



**multicap
tasmania**
empowering capability



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.



Jason Ling, Head Coach at Athlete 42 watches Lisa's form on the push sled as Ashton waits for his next turn during the Gym program

our vision

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

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President's report

Kim Chen

What a difference a year makes. Multicap Tasmania commenced serving Tasmanians in August 1971. So, in September 2020, Multicap Tasmania commenced the 50th year of caring for those with a disability!

As always, one of the Board's priorities is to ensure it has the capabilities and domain expertise to govern Multicap Tasmania effectively.

This year we welcomed Colin McKenzie to the Board. We are very pleased to have Colin join us as he brings both deep experience from his many years as a legal practitioner and member of the Guardianship and Administration Board as well as a long family connection with our association. Colin will further contribute to the right balance of attributes, skills and diversity to support us in the delivery of best practice governance necessary for an association like ours.



Andrew Tilt of Monkira Properties with Multicap Tasmania Board Vice Chairman, Paul Smith and Chairman, Kim Chen



Senator the Hon Richard Colbeck officially opening Emily Crescent with (left to right) Multicap Tasmania CEO Nigel Hill, Chairman of the Multicap Tasmania Board Kim Chen, Felix Ellis MP and Gavin Pearce MP overseeing the occasion.

We also formally farewell Mary Duniam who retired from our Board earlier this year after four years of service to Multicap Tasmania and Della Bax who is not seeking to renominate for the Board having seven years of service on the Board.

Both Della and Mary have been a highly respected and trusted member of the Board and have made a strong contribution to Multicap Tasmania in Board discussions, in strategic discussions. Mary served as a member of the Finance Committee for several years.

Not only do we take a structured and rigorous approach to Board composition and succession, we apply this level of review throughout the organisation to ensure that we have an agile, focused and principles-based management team reflecting our values: Dignity and Respect, Integrity and Transparency, Empowering and Encouraging, Quality and Accountability. We take responsibility for what we do and strive to improve our services.

While we were pleased to be able deliver to our members another strong year, I want to acknowledge the impact that COVID-19 has had on the communities in which we live and work here in Tasmania. There is not one of us who has not experienced its effects in some way.



Shevonne, Melissa and Mitchell at a strategic workshop this year

While this deeply challenging pandemic has added complexity to our operating environment, it has also shown us just how critical it is to have a values-based culture as the bedrock of our organisation to sustain our staff and the good people we care for. Our Board has been extremely pleased to see the steadfast commitment of our people, management and staff, to the wellbeing of those in our care, each other and the public throughout this difficult time.



Board President Kim Chen

I would like to recognise and thank our CEO, Nigel Hill, and his management team for their strong leadership over the year. I would also like to thank my fellow Board members for their guidance and commitment to excellence. Despite the challenges, we have continued to effectively refine and deliver our strategy and drive a culture of innovation and change.

One of the ways Multicap Tasmania continues to stay focused is by using our Strategic Plan as our compass. With a growing workforce across the north of the state and a strong culture, we are committed to executing our association's strategy — an approach that has held Multicap Tasmania in good stead over time.

The pandemic will have some shorter-term impacts to some of the services our association delivers. However, we see potential in the coming years to better serve the people we care for through the use of data, connectivity and technologies that can improve our operations and increase our understanding of the needs and desire of those people we care for. Cybersecurity continues to be part of our focus on minimising risk.

We are taking the necessary steps to enable digital transformation throughout our operations.



Multicap Tasmania Members, John and Millicent Subonj catching up with Board Member Dr Frank Reynolds

The sustainable growth of our operations will continue to provide those people we care for with greater access to services and experiences which will, in turn, empower them to reach their full potential, express their individuality and engage in our community which is what our mission calls for. Further, we intend to continue to develop our range of services to address the unmet needs of people with disability and provide services of value to them.

We will also continue to make significant investments in expanding our infrastructure across the north of the state to support future growth. Just this year, around three million dollars has been allocated to capital projects and we expect that to spend that amount in the current financial year. These long-term investments are critical to sustaining future demand for our services and providing our staff and those we care for with pleasant and safe places to work in and use respectively.

You will see from our financial statements that our organisation is in a financially sound position and has the capacity to fund its planned developments with its own funds or using its existing credit facilities. The funding models used by the NDIS are subject to change on relatively short notice and sometimes without consultation. Our Board and management are carefully monitoring that risk and our access to reserves and credit facilities should give our association sufficient time to adjust to changes to funding arrangements as and when they occur.

Thankfully, in the past year Multicap Tasmania has disposed of premises in Simpson Street Somerset, one of the first properties purchased by our association. It was no longer fit for purpose and has released capital for other projects.

Before concluding, I would like to express my deep gratitude to all our over 300 employees for their steadfast commitment during this unprecedented year to caring for all those in our care which number about 300. Further, it is also very pleasing that our management and staff have attended to each other's health and wellbeing as well.

Whether they are among our workforce supporting those living in our SDA properties, delivering SIL services, day services, in-home support, respite services, community access, individual support, recreation services or social support, the contributions of our people have been invaluable to ensuring our enterprise continues to operate and that we have been able to continue delivering on our promise of providing great care to the people we serve.

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

Kim Chen
President

About the Board

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



Kimball Chen

President

Elected October 2019

Vice President (October 2016-October 2019) 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.



Paul Smith

Vice President and Finance Committee Chairman

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.



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 New South Wales.

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

About the Board



Bruce Cameron

Board Member and Quality & Safeguarding Committee Chairman

Member of Board from 2016

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

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

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



Diane Ewington

Board Member

Member of Board 2006-2012, from 2015

Diane brings to the Multicap Board her experience as a parent of a 32 year old with disability. Her daughter now resides with Multicap Tasmania which provides Diane a valuable perspective and unique insights to the organisation.

In her work life, Diane has worked as a family advocate for the Association for Children with Disability (ACD) and is currently employed by Carer Gateway - Care2Serve to assist family carers with their involvement with NDIS. Diane was a founding member of the Burnie Shines Cocktail Party with Glenda.

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



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 residents at Panorama before its transformation into a respite venue and community hub.

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



Glenda Scaddan
Board Member

Member of Board 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. 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 tertiary qualified, contemporary HR professional with over 20 years’ experience working predominantly in mining, FMCG manufacturing and utility industries. Throughout her career, Rachael has held key roles in leadership teams at varying levels with responsibility for contributing to strategic, operational, financial and people outcomes. Currently working in a specialist role, Rachael is developing leadership and technical capability at Saputo Dairy, Australia’s specialty cheese sites across Burnie and King Island. Rachael is also presently undertaking her Company Directors qualification through the Australian Institute of Company Directors.

Rachael has prior experience on boards on the North West Coast and is excited to being involved with and making a positive contribution to Multicap Tasmania.



Dr Mary Duniam
Board Member

Member of Board from 2016 to 2020

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 was the driving force behind joining the Multicap Tasmania Board.

Mary retired from the Multicap Tasmania Board this year.

CEO's report

Nigel Hill

The last year has posed challenges to all Tasmanians and the effects of the pandemic was amplified in the disability sector. I am incredibly proud of how our staff, clients, and families worked collaboratively with us to ensure we all stayed safe as the COVID-19 situation became serious in Tasmania, and in particular with the additional issues on the North West Coast where many of our services are based.

So, firstly a big thank you to everyone who helped us navigate the year. Of course, we need to remain vigilant as we get use to a new COVID-Safe world. On a positive note, the pandemic created a great opportunity for us to advance the use of technology across our organisation, and it will be great to see these advances becoming an ongoing part of how we undertake our business.

There were many significant achievements during the year. On 1 July 2019 the oversight of the quality of our services changed from the Tasmanian Government to the NDIS Quality and Safeguards Commission; introducing a range of new standards that our organisation was required to implement. A comprehensive suite of policy reviews and updates was undertaken, coupled with significant workforce engagement and the launch of new Employee and Client handbooks detailing new requirements to be compliant with the new framework.



CEO Nigel Hill

In May 2020 our first audit to the new standards was undertaken with a four day audit following a desktop review of our policies. The audit covered an organisational review of many of our systems (client management, complaints and incident management, HR) as well as a detailed review of five locations (Tamar Street Community Hub, 2 Pamela Court, 2 Rebecca Court, 3 Emily Crescent and Violet Place) including discussions with clients, family members, staff, and a detailed review of support plans and documentation.

It was pleasing to receive a very good audit report as well as seeing the spirit of cooperation evident in the way our staff went about preparing our organisation for the demanding requirements of the new quality framework. I would personally like to thank all staff involved throughout this time, it was very inspiring to be part of.



Emily at the Serpentine Studio at Miranbeena



Ella checking the ten pin bowling scores during July's School Holiday Program



Griffin in the photo booth during the July School Holiday Program freaky Friday festivities

I am now pleased to report that our re-registration was approved on 19 September 2020. Coming with our re-registration is the ability to provide new services, and I am thrilled to announce that we will now to be commencing Specialist Behaviour Support services (developing behaviour support plans) as well as Employment Supports, including the introduction of the School Leaver Employment Support (SLES) program.

As an organisation we are keeping a watching brief on Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. The Commissions progress has been slowed down by COVID-19, but it is encouraging to see the themes that are already emerging from the Interim Report that point to many reforms that need to be made, including in many mainstream services such as health and education. We encourage all of our Multicap Tasmania family to engage in the work of the Commission and to ensure its final recommendations will have a lasting and profound improvement to the lives of people living with disability.



Trudy welcomed Gavin and Nigel (pictured) along with Nicole and the Board to her home at Maxwell Place – one of Multicap Tasmania's newest properties

The financial year 2019-20 saw a 53% increase in our disability support revenue, with the overwhelming amount being from the NDIS. The scale of growth requires increasing sophistication as we aim at providing high quality supports to an increasing number of clients and delivered by our growing staff numbers.

This highlights the importance of our People Strategy; perhaps the key priority we are implementing. It is pleasing that the Board has recognised the key need to get this aspect of our business right, and have approved a significant investment in training and development. This investment is not only in a training budget, but also investments in our Coach/Mentor program, and the establishment of a staff training and development centre at Westwood.

