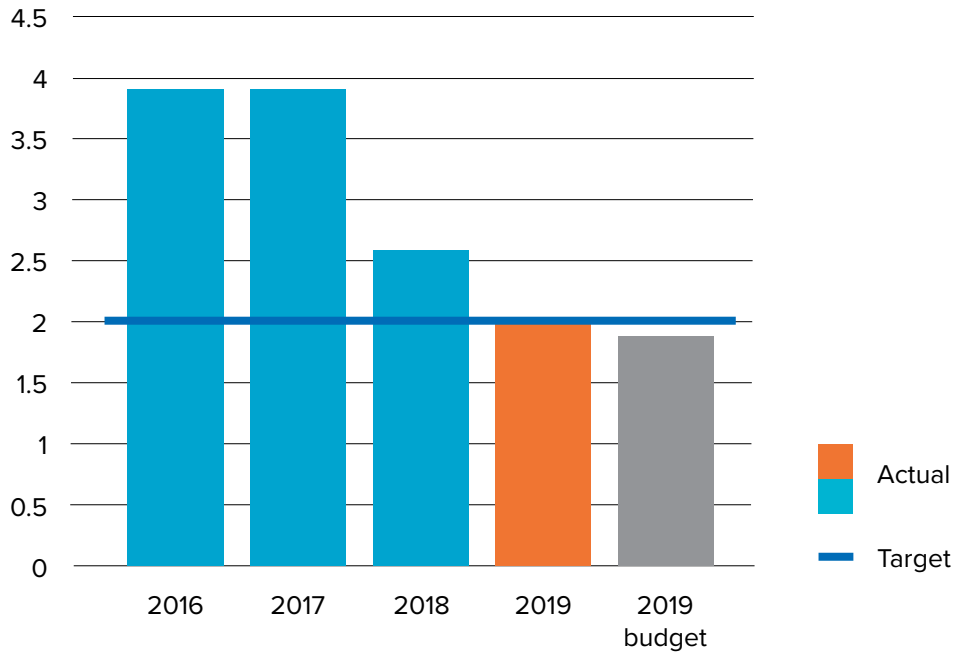
Current ratio

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.

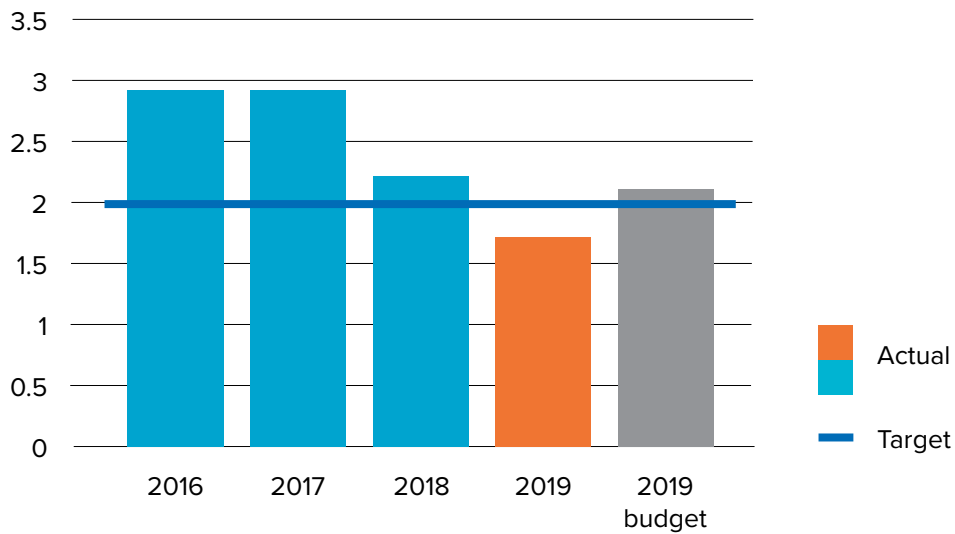
Multicap Tasmania's current ratio as at 30 June 2019 is 1.77.

Our 2019 – 2020 operational strategy will improve our ratio above the benchmark.

Months spending ratio



Current ratio







Key priority 05

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

Dylan taking his turn on the elastic toss at the Glengarry Bush Maze during a Saturday Recreation Group outing

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)



Attending the Wynyard hub once a week, Hazel knitted this scarf for another participant, Michelle. Its not just a scarf; it's a sensory scarf with bells, pompoms and tassels.