Growth has occurred across that diversity of services we offer. Since our last Annual Report we have purchased an additional three properties, in Burnie, Wynyard and Ulverstone, and are working on welcoming in two new purpose built (to fully accessible standard) properties in Launceston around Easter 2021. Continued demand for

supported accommodation services will also require additional properties in the year ahead, with three leases on additional properties underway. Senator Richard Colbeck officially opened our Emily Crescent development on September 29 and it was great to see many of our Multicap Tasmania family there as we emerged from social isolation.

COVID-19 required us to suspend our Day Services for a period of time and we were unable to resume services in Devonport due to inability to adequately social distance at our 4 Stewart Street site. With an expanding number of staff working from this building it was necessary to temporarily relocate these services to Camp Banksia in Port Sorell. It is great to announce we have resumed at our new premises at 10 Fenton Street in Devonport, a building that Multicap Tasmania is purchasing and will develop during 2021 into our new Devonport office and Community Hub. Our offices will remain at 4 Stewart Street until late 2021.



Kim, Bruce and Nigel at a Multicap Tasmania strategy workshop



Sam, Zeb and Mathew gaming at the Devonport hub

One of our key organisational priorities is the ongoing development of social and community participation activities coupled with increased emphasis on skill development. Numbers in these programs are increasing and I have a strong desire to embrace the opportunities for programs that lead to employment outcomes as an important part of our future strategy. We are fortunate to have some amazing facilities, in particular our land including our horticulture facilities, commercial kitchen and laundry in Burnie.

2020 has been a year likely, hopefully, no other. We have not been able to fully deliver on all of the great programs we have run in the past, however, I look forward to those being a very big feature of our 2021.

The increasing demands on governance for disability providers has added increased complexity on the demands of our Board, and I would like to thank all those Board members for their involvement and support to me in the ongoing management of the organisation. Our Quality and Safeguarding Committee has matured through the year with a refined and structured approach to reporting key aspects of our quality and people development journey, and our Finance Committee continues to maintain its oversight of our operations to ensure we are effectively managing the sustainability of Multicap Tasmania.



CEO Nigel Hill and Executive Manager Business and Finance Gavin Stebbeings working outside at the Ulverstone Surf Club

To our staff, I thank them for their efforts over a very trying year. It has been a team effort and collectively we navigated the year successfully. Delivering our people strategy will be a big part of 2021.

And finally, to our expanding clients and their families, thank you for your support and trust in us during the year. We are committed to a journey to become the provider of choice for people living with disability, and our commitment to fulfill our mission, to empower those with a disability to reach and be recognised for their full potential, express their individuality and engage in our community is strong. As always we welcome your feedback, ideas and suggestions on helping us deliver this objective.

A handwritten signature in black ink, appearing to read 'Nigel Hill'.

Nigel Hill
CEO





Burnie regional snapshot



Ashlea, Gwen and Mark at Emily Crescent
Left: Joel clearing a garden bed at Emily Crescent

Burnie regional snapshot

What's been happening

Diarne Rogers
Burnie Regional Manager



Melissa Murray
Social and Community Manager

Focus on quality of service

Multicap Tasmania exists to deliver meaningful opportunities and support for our clients. A primary focus this year was reviewing and improving our service delivery; reevaluating our program offerings to provide the best opportunities for our clients to work towards and monitor their goals.

Our Social and Community Manager, Melissa Murray has come on board with a passionate, inclusive and pragmatic approach to overhauling our Lifestyle, Leisure and Learning programs.

A collaborative consultation program liaising with clients, families, support staff and within the sector has led to a range of changes to enhance the quality of our service offerings based around a greater emphasis in programs designed to build skills and to create independence.

With the insights gained through the consultation period as a driving force, a staff consultation and change program was initiated and has resulted in a number of new and exciting programs being implemented with a range of additional offerings planned for 2021, particularly those that utilise our wonderful assets such as our horticultural facility at West Mooreville Road.

Our offering now includes substantially more programs that encourage movement and access to the community.



Chelsea mastered ordering groceries online with minimal support among other skill development during the COVID-19 lock-down

COVID-19 growth and connection

The Burnie region continued to grow this year despite the impacts of the COVID-19 lock down period.

We are proud of our people and how they understood the importance of supporting our clients and providing whatever stability could be found during this uncertain time. When our hubs were required to close, we offered our existing Community Access clients one on one support in their homes and what little they could do in the community. Providing this option as an alternative to their regular programs that had been required to cease was highly appreciated across the region and we are thankful to everyone who made it possible.

While other providers ceased or reduced their services; we welcomed new clients who found themselves in an unfamiliar and confusing situation without the support they were accustomed to. The majority of these clients have decided to remain with us and new friendships have formed now the hubs have reopened.

The closure of our Lifestyle, Leisure and Learning hubs transferred many of our people to areas of the organisation that they were unfamiliar with. One transfer was Lyn Deacon. Team Leader at



Darren clearing the long drive of leaves during the household's spring cleaning efforts during the lock-down



Bob, Lyn and Darren enjoying the 'View from the Top' restaurant experience



Mark taking up the role of top cook in the 'restaurant' kitchen

Westwood, now Miranbeena, Lyn stepped into the Team Leader role at one of our residences; the home of Bob and Darren.

Bob and Darren knew Lyn quite well from their Community Access programs, and being together in a different facet of their life was a vastly different experience. An experience that has improved not only Lyn's understanding of the wider operations of Multicap Tasmania but added understanding and connection between Darren, Bob and herself now they have returned to their programs at Miranbeena.

During the lock-down, Lyn could see Bob and Darren struggling not being out and about. As Bob, Lyn and another Support Worker Mark were all celebrating birthdays in May, the household launched 'View from the Top'; a home restaurant to celebrate and mimic going out for a grand night out.

Together they decided on the name of the restaurant, the menu and that they would make a special effort to dress up. The group reveled in the experience and Darren and Bob especially enjoyed making fun demands of Lyn and Mark as they waited on them.

Lyn was one of the winners in our Bridging the Distance competition with this idea. The competition was open to all of our people and designed to brainstorm and share ideas on how to mix things up for our clients during the lock-down.

Burnie regional snapshot

What's been happening



The greenhouse at Panorama - a perfect setting for gardening and relaxation

A refuge for relaxation and stimulation

After a historic period as a residential site, Panorama has been launched as a scenic location for respite and medium-term accommodation.

Some works have been undertaken in the space to bring light into the previously low-light hallways and refresh some of the electrical systems. Further progress is planned to brighten up the space even more to create a warm and welcoming home away from home with the added bonus of relaxing and exciting activities right on our guests' doorstep.

Situated on 26 hectares of stunning land, Panorama provides guests with fresh and unique experiences during their stay. With an adult wing and a children's wing either side of Lifestyle, Leisure and Learning activities during the week, guests can enjoy the accessible swing or immerse themselves in the garden and Horticulture program's greenhouse. Just down the path, The Barn provides thrills and skill development with its go kart track and workshop. The garden is a peaceful escape filled with artworks, birds and scenic views of surrounding farmland and the distant Table Cape.

We look forward to welcoming more clients to the refreshed site.



Kayla having a great time on the accessible swing with Jon, Helen and Tim taking turns of pushing



Maurice Jones with Emily 3 Team Leader Tamera Emmerton

Emily Crescent has officially been opened

Two of our stunning Specialist Disability Accommodation (SDA) homes were officially opened in September by Senator the Hon Richard Colbeck. Emily Crescent in Somerset is home to some of our wonderful residents who generously opened their homes to key stakeholders, sector representatives and the wider public.

These homes combined with the purchase of three properties (2 in Burnie and 1 in Wynyard) allowed Multicap Tasmania to relocate all of our residents at Panorama to more contemporary living environments last year. The development at Emily Crescent represents a significant investment by the Board of Multicap Tasmania and we are delighted with the results we were able to share with the community.



Resident Debbie Hewitt enjoying the opening of Emily Crescent event



Emily Crescent, Somerset



Joshua and Owen clearing a garden bed at Emily Crescent on the first day of the garden's transformation

Multicap Tasmania CEO, Nigel Hill would like to thank Housing Tasmania, our design team and project managers 6ty°, 2BBuild and Lisa and Matt Dixon, the subcontractors who worked on the site, the Board and staff of Multicap Tasmania and the residents and their family members who worked with us through the transition.

We would also like to thank the Waratah-Wynyard Council, and in particular Wayne Flint for his design work in the initial landscaping at the site. Wayne developed a landscape design for the land surrounding the two homes in Emily Crescent. Some of our clients made Wayne's vision into reality led by Owen one of our Support Workers.

Initially clearing the area and battling different weather conditions, the group finished the garden before our official opening where guests could see the plants start to bloom for the very first time.

With the year being as chaotic and uncertain as it has been, it was a highlight for us to be able to celebrate everything these homes represent along with the clients and staff who make them such a pleasure to visit.



Ken is ecstatic with his new shed

Burnie regional snapshot

Good news stories

Mark Johnstone

In October of last year, Mark could walk and was living at home in Smithton. By January 2020, Mark was settling into his new home at Emily Crescent with limited movement.

Mark has Huntington's disease and in October 2019 was admitted to Burnie Hospital and then moved to the Mersey Community Hospital. After lying in a hospital bed day after day in both facilities, he was asked if he could try walking. Mark attempted to walk with a frame, though with his changed condition and slippery floors, was not confident and frightened that he would fall.

Mark is now living in one of our newest SDA homes at Emily Crescent in Somerset where he helps put dinner on each night and adjusts to his new surrounds. Moving to the area, Mark has also started participating in Community Access programs including art, cooking and games at Miranbeena.



Marg revealing the salmon frittata Mark helped make at Miranbeena's cooking program

“I enjoy having somewhere to go and getting to know different people. It’s pretty good really.”

Mark Johnston
Client



Mark playing UNO with Paula and others at Miranbeena



Mark relaxing at his home in Somerset

Burnie regional snapshot

Good news stories



Celisa and Kaitlin in the Serpentine Studio at Miranbeena

“I like to feel I have somewhere I belong and coming to Miranbeena, I fit.”

Kaitlin Apted-White
Client

Kaitlin Apted-White

Kaitlin is a relatively new addition to Miranbeena. At 24 years old with an acquired brain injury, Kaitlin values getting out with others and having fun.

Kaitlin had tried other groups but never felt that she fit in. Since coming to Miranbeena, Kaitlin is loving it. “If I could do it for five days a week I would.”

Uncertain of what to expect given her previous experiences, Kaitlin initially brought along her existing supports from another organisation when she started attending Miranbeena. Once she felt grounded, she has been coming each day without this support, knowing she has a good day ahead of her.



The hands of everyone at Miranbeena forms the base for this Christmas wreath. Kaitlin's added touch is the berries made from cotton wool and paint.

Kaitlin enjoys getting out and about and has been out to see the sights of Devonport, Latrobe, Stanley and Smithton all the while developing relationships with those around her.

According to Miranbeena Team Leader, Lyn Deacon, Kaitlin is like a burst of fresh air. "She keeps us on our toes, has a wicket sense of humour and a caring nature."

“Even though we have barriers and hurdles along the way, we can get through it. There is light at the end of the tunnel, and you can still be your best and make friends”

Kaitlin Apted-White Client

Kaitlin recently did an activity at Miranbeena where she identified what makes her happy. Going one step further, she also what wrote down what makes her sad. Kaitlin and Celisa looked at this together and identified how Kaitlin could strategically combat the sad with the happy. She now has this framework on her fridge at home.

Kaitlin comes to Miranbeena three days a week but increasing this to four days to fill her week with even more fun activities during the week with her new friends.



Disability Support Worker Celisa Edwards

Celisa is also relatively new to Miranbeena though as a Disability Support Worker. With a history of looking after young children, shaping them into adults; Celisa is enjoying this next big step, working with adults and supporting them to shape themselves. All while laughing and having fun. A value she shares with Kaitlin.

Kaitlin and Celisa get along well and trade banter during their days together. "Sometimes I give her a hard time" Celisa said. "But for good reason" Kaitlin chimes in "and it's fun".



Kimbra, Marg and Kaitlin at Miranbeena

Burnie regional snapshot

Good news stories

Dylan Gould

COVID-19 was the catalyst for many changes this year. For Dylan, the lock-down period provided a change in perspective for his mother Judy. Dylan is now transitioning into living with his friends.

Dylan lived independently for around 9 years previously but moved home to live with his mother quite some time ago. During COVID-19, it hit home with Judy the reality of what the future could hold for Dylan if something were to happen to her. To avoid Dylan having to adapt to a new living situation at the same time as having lost a parent, Judy has encouraged Dylan to move away from home again.

Having a few options in the area, Dylan chose to move into one of our recently purchased properties in Park Grove with “the boys” - Darren, Bob and Kerry.

Dylan participates in our Burnie Community Access programs five days a week and has formed strong bonds with Darren and Bob through these activities. Knowing Kerry through their participation in the Special Olympics, Dylan is a natural fit for the home.



Dylan and Vonda dancing up a storm



Dylan playing in the Dingoes band

“It’s a nice, close-knit community where no one treats him differently”

Judy Vernon

Dylan's mother on Multicap Tasmania's Community Access



Dylan's new home in Park Grove

“It’s a relief on my behalf seeing him in a home where he is happy”

Judy Vernon
Dylan's mother

With the luxury of time, while waiting for NDIS funding, Dylan is transitioning slowly to his new room; splitting his time between living at home and having some respite in his future home.

A beautiful home filled with great people is ensuring Dylan's transition off to a great start.



Dylan and Jake exploring Trowutta Arch and surrounds on a Recreation program outing



Dylan car detailing





Devonport regional snapshot



Our new property at Leighlands Avenue in Ulverstone

Left: Leland taking a break during the October School Holiday Program in Westbury after the group visited Pearn's Steam World

Devonport regional snapshot

What's been happening

Melissa Neasey
Devonport Regional Manager



Melissa Murray
Social and Community Manager

Continuing to grow

The Devonport region has continued its expansion with growth in supports offered and additionally an increase in both client and staff numbers.

Total support hours fortnightly has grown from 2,000 to over 3,800 hours and an additional forty staff are now working in the area bringing our client numbers to 122 and staffing numbers to 108.



Mark, Lisa, Trish and Emma practicing Silent Night in sign language one last time before performing at the Social Club's 2019 end of year celebration



The Board visiting Violet Place

Expansion of residential offering

In our residential portfolio we have had steady growth with increased hours supporting clients in short-term accommodation.

We have also recently added to our residential asset portfolio a large modern 3-4 bedroom home at Leighlands Avenue in Ulverstone. We are currently working with a new client through a successful transition phase with a second client moving in prior to Christmas. The entire process was completed in conjunction with the clients and their families leading to a positive experience for all involved.

This is our first group home in the Devonport region with the plan of significant growth in our residential properties within the next twelve month period. Again, evidence of the confidence of growth and development across the Devonport region with a demand for residential supports through both semi independent living and short term accommodation; including in home and out of home respite.

Our intensive support rosters have now been operational for just over twelve months and the engagement of these clients into driving their supports and outcomes over the year has been successful. A huge congratulations should go to both the clients and their intensive teams on the outcomes that have been achieved during this period.

Our residential staff also had the opportunity work with the Senior Practitioners office to explore restrictive interventions at offsite training sessions. It is important for Multicap Tasmania that we ensure our people have a thorough understanding of not only interventions but the entire framework and reporting requirements.



Leighlands Avenue



Leighlands Avenue

The impact of COVID-19 on individual supports

Individual supports increased dramatically through the COVID-19 period in the Devonport region. At a time when some clients across the sector were reluctant to use any supports, many of our clients requested additional support times along with new clients requesting services. Our staff through this period not only worked through delivering quality support but managed to deliver this within the guidelines of the Public Health advice and must be congratulated for their focus on support delivery.

The COVID-19 period was also an opportunity to ensure that there was increased engagement with clients and families and the opportunity to focus on individual support plans and quality outcomes for the next twelve months.

The growth and confidence in continued growth in this portfolio has led to the appointment of an Individual Support Coordinator commencing within the next few weeks in our region. This position has the responsibility for the coordination of a large team of staff providing high quality client care in the individual setting with a focus on service quality, staff management and development, client management along with organisational management.

Lifestyle, Leisure and Learning revamp

The redevelopment of Lifestyle, Leisure and Learning is now driving ahead under the appointment of Melissa Murray as Social and Community Manager and we look forward to the ongoing delivery of high quality contemporary programs across the organisation.

Returning safely after the COVID-19 lock-down was different for Devonport. Without the scale of facilities, available in our other regions, the restrictions meant we needed to seek an alternative location for our Community Access programs. We were fortunate to secure some time at Camp Banksia in Port Sorell. The site is beautiful and provided opportunities for activities beyond our regular programs, which made a fantastic home-base for our School Holiday Programs.

Needing a site of our own for Lifestyle, Leisure and Learning in a central Devonport location, it was important to us that clients could access shops, sporting and entertainment venues. Beyond that, it was of primary importance that the site provide our clients with the facilities to do what they enjoy and be able to work towards their goals. Ultimately, the purchase of 10 Fenton Street in Devonport was the best fit and we are excited to see our clients responding so well to the new space.

Further works will be completed to the Fenton Street hub next year. These works will provide the facilities and resources for programs beyond the typical programs run from hubs – music, cooking, games, sensory, life skills etc. These programs are fantastic and there is still a place for them; but there are things that we will expand on. Looking at a garden we can source produce from for the cooking program, creating a space where clients can make

furniture and do other forms of woodworking. Essentially elevating the offering of the Devonport region to that of our Burnie region that was established decades ago.

This year we have introduced two new programs in the Devonport region. Held each Monday during school terms, the Kidz Club extends on the success of our School Holiday Programs this year and gives the children a range of activities to participate in after school.

The Gaming program brings together clients with an interest in gaming in social setting. Gaming can be isolating for some people or limited to being social online from home. There are benefits to be had from gaming in any setting, and this program celebrates them all while bringing people together and forming friendships and communication skills in person within our hub.

In addition, we have revamped our Gym and Recreation programs. Splitting the Devonport Recreation group from the Burnie clients, has added time and widened the geographical area to explore.

The Gym program has seen a brilliant turnaround and as a result, huge growth. Originally established in Devonport, the program had limited structure and each individual tended to do different things with a Support Worker standing by for support and guidance. Now, the program is highly dynamic and involved for everyone. Lead by Jason Ling, Head Coach at Athlete 42 in Ulverstone, the clients and our staff cannot get enough and real results are starting to show.



Graham, Emily and Cherie playing croquet during July's School Holiday Program



Jason directing Anne on her technique at Athlete 42



Carmen playing air hockey at the new Fenton Street hub

Up-skilling our people

Employee handbook and NDIS Commission staff training sessions commenced twelve months ago with staff gaining an understanding of the NDIS commission, our re-registration process, our new suite of policies and procedures, supervisions and the staff handbook. This was also an opportunity for staff in the region to meet and work alongside other staff.

It has been pleasing to see the success of working with external training providers and the successful employment of numerous students from their student placements over the past year. These students have gone onto working across all areas of service delivery and in addition have applied their education learnings into daily skills in supporting our clients.

Ongoing development of roles within the region has continued with the placement of four new Team Leaders ensuring an ongoing succession plan for staffing. In addition, staff have participated in numerous training and development activities including the NDIS Code of Conduct and Restrictive Practices training, SDA information training, internal auditing and a UTAS North West Tasmania Obesity Prevention Project.

Our office growth has continued with eleven permanent staff working from the Devonport office and the new appointment of an Individual Supports Coordinator commencing in the immediate future. It is again the confidence that the Board had in developing the geographical footprint of our organisation that has presented the opportunity for the business growth in this region.

We look forward to continuing the drive to be the service provider of choice for NDIS clients in this region, meeting the obligations of the NDIS Quality and Safeguarding framework and supporting our staff to deliver a high standard of quality of supports.

Devonport regional snapshot

Good news stories

Benjamin Matrix

To say that Ben has gone through some changes this year would be an understatement. In the past twelve months, Ben has moved to a new house, changed schools, had changes in his medication, his only sibling has moved away with her family, COVID-19 struck, a long-term Support Worker left the organisation and his mum had spinal surgery. For anyone this would be a lot to take on, but for Ben, adjusting can be significantly more difficult.