Brendan capturing a photo of a kookaburra during a School Holiday Program

Progress

This new Strategic Priority has been added to our the existing four strategies by the Board in our review of our Strategic Plan. Expanding our services will be an essential part of remaining a viable organisation as revenue growth is required to develop the required overhead to meet the additional administrative and compliance requirements of providers in the current environment.

We have developed strategic alliances with providers of new housing and the Board is committed to partnering opportunities that enable us to be more responsive to increasing market demand, particularly in the Supported Accommodation area; with partnerships now delivering new properties and with planning for additional offerings to come online during the next year.

There is a growing need for respite services and Panorama will be repurposed to be a centre for respite services, with options including the establishment of both an adult and youth/child respite wing at either end of the building. Opportunities for the establishment of these services in other locations will be considered should their be demand.

The Board has adopted a watching brief on potential service gaps in the NDIS market and Multicap Tasmania is positioned to respond to these service gaps to ensure participants across our regional have access to the services they require. In September 2019 the Board made the decision to expand its services to include a Behavior Support Practitioner, due to the growing need for, as well as lack of practitioners to undertake these duties, leading to extensive waits for referrals to be processed. This shortage is not only in this area, but other allied health professionals such as Speech Pathologists and Occupational Therapists.

We continue to build on our brand and building a greater presence in the markets we serve. Our new Launceston offices perhaps best illustrate our current approach to build greater awareness of us within the organisation, and new signage will shortly be created at Panorama, Wynyard and Miranbeena.

As a rapidly growing business the Board is keen to ensure we have the most appropriate legal structure in place, and work is being undertaken to examine a possible transition from being an Incorporated Association to a Company Limited by Guarantee. This review is currently underway, and should this become an agreed future direction and Special General Meeting of members may be required to consider this change.





Acknowledgments

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

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

Darren playing bass in The Dingos

Acknowledgments

External supporters



Claire from Bunnings Warehouse helping the team set up the raised garden bed at Rebecca Court

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

Bunnings Warehouse – one of our trusted community partners – has recently donated a second raised garden bed for the Pamela Court residents following a donation for our Rebecca Court property earlier this year. This is the newest in a series of donations that directly impact our residents and participants, it's now filled with vegetable seedlings that the household can nurture and use as ingredients for their meals.

David at Somerset Discount Tyres for donating a large number of tyres. David worked tirelessly for a full weekend transporting and stacking the tyres into the arena so we may be able to build our driving tuition track for the go karts built in our Small Engines program.

Barry Gaby AFL Tas for the opportunity to attend an AFL game at UTAS

Costa Berries donated mushroom compost for the Horticulture program

Wynyard Community Men's Shed for the tools donated to our Small Engines program at The Barn.

Acknowledgments

Donations and bequests

Thank you also for the generous monetary donations and bequests that allow us to add further value to our facilities and services.

Bequest from the estate of **Judith Ellery**

Bequest from the estate of **Fiona McKenzie**

Donations received at the funeral of **Jack Evans**

Donations received at the funeral of **David Walker**

RMB Construction

MAX Employment for their donation towards our Panorama skill development programs. We're looking forward to seeing how we may work with them in the future.

The North Launceston Ladies Probus for the funds to purchase soil for the new raised garden bed and garden tools for the outdoor spaces at Rebecca Court.



Janelle and Mandi during the installation of the Rebecca Court raised garden bed



Hannah from MAX Employment and Nigel Hill at the morning tea presentation held in gratitude for their donation



Chelsea receiving many positive comments on her group and individual performances at Burnie Arts & Function Centre.



Helen and Darren celebrating after the performances

The Multicap Dancers from the Venue of Creativity (VOC) performed with massive smiles and undeniable passion at the 52nd Burnie City Eisteddfod in the Open Non-Competitive Section Group earlier this year.



Emily displaying the blanket she made for the feature piece for her performance costume

Acknowledgments

Life members

Special mention must also be made to our life members. Multicap Tasmania would not be what it is today without invested people with a drive to support and push us further.

Marjorie Blazely

Gaylene Dunn

Helen Hearps

Linden Hearps

Trevor Hodge

Neville Hyland

Jenny Mitterbauer

John Subonj

Sandra French AM



“I wish Multicap Tasmania clients and the parents all the very best for the future. And you’re in really safe hands, because you have got a Board that is very visionary and very sensible in what they’re wanting to achieve.”

Sandra French AM
Multicap Tasmania Life Member



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