The support Ben receives plays an important role in his day-to-day life. Besides his mother Cathy, he has no family nearby. Ben has a big family down south but moved to Devonport with Cathy to allow him to attend a suitable school. His Support Workers play a vital role in being someone else in his world that he can talk to and enhance what he enjoys.

“Having support has made me closer with my mum”

Ben Matrix
Client

Cathy, Ben's mum is Multicap Tasmania's Quality and Compliance Coordinator. A role she took on after making connections within the organisation as a client's mother. She played a most significant role in our successful registration this year and oversees our quality system, internal audit program and complaints system.

Cathy recognises the importance of having good Support Workers that can connect with her son. “Going out in the community is challenging for him. Unless he trusts his Support Worker, he is not able to do that.”



Ben Matrix



Put a toy gun or lightsaber in Ben's hands and the fun is on!

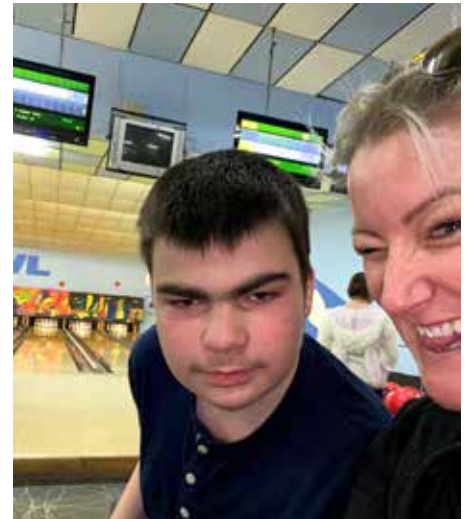


Ben's toolkit

“I like the support. It means a lot to me! It’s made my life easier.”

Ben Matrix Client

Using Ben’s very narrow focus on gaming and his iPad to broaden his horizons and fulfill broad NDIS goals is a challenge. A challenge his Support Workers have risen to. As an example, Anna has gotten Ben out of the house and active to get content for his YouTube channel. A platform originally created to capture only his online gaming experiences, now features outings where Ben is having fun out of the house.



Ben and Anna out ten pin bowling in Devonport



Ben and Anna sending a 'Guess where we are' photo to Cathy from Chillas

Between his intellectual disability and autism, it is quite limiting for Ben to make friends. After school, Ben is emotionally exhausted and in need of a break from the noise and making allowances for others. His Support Workers are there for him and what he needs so he is not isolated with his devices or reliant purely on only one person to be a sounding board for his concerns and ideas.

Having a consistent team of unique individuals support him, Ben has variety but stability as he faces each new challenge.



Ben's North West Support School graduation this month



Ben and Zeb playing Minecraft

Devonport regional snapshot

Good news stories

Emma Fisher

Emma came to Multicap Tasmania after spending ten months in jail. She had burnt her unit down in 2018 in what was deemed a psychotic episode.

Emma has felt that she had no one by her side to support her for as long as she can remember. A feeling that continued through her time in jail with the exception of her behaviour specialist who fought for her release.

Fearing that no one would be willing to provide her with a home and the support she needed upon her release, she was surprised when Multicap Tasmania offered her a home straight away.

"I suspected that they [Multicap Tasmania] wouldn't keep me long. I thought they would drop me because I play up so much."

Throughout her initial time with Multicap Tasmania, Emma was constantly acting out with self harm, running away and other forms of aggressive behaviour. She now openly admits that she acted out as form of self-sabotage and by pushing hard on her Support Workers, she would prove to herself they would give up on her. It was a trend Emma was all too familiar with and she had no doubt that it would happen again with Multicap Tasmania.



Jodie and Emma at the therapy pool at Splash

"I believe Multicap [Tasmania] has changed my life."

Emma Fisher
Client

It was a shock to realise that Multicap Tasmania and her team of Support Workers were in it for the long haul and with her wellbeing driving them.

Emma has come so far in the last year. She is now able to identify when she is getting overwhelmed and talks about things before they get on top of her and lead to acts of self harm.

Jodie Burn was one of the original Disability Support Workers in Emma's team and is now Team Leader. Emma laughs at how well Jodie and the other Support Workers know her. "They know how to read me like a book."



Emma making homemade pizzas



Emma planting flowers in her front yard



Emma Fisher

Battling emphysema among other health issues, Emma has spent much of the past year in and out of hospital. A testament to how far she has come and to her wonderful team is the value Emma now has for life. Originally seeking to end her life regularly, Emma now says "I am scared of dying now my life is so good to what it used to be. Because of Multicap [Tasmania] and the girls, it's fantastic!"

As of this month, Emma is joining the Lifestyle, Leisure and Learning programs at our Devonport hub. She is looking forward to Christmas at home with her support team and beyond that to her forever home which Multicap Tasmania is planning to build.

"I want everyone to know how very grateful I am to Multicap [Tasmania] for everything you've done.

"I know I'll die in peace now, surrounded by people who care for me. And after I pass away, they'll be at my funeral so I won't be alone."



Devonport Regional Manager Melissa Neasey and Team Leader Jodie Burn celebrating Emma's combined one year anniversary for being out of jail and with Multicap Tasmania

Devonport regional snapshot

Good news stories



Ashton playing pool at the new Fenton Street hub

Ashton Williamson

Ashton joined Multicap Tasmania around a year ago and participates in the gym program, social club and a variety of programs such as cooking and exercise during the week. In his time with us, he has seen the Community Access programs operate from 4 Stewart Street in Devonport, to Camp Banksia in Port Sorell and back to Devonport at our new hub at 10 Fenton Street. He has also experienced the change in our gym program offering.

Originally in Devonport, the gym program was limited and didn't allow the Support Worker leading the session to participate in a truly engaging way. Now, with the program at Athlete 42 in Ulverstone, Head Coach Jason Ling runs a phenomenal, engaging session each Wednesday and Ashton loves it.



Jason, Lisa, Rosie, Alec, Jake and Ashton at Athlete 42



Ashton playing hot potato with a balloon at the Social Club

Having just moved into the new hub in Fenton Street, Ashton is loving the space especially the new eight ball and air hockey table. He is looking forward to next year when further works on the site will allow for the introduction of new programs that may include horticulture, car repairs and woodworking.

“Jason is pretty good. He pushes you. Not too hard, he knows what you’re capable of”

Ashton Williamson
Client



Active as always, Ashton scaled the rock climbing wall at The Big Big House with Jasmyne

Ashton has achieved his goal of finding employment this year. He has been working at Wishbone Chicken in Ulverstone for five months now. Making salads, wraps and cleaning, he is learning new skills and enjoying the experience. He now looks forward to achieving his next goals of moving out of home and traveling east to experience the Blue Derby Mountain Bike Trails.



Ashton using the push sled at the gym program



Jason guiding Ashton during a bike test





Launceston regional snapshot



Mitch, Andrew and Ron watching Tony and Mark fill the new raised garden bed with soil
Left: Joann and Theresa making jewelry at our Tamar Street hub

Launceston regional snapshot

What's been happening

Donna Crompton
Launceston Regional Manager



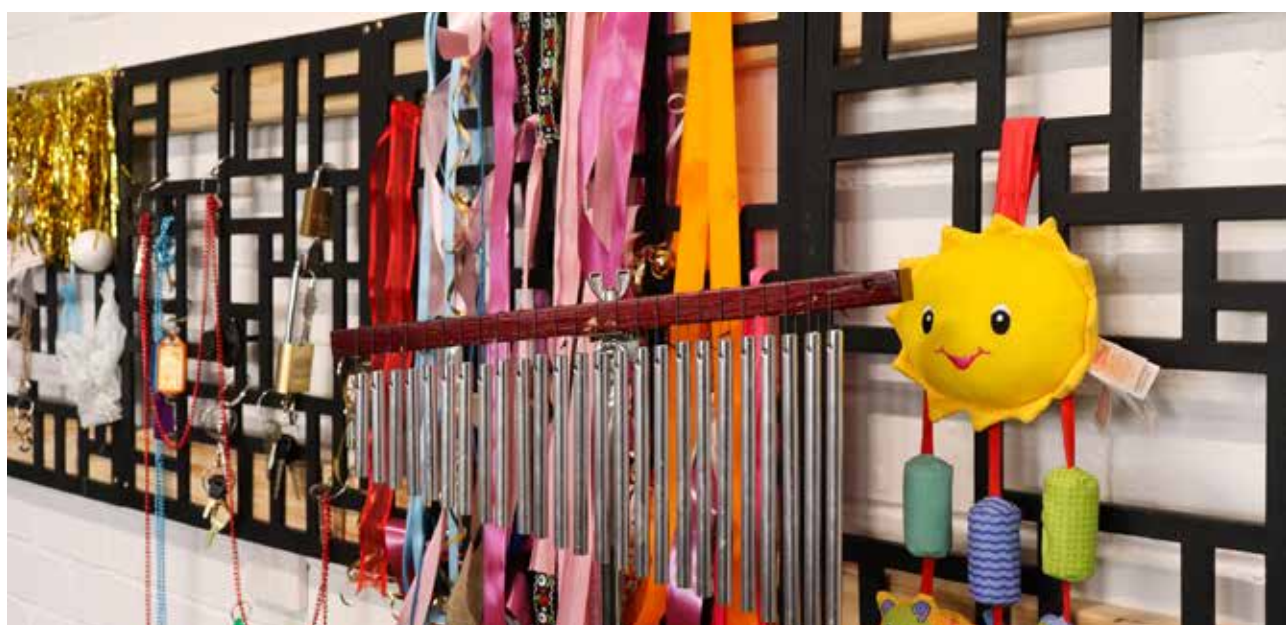
Community Access has grown!

This last year has shown the Community Hub in Tamar street get bigger and better. The new location allows a high number of clients to access its facilities. With a large open plan space and personal care facilities for clients in wheelchairs, we have been able to open up the hub programs to a larger number of clients and grow our staff expertise. We are proud to be a leader in the Launceston area for supporting clients with high complex needs. This is due to the empowering attitude our staff bring to all our clients in their abilities to actively participate as much as possible in the activities we have on offer.

Alongside this, we are also building a name for Multicap Tasmania in the Launceston area for those clients who require mentoring level supports to build their independence and life skills. To encourage this development, we have been actively supporting clients to complete driving hours to obtain their

licenses, supporting them in completing and understanding educational courses and supporting the repetition of learned dog training skills.

2020 has had a marked effect on all client lives and services open to them due to the COVID-19 pandemic. During the period of lock-down we worked closely with the families and Support Coordinators of our Community Access clients to provide continued support during lock-down. We did this by working reactively and flexibly with the needs of the clients. Providing in-home support to those clients enabled them to receive the care and support they need to remain mentally and physically supported through that period. Thankfully due to the open plan building of our Community Access hub we were able to open our services early in the ease of restrictions.



Clients at our Tamar Street hub created a vibrant sensory wall



External render of one of the new homes being built in Dowling Street



Program Developer Nicole Symmonds and Aimee at the Tamar Street hub

Developing on your goal aspirations

This year we have developed strategies and changed our processes to allow a greater concentration of achieving and developing goals and outcomes that positively improve the lives of our clients. To enable us to do this, we have created a role – Program Developer – which focuses on the development of our group and individual Community Access programs and will develop our SLES programs as we start to receive referrals for these.

Over the last few months, Nicole Symmonds, our Program Developer has supported us to review our programs at our Community Access hub to ensure we are part of our local community and they reflect our client's hobbies, interests and goals. This has led to the successful creation of our Rosie Posie Program where clients have been growing flowers and then picking these to put in the table displays at a local café, Café Next Door.



Luke thoroughly enjoyed buying the materials and putting up the foundations of the sensory wall

New services on the horizon

Earlier this year, Multicap Tasmania Launceston ran two open events for Support Coordinators, NDIS professionals and families, carers and clients to come along and find out more about what we can offer them in Launceston. These were a great success and have helped us identify some areas we are keen to expand in.

One area is in respite services. Our respite has become so popular that we have just obtained another home for able bodied clients to access for such services. This gives us the ability to offer more opportunities to families in our local area and clients to have a break away. We are currently finalising the lease and buying some great furniture to make it feel like a home away from home, so watch this space as we should be receiving clients from December.

Part of our open events also focused on our two new SDA approved properties which are being built and due to come online Easter next year in Dowling Street. These homes have been tailored to suit individuals with mobility issues. Close to so many shops and experiences, these residences will feature lots of light and provide spacious, open plan areas to give residents the space they need to relax and live an engaged life the way they want. This will give three of our existing clients in SIL properties to move to a new home and one of our respite clients that opportunity to move out of home with people show already knows well.



The site for the new homes in Dowling Street



Janelle and Melissa outside in the snow



Steve and Aaron posing with the firemen who responded to a fire alarm call at their home

Investing in our staff

This year we have been given the great opportunity to invest in our staff through Level 3 and 4 traineeships. This challenge has been taken by several of our Launceston staff.

One of the staff who are starting on this journey of learning is Bridget Barratt. Bridget is a Disability Support Worker who became a Team Leader earlier this year and is now completing her Level 4 in Disability Services. She has embraced this opportunity to enable her to give the best quality of service and support to both her clients and staff.



Janelle posting letters to her mother during the COVID-19 lock-down

MYP roll out

At the end of August, Launceston became the test region for our new Client Management System, MYP. Thanks to the support of Hayley, our Workforce Support Officer and all the support staff in the region engaging in the online and face to face training, we have been able to move to this new system whilst still retaining the use of the old one. This has been a great achievement and has given Multicap Tasmania the opportunity to fully test the capabilities of the system in preparation for full roll out to the other regions.

Staff have commented that the new system is easy to use after an adjustment period and offers them greater opportunities to see the continual development of their clients. The new system is much more intuitive than our previous in enabling staff to report on a client's goal progress and supports them to tailor their sessions in terms of where they are up to real time in achieving those goals.



MYP training with Launceston Team Leaders and corporate staff run by IT Project Officer Brodie Hoye (bottom left)

Launceston regional snapshot

Good news stories

Alex Radosavljevic

Alex is a young, 20 year old man who has been with Multicap Tasmania for around 2 years. He started off using day support at our Community Hub and progressed into respite at our residential/respite home in Pamela Court.

This year, his family decided to look at moving Alex into becoming a permanent resident. The intent of this shift being to give him more opportunity to become independent and learn to do as much for himself as possible. Skill building isn't always easy living at home with family when things are rushed.

Alex has started to transition to a permanent resident with an initial four nights a week to make easier on him and his family.



Nicole and Alex making his bed

Alex has transitioned well into his four nights a week at Pamela and three nights with his family. He is getting used to the routine and is showing great signs of independence assisting in his daily routine around the home; helping make his bed, assisting with the washing etc. He is nonverbal and likes to take his time. With support staff regularly encouraging Alex to do small things like take his washing to the machine, he now rarely needs prompting and is beginning to have more confidence walking around his home on his own and identifying things to do that interest him.

Alex has also started an in-home support program where he cooks a meal once a week for himself and his housemates. He is given the time he needs to complete all the processes with the focus being Alex's complete involvement rather than on the finished product.

Alex tends to enjoy time on his own and a big focus has been on fostering friendships between the men that live in the home. While it took some time, Alex now regularly engages in movie nights with his housemates, weekend activities and outings. He appears to enjoy these activities and is showing more signs of a willingness to want to be around friends.

Things have been going so well with Alex's transition that his family are fast tracking his move to be full time, permanent resident much sooner than expected. Alex is settled in his routine, happy and content in his home and receiving the support he needs to be an independent young man.



Alex putting the finishing touch of edible stickers on cookies he helped make at the Tamar Street hub



The very popular music program at Tamar Street

Community Access vision

This year we have introduced a new role in Launceston which looks at the goals and programs we are delivering to Community Access clients. Nicole Symmonds has always been incredibly passionate in her support for clients to learn new tasks and trying new experiences. This commitment has led to a few Launceston clients accessing different community activities and become more independent in daily living skills.

Within the scope of this new role, Nicole has reviewed the programs we were offering to clients at our hub and aligned them to the interests and goal aspirations of the clients. For those with individual support goal programs, we have developed individual activity schedules to enhance the provision of goal orientated programs and support the team to better track clients' progression.

Within this time Nicole has contacted our local community in Launceston and set up activity placements with a number of local business such as the Community Garden, Café Next Door and Just Cats. We hope with the expansion of our services to provide School Leaver Employment Supports (SLES), this will enable even greater partnership working with local businesses to offer work experience placements.



Steve and Alex at Just Cats





Key priority 01

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

Emma checking her heart rate while winding down from yoga in the yoga sling

Key priority 01

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

Insight Our services

25

Supported
Accommodation
properties

1

Lead Tenant property

12

Respite client capacity

5

Community Access hubs

Nigel Hill
Chief Executive Officer



Our strategies

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



Darren and Support Coordinator Anne Cornish saying hi at Mission Australia's International Day of People with Disability event



Information point at the Devonport hub

The last year has seen a period of significant growth in Multicap Tasmania’s services. With this growth has come the new role of Social and Community Manager, a role dedicated to delivering on the required community, social, and learning goals for those clients participating in our Community Access, Social or Recreational programs, and are growing School Holiday programs.

This position has a focus on a greater alignment of our services to meet the requested client goals. Coupled with this program, we have also undertaken the ground work for the commencement of Employment Supports in the year ahead, including launching the School Leaver Employment Supports (SLES) program at the end of 2020.

We have commenced the implementation of our new client management system, MYP, and this product has an enhanced capacity to actively record progress on client goals, with detailed reporting available to monitor and evaluate the effectiveness of our programs.

COVID-19 has prevented many of the engagement activities we had planned for the year. Adopting new ways of undertaking our roles, however, we have engaged in many forums via technology during the year and our staff are well connected in the sector via various networks.

Our preparation for our first NDIS Quality and Safeguards Audit was a very large undertaking by our organisation during the year. This work commenced with an updating of our policy framework, including many new policies, followed by a roll out programs through both our employees and our clients, including the launch of new Employee and Client Handbooks. We were also required to update many of our processes and systems during the year, such as support plans, consent forms, and a myriad of other details.

HDAAs were engaged to undertake our NDIS Audit. Stage 1 of the audit process was a desktop review of key policies and documentation, leading to Stage 2 which was a audit of some physical sites including examination of documentation, discussions with staff, clients, and families. Following this came our audit report, which eventually was sent to the NDIS Quality and Safeguarding Commission, and finally resulting in us achieving our re-registration for the maximum 3 years period. This was a very big achievement for us.

Our success in achieving this outcome was assisted by our decision to invest in developing a number of staff with Internal Audit training, delivered by UTAS College. The training, and subsequent Internal Audit program, is a key strategy to build the understanding of the new quality framework throughout our organisation, with an ongoing charter for continuous improvement. Coupled with more sophisticated processes in place around Incident and Complaints Management, we have made significant gains in our quality systems during the year.





Key priority 02

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

One of the freshly planted garden beds at Emily Crescent in Somerset

Key priority 02

High quality and well maintained assets and a safe built environment



The main bathroom at Shorewell Park

Nigel Hill
Chief Executive Officer



Nicole Walsh
Executive Manager
People, Culture and Capability

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.



Leighlands Avenue

Since our last Annual Report, Multicap Tasmania has made further property purchases, including houses in Mooreville Road in Burnie, Maxwell Place in Wynyard and Leighlands Avenue in Ulverstone. These recent property acquisitions have enabled us to increase our capacity for residents requiring Supported Accommodation.

We continue to work on our next development being two new fully accessible houses being built in Dowling Street in Launceston, through our partnership with a housing provider. We expect these new properties to come online around Easter 2021.



Devonport hub

We have now developed a planned maintenance schedule for our property portfolio and the Board has made a significant budgetary allocation for planned maintenance, including some upgrading work to a number of properties in the year ahead.

In Devonport we have leased a property at 4 Stewart Street as both a Community Hub and office space since 2017. With an increasing number of staff now working from that site, we have run out of space and require something larger. The Board has agreed to purchase and renovate a much larger property at 10 Fenton Street to be our new Devonport home. The planned works will be staged during 2021, with the aim to consolidate both office and community hub at the new site by the end of 2021. Our Community Hub (Day Service) commenced delivery from that site in October 2020 and has been received very well by both clients and staff.



The new hub at 10 Fenton Street, Devonport

Insight

Our assets

17

Owned properties

15

Leased properties

31

Vehicles

\$8.490M

Cash

\$19.665M

Total assets

\$13.809M

Net members equity



Alison's bedroom in Shorewell Park



Ken's bedroom at Emily Crescent

The Board has also approved an upgrade plan for our Westwood and Panorama facilities, with Panorama to be modified to create some zoned respite capacity, and Westwood to become a new training and development centre for both staff and clients. This work will continue into the new year.

We have made considerable progress in managing our Workers Compensation cases, with proactive management leading to a reduced premium. We have also been working with our insurance broker on the development and delivery of a suite of initiatives to bring us to best practice in our Workplace Health and Safety compliance. These programs have commenced, with a forward work program spanning a number of years.



Tanya revealing the newly furnished secondary living and dining space to Alison at Shorewell Park



Maxwell Place



Team Leader Melissa Nibbs encouraging Rosie to do her best during a bike test at the Gym program

Our vision for workplace health and safety is 'Multicap Tasmania will empower and encourage our people to champion a safe working culture for the wellbeing of all.'

We've successfully delivered a number of key initiatives this year that have contributed to the continued safety and wellbeing of our employees and clients.

Our 2020-2021 Safety Action Plan

As an organisation we recognise when our people are safe and happy in their work, they are better able to support our clients and their families.

We want our employees and clients to feel supported, empowered, resilient, and safe. In partnership with our Insurer we have developed a Safety Action Plan 2020-2021 that sets out an impressive program of work to achieve this.

The Safety Action Plan Workplace 2020 to 2021 includes the following focus areas:

Focus area 1

WHS systems and processes –
Safety Management System – our Safety Management System was reviewed during the year to ensure its effectiveness in managing and reducing risk

Focus area 2

Leadership and culture

Focus area 3

Risk management and assurance

Focus area 4

Health and wellbeing with a focus on mental health

Mental health first aid training and mental health awareness

We have commenced establishing a network of mental health first aiders in the organisation. We recognise having a solid approachable empowered network of people who are trained in and can apply mental health first aid is important to us to ensure we are better able to help and support someone who may be experiencing mental illness.

We are about to commence the first of many mental health awareness, resilience and wellness sessions for our managers and employees to provide them with vital tools and tactics to take care of themselves and others so we can ensure our team is giving their best and showing up mentally safe and well.

COVID-19

Throughout such a challenging time our people have shown great resilience and we are so very grateful for how very well everyone responded - and continues to respond - and got on with the work of supporting our clients in such a safe and caring way during this pandemic. Our supportive approach during COVID-19 has been appreciated by our people and clients with the following feedback collected from our 'Working through COVID-19 Survey,' and our wellbeing check in calls with employees, clients and our clients' families.

'Teams are working very hard in the adversity, we are supporting each other well, it's great to see and be part of.'

'Happy with the organisation's regular and proactive communications – keep them coming.'



Brooke one of our Bridging the Distance competition winners receiving her prize



Jarad at Camp Banksia on the first of the Social Club after the COVID-19 lock-down

Some of the key initiatives we pursued to ensure the safety and wellness of the Multicap Tasmania community through COVID-19 are as follows:

- Regular communications and a high level of responsiveness
- A rigorous COVID-19 unwellness register and return to work process (which continues today) to ensure our people stay remain away from work when unwell and only return after medical clearance and negative COVID-19 test is sighted.
- Incident Management Team assembled proactively meeting every day
- Consolidation of rosters to reduce movement of staff between clients (hence lowering risk)
- Secondary employment register assembled
- Working through COVID-19 Survey launched to understand what more we could be doing to support (some great ideas/ initiatives came out of this survey)
- Wellbeing calls (employees and clients/ families)
- When our day / community program staff hours impacted by the closure of our hubs we prioritised them for opportunities within the organisation
- We also held a 'Bridging the Distance' competition – an internal competition launched on our social collaboration forum 'Yammer' to reward our employee's some wildly creative, different yet beautifully simple ideas for engaging client experiences and connections during COVID-19.
- Implemented a COVID-19 Safe Plan which is continuously reviewed





Key priority 03

**An engaged, capable
and supported staff**

Devonport Client Services Coordinator, Julie Hancock and Social and Community Coordinator, Mel Murray at the official opening of Emily Crescent

Key priority 03

An engaged, capable and supported staff

Nicole Walsh
Executive Manager
People, Culture and Capability



Our strategies

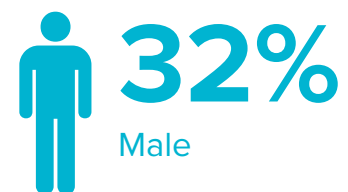
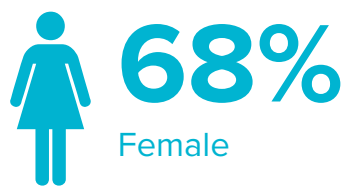
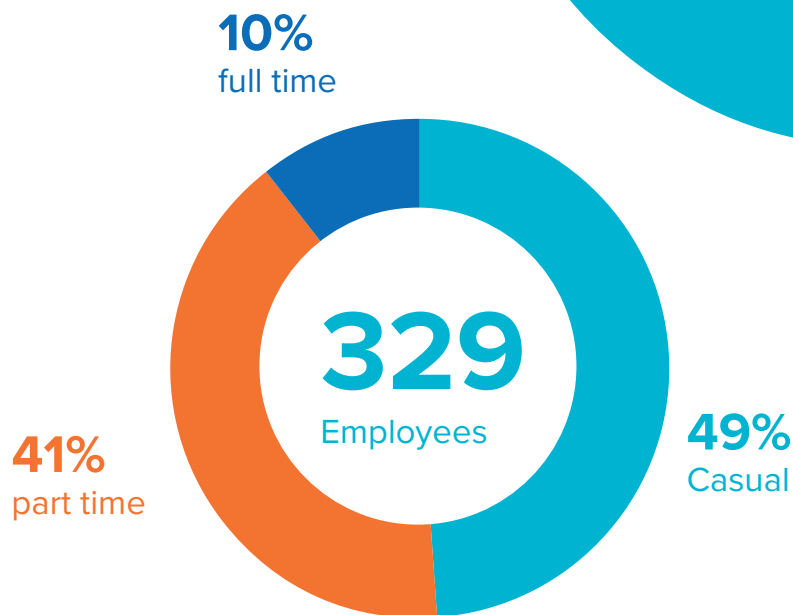
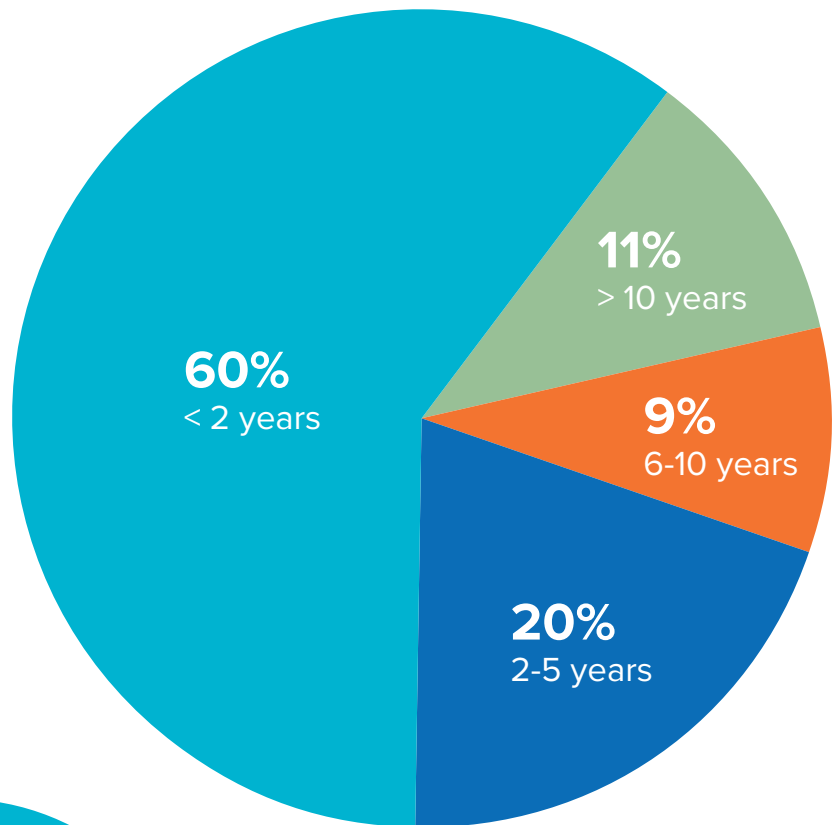
- 3.1 Multicap Tasmania will develop contemporary recruitment strategies that incorporate best practice in the sector, including Values Based recruiting.
- 3.2 Multicap Tasmania will tailor recruitment activities to meet the emerging needs of different clients accessing our services.
- 3.3 Multicap Tasmania 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.



Andrew Tilt, Launceston Regional Manager Donna Crompton and Executive Manager People, Culture and Capability Nicole Walsh

Insight

Our staff



Female and male % based on last pay period 1 November 2020

Key priority 03

The People, Culture, and Capability team are working with the organisation to build experiences which are positive, impactful and inspiring for our employees and clients. Given our clients ultimately feel and experience what our own employees do, we want those experiences and feelings to be good ones! As well as the Safety Action Plan (see Key priority 2), we have pursued a number of key initiatives in 2020 that support us developing Multicap Tasmania as a progressive learning organisation where our people feel valued, have passion for continuously improving the client experience, are accountable, and committed to being the best they can be every day.

Developing our people to achieve their full potential

Investing in employee development and providing career pathways is important for helping our people achieve their full potential. Helping our people achieve their full potential not only leads to us having a highly skilled workforce – which our clients and their families deserve – but also greater job satisfaction and therefore a more engaged, capable and supported workforce.

We have invested in developing our capability by supporting 45 of our employees to secure qualifications in Certificate III in Individual Supports, and Certificate IV in Disability through a Traineeship pathway (offered via NDS with training Partner Avidity). We are in the process of securing more places for our people in 2021, and are investigating being able to support our people pursue a qualification in Certificate IV in Mental Health to support our psychosocial disability supports and ensure appropriate workforce skill in this complex area.

We have also set an Annual Development Plan for the organisation to uplift workforce capability. The Annual Development Plan will ensure our people are getting the skills, knowledge, behaviours, and experiences needed to achieve their full potential and deliver great client outcomes. Recognising that there is incredible diversity in the support needs



Ashton and David having a friendly competition

of people with a disability, we appreciate there is also diversity in appropriate skills our workers who support them would benefit from. Therefore, our Annual Development Plan will include both nationally recognised training qualifications (traineeships) and unaccredited training programs offered by us internally. The Annual Development Plan will be further informed by our Workforce and Leadership capability frameworks, and will form part of our recently developed People Strategy – the majority of which will be implemented in 2021.

Our people strategy

We've developed a People Strategy to deliver on our strategic objective of ensuring we have an engaged, capable and supported workforce. The purpose of the People Strategy is to position our people to have the necessary skills, capabilities and mindsets to successfully deliver on our strategic objectives, and help up drive a positive, values and results based culture in our organisation. Our People Strategy will set out key culture, capability building initiatives to empower our people to give and be their best every day.

Offering ongoing employment to attract and retain talented staff

Overwhelmingly, our last Employee Engagement Survey asked that we show loyalty to our employees by having a clear process to offer permanency. Appreciating that much of our workforce is casualised due to the rapid change in demand for our supports, and the NDIS environment, we acted on this feedback and offered and continue to offer ongoing employment. Not only do we want to be a provider of choice for people living with a disability, we also want to be an employer of choice for those pursuing a career in this industry and retain and show loyalty to our awesomely talented people.



Bill during the October School Holiday Program



Melissa Murray talking to Cathy about her movie script and the handmade dolls Cathy is creating to play the characters

Recruitment

Our workforce is growing, and we appreciate that there is not only need to attract more workers but a diverse range of them. We appreciate our clients and their families want workers that have similar interests and enthusiasms, which means we need to consider this in our recruitment practices. We have adopted a values based recruiting approach, and have recently reviewed the end-to-end recruitment process to identify improvements that can be made to make the employee and client experience of our recruiting practices an even better one. We've begun to implement some of these improvements and look forward to transforming the look and feel of recruitment in 2021.



Some of the Launceston team and Luke during Footy Colours Day



Kyle Rogers assisting Darren with his helmet on the go kart track at Panorama



Westwood being transformed into a training facility for our people

Celebrating our long term staff Milestone anniversaries

20 years service

Vonda Ferguson
Dianne Lee

15 years service

Tamera Emmerton
Cameron Goodwin
Hanne Jensen
Azucena Martin
Diarne Rogers

10 years service

Emma Ackerley
Stacey Andrews
Rose Bramich
Wendy Cullen
Lynette Deacon
Lorraine Newman
Kyle Rogers

Years service as at AGM date,
25 November 2020



Lorraine Newman and Vonda Ferguson at Wynyard's Halloween celebration





Key priority 04

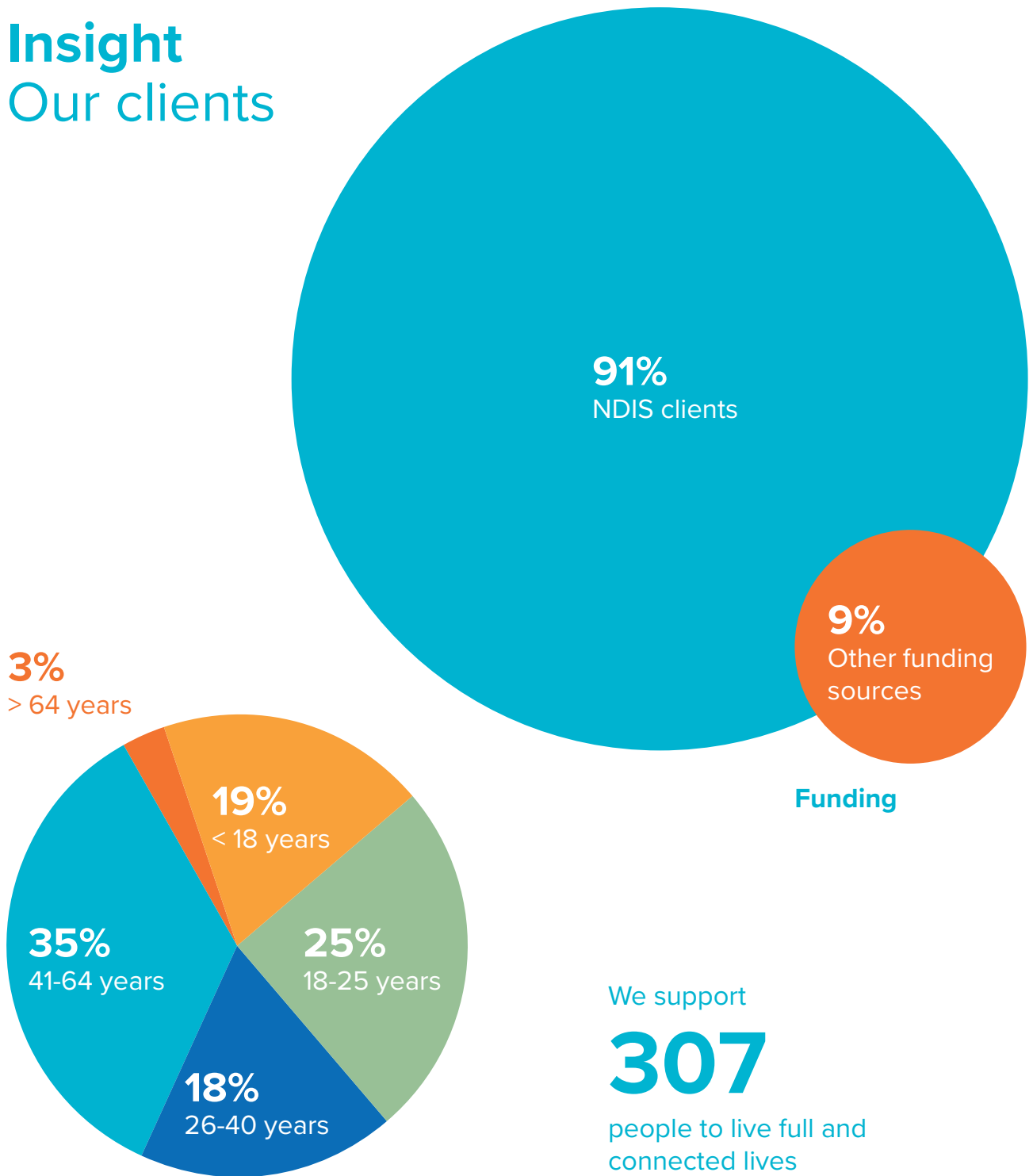
Multicap Tasmania adapts to remain a financially sustainable organisation within the new NDIS environment

Jordan serving chocolate milkshakes she help make at Camp Banksia

Key priority 04

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

Insight Our clients



Our strategies

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



Board Member Rachael Hull and Executive Manager Business and Finance Gavin Stebbeings at the official opening of Emily Crescent

Key priority 04

Multicap Tasmania has commenced the establishment of an ICT Committee and development of an ICT strategy. One of the main priorities during 2019/20 has been the scoping and implementation of a new Client Management System. The completion of this project has been provisioned in the 2020/21 budget along with further investments in the replacement of the payroll and finance systems. These projects will deliver efficiencies in processing and value adding in providing timely and relevant information for reporting and decision making purposes.

Internal reviews have been undertaken to prepare for the replacement of internal phone systems. The onset of COVID-19 has driven the transition from staff using traditional file servers for accessing corporate information to more cloud-based services. Further works are underway to help ensure best practice with the set up and use of SharePoint, and the Board have also endorsed a significant investment and roll out for cybersecurity threats including the provision of training to staff.

As well as implementing 'Sophos' for cybersecurity threats, further investments and system roll outs have occurred with Maintenance Manager for our property management and ProMaster for managing the processing of our credit card transactions.

Internal board reporting continues to evolve to help ensure Multicap Tasmania remains sustainable under the NDIS pricing structure. Additional reporting will be rolled out across management in the 2020/21 year to help ensure sustainability and accountability across the respective regions.

Multicap Tasmania continues to monitor demand in the market and identify new opportunities within the market. In addition to acquiring new residential properties during 2019/20 to meet the strong demand for accommodation services, we have also developed additional service offerings including the commencement of Behavioral Support services during the 2020/21 year.

Multicap Tasmania continued to build strong key relations throughout the year with many service providers including the NDIA, allied health services, investors, information service providers, property maintenance and developers, insurance as well as software service providers.

Multicap Tasmania has made a strong commitment in the 2020/21 Capital Expenditure Budget to maintain and improve existing assets including building refurbishments, computer replacement programs and new and replacement fleet vehicles. The building refurbishment programs include the repurposing of the Panorama site to provide fit for purpose respite services and day devices and the refurbishment of Westwood to provide a best practice training facility. The capital budget also makes provision for further investment in digital technology to support marketing.

Financial position

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

Income increased 49% to \$24.55M for 2019/20 (2018/19 \$16.48M) with an operating surplus of \$3.59M. Our strong performance has allowed for reinvestments including capital improvements to our property and vehicle assets.

Total Members Equity as at 30 June 2020 was \$13.81M (2018/19 \$10.03M).

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

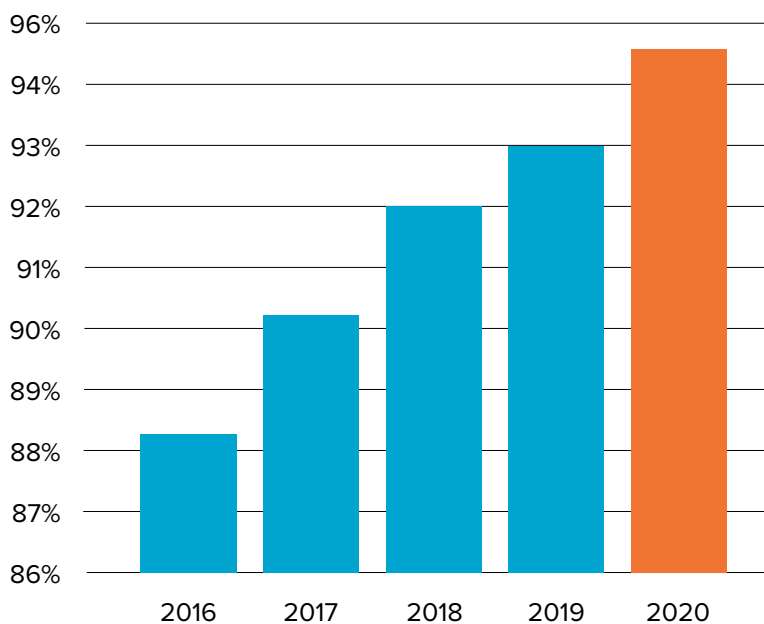
Disability revenue concentration ratio

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

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

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

Disability concentration ratio



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, 2 months or more of spending is considered sustainable.

Multicap Tasmania is well positioned to manage the transition from payments in advance to payments in arrears under the NDIS and can cover 3.75 months operations from its own sources.

Current ratio

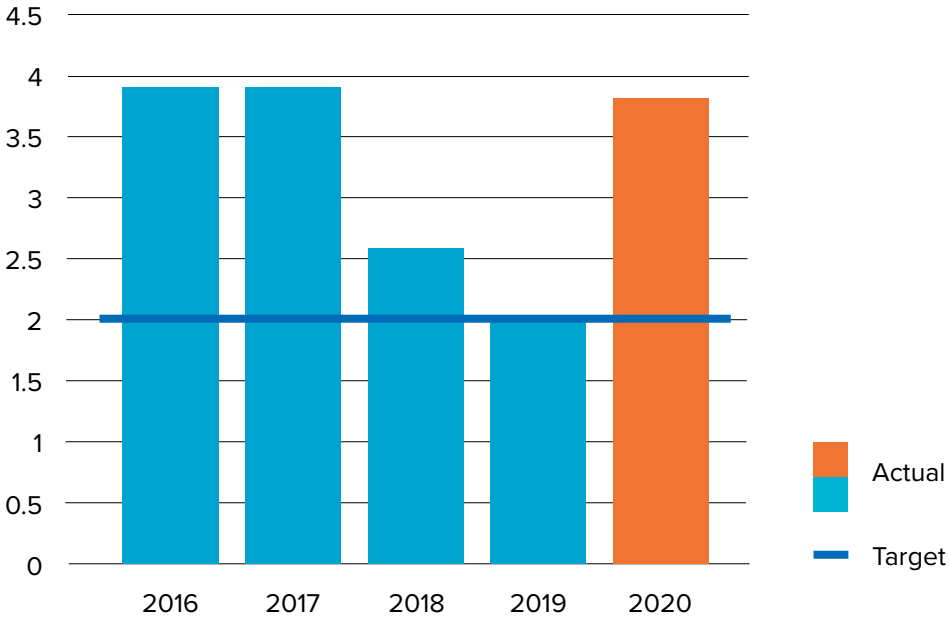
The current ratio measures the ability for an organisation to meet its financial obligations over the coming 12 months. A ratio of greater than 2.0 is considered sustainable.

Multicap Tasmania's current ratio has increased from 1.77 to 2.61 as at 30 June 2020, and is above target 2.0.

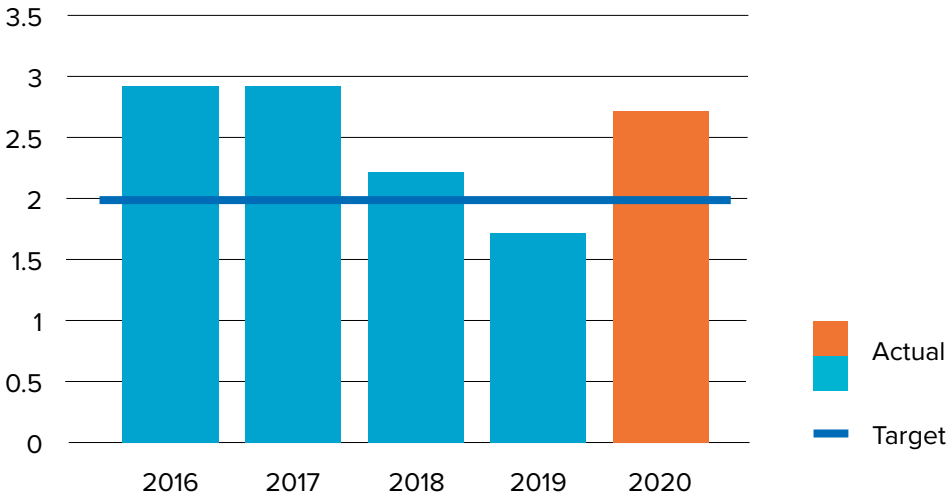


Kim presenting at a Multicap Tasmania strategy day at the Ulverstone Surf Club

Months spending ratio



Current ratio







Key priority 05

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

Darren and Dylan – engaged and achieving goals through car detailing

Key priority 05

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

Nigel Hill
Chief Executive Officer



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)



Robert restoring at table at The Barn



Joel sorts the harvests from our Horticulture program into lots that go home with some of our clients and to our onsite residences



Tony restoring a bicycle at The Barn

By all measures a 53% increase in NDIS revenue in the 2019-20 Financial Year would indicate strong progress in our Growth Strategy. Importantly organisational growth is providing opportunities for investments in key aspects our of operations, particularly in the areas of workforce development, compliance, as well as ensuring we have a safe working environment.

We do have an increasing demand for Supported Disability Accommodation services, and this will provide a springboard for additional services into the new year. Availability of housing remains a constraining factor and we have been using our resources, as well as working with partner organisations, to further increase our capacity to support this growth.

With our NDIS re-registration comes the ability for us to introduce new programs. We are now registered to provide Behaviour Support services, with our Behaviour Support Practitioner being able to develop behaviour support plans for participants requiring a plan. This is an area of significant demand, particularly due to the new Quality and Safeguarding framework.

Employment Supports is an additional service that we are commencing, with the key area being the School Leaver Employment Supports program. NDIS data shows there has been limited improvement in employment opportunities for people with disability, and this remains an area of need across the sector. We look forward to these services which will commence early in the new year.

During the year we have refreshed our constitution with amendments being made to enable the Board to meet via technology if required, as the pandemic made it difficult for the board to meet physically. We have also invested in development opportunities for our board, including governance arrangements for organisations like ours that provide services to vulnerable people.

Multicap Tasmania strives to be the provider of choice for people living with disabilities, and therefore we seek to find solutions where services may not be available or meeting requirements. I would encourage anyone seeking new or additional services to reach out to our organisation, as we have a genuine commitment to become a customer focused organisation.





Acknowledgments

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

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

The wheelchair buggy at The Barn

Acknowledgments

External supporters



Ross Hart, Rotary Club of Launceston Secretary; Donna Crompton, Multicap Tasmania Launceston Regional Manager; Colleen McGann, Rotary Club of Launceston President; Rod Oliver, Rotary Club of Launceston Bulletin editor

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

Bunnings Warehouse donated another raised garden bed for some of our residents in Launceston. After the very successful installation of a garden bed last year, another home is now benefiting from one of their own.

The Rotary Club of Launceston generously donated 600 PPE masks to Multicap Tasmania.

Paneltec donated desperately needed sanitiser, disinfectant, hand soap, paper towel and other much needed resources. This allowed Multicap Tasmania to continue providing services during the period where it was impossible to get sufficient stock during COVID-19.

Sports Power donated the foosball table that has had hours of fun use already at our Devonport hub.

The Rotary Club of Somerset donated a Volker bed for our respite at Panorama.

Wayne Flint from **Waratah-Wynyard Council** generously donated his time to develop the landscaping plans for Emily Crescent.

Celisa Edwards donated a ping pong table to our Miranbeena hub.

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 **Alexander McLean**

Bequest from the estate of **Neil Jones**

Donations received from **Burnie Women's Badminton**

Donations received from the **North Launceston Ladies Probus**

Gift voucher donated by **Balls n Bumpers**



The Volker bed donated by The Rotary Club of Somerset at Panorama



Thank you to Bunnings for the donation of another raised garden bed and the assistance in getting it set up and ready for our clients to enjoy



The wheelchair buggy at The Barn

Wheelchair buggy

When Wayne, one of our long-term residents at Panorama sadly passed away, his old electric wheelchair was left to Multicap Tasmania. With no conceived use for it in its condition, Kyle, our Support Worker at The Barn, had a brilliant idea to give it new life – build a buggy with The Barn clients, for their use.

Panorama is a beautiful 26 hectare property and the walk between the main buildings and The Barn was a bit much for some of the clients to do multiple times in a day. Utilising materials that were lying around, including parts of an old trampoline, the group transformed Wayne’s wheelchair into a buggy that would take them back and forth as much as they needed.

The Barn clients including Jake, Tony, Darren, Tim, Robert and John helped make the buggy every step of the way except for the welding.

The buggy carries two people comfortably though they have had three on it and it run very well.

“I think Wayne would be pretty happy with it being converted”

Kyle Rogers
Disability Support Worker



Wheelchair controls

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.



Life Member John Subonj, Board Member Dr Frank Reynolds Member Millicent Subonj and Lynette Shaw at Emily Crescent

Gaylene Dunn
Helen Hearps
Linden Hearps
Jenny Mitterbauer
John Subonj
Sandra French AM



Social and Community Coordinator, Mel Murray showing Multicap Tasmania Life Member, John Subonj through Emily 3



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Cover image: Alison finding the joy in washing up at her home in Shorewell Park with Christi (right/back cover)