



ANNUAL REPORT  
2017-2018



## MULTICAP OFFICES

### **Burnie**

35 Marine Terrace  
Burnie TAS 7320

PO Box 839  
Burnie TAS 7320

+61 3 6431 3211

### **Devonport**

4 Stewart Street  
Devonport TAS 7310

+61 3 6431 5057

### **Launceston**

1 Blaydon Street  
Kings Meadows  
TAS 7249

+61 3 6344 3109

## COMMUNITY HUBS

### **Devonport**

4 Stewart Street  
Devonport TAS 7310

### **Kings Meadows**

1 Blaydon Street  
Kings Meadows  
TAS 7249

### **Miranbeena, Venue of Creativity and Serpentine Art Studio**

307 Mount Street  
Burnie TAS 7320

### **Westwood and Horizon**

186 West Mooreville Road  
East Cam TAS 7320

### **Wynyard**

140 Goldie Street  
Wynyard TAS 7325

## SUPPORTED ACCOMMODATION AND RESPITE SERVICES

Multicap operates supported accommodation services in Wynyard, Burnie, Ulverstone, Devonport and Launceston.

## IN HOME SUPPORT AND SOCIAL PARTICIPATION

Multicap provides in home support and social participation across North West and Northern Tasmania.



[multicap.com.au](http://multicap.com.au)  
[enquiries@multicap.com.au](mailto:enquiries@multicap.com.au)

## OUR MISSION

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

## OUR VISION

**To be the Service Provider of choice for people living with disability.**

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Launceston staff and  
Community Access clients  
on a day out to City Park



Paul Smith, President

Resident's bedroom at  
Pamela Court



## PRESIDENT'S REPORT

I am pleased to present this report on behalf of the Multicap Tasmania Board for the year 2017/18, a year where Multicap Tasmania made a number of significant decisions that will assist us in securing a sustainable future in the disability sector.

In November 2017 Multicap Tasmania opened its first new building in the NDIS environment at 2 Pamela Court in Launceston. The building was designed and built to the NDIS requirements for Fully Accessible Housing and has been certified as meeting the Platinum Standard under the Livable Housing Australia guidelines.

The opening of this new group home highlights some of the opportunities offered through the introduction of the NDIS. This includes encouragement of greater investment in Specialist Disability Accommodation options which, in turn, expand the options available for people living with a disability. The building has created much interest and has set Multicap Tasmania apart in the area of quality residential dwellings for those living with a disability.

In June 2018 Multicap Tasmania purchased two blocks of land in Somerset. This will enable us to continue one of our key priorities of providing facilities that are contemporary, state of the art and designed to meet the support needs of our clients. Planning is currently under way for these constructions to commence.

In 2016/17 the Board resolved to bring the financial function back in-house. This was achieved with the appointment of our new Chief Financial Officer Sam Searle in July 2017. The implementation of "ProSIMS" was achieved in 2017/18. This system records all client related transactions and will assist Multicap Tasmania in managing the increasing service requirements of the NDIS. These developments clearly demonstrate how Multicap Tasmania is adapting to ensure financial sustainability in the NDIS environment.

There has been strong growth and demand for our services in the Devonport area. This has been further enhanced by Multicap Tasmania's takeover of the GC Services Inc contract. Multicap Tasmania has opened an office and service area in Devonport to further support the demand. Multicap Tasmania has also refurbished its Marine Terrace office in Burnie to provide a better working environment and an improved client shop front.

On the staffing side of our business we have restructured to ensure that we are properly focused on the challenges we will face in the NDIS environment. Multicap Tasmania is also working on strategies to reduce our reliance on casual employment, although this is a difficult balance between providing permanent or fixed term employment and managing fluctuating demand for our services. Our future focus will be on strengthening our staff retention strategies to build an experienced and quality workforce.

Another important initiative is the appointment of a Quality Manager. This strategy will ensure that Multicap Tasmania can meet all its obligations under the regulatory compliance framework of the NDIA and the NDIS Quality and Safeguarding Commission.

As always, I wish to thank my fellow Board members, the Senior Management team, and staff of Multicap Tasmania for your support and commitment to the future of our business.



**PRC Smith**  
President

## ABOUT THE BOARD

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



**Paul Smith – President**

Elected October 2016  
Member of Board from 2011

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

Paul brings a wide range of experience to the Board including financial management, WH&S and corporate governance. Paul's key objective at the moment is to facilitate a more strategic approach by the Multicap board. He is also a Board member of Health Care Insurance Ltd.



**Kimball Chen – Vice President**

Elected October 2016  
Member of Board from 2011

Kimball studied law at the University of Tasmania and was admitted to practice in 1976. He practised in Hobart until 1981 at which point he moved to Smithton where he lived until 1993. From 1993 he practised 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 travelling and pottering in the garden.



**Della Bax – Board Member**

Member of Board from 2013

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

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

## ABOUT THE BOARD



**Bruce Cameron – Board Member**  
Member of Board from 2016

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

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

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



**Dr Mary Duniam – Board Member**  
Member of Board from 2016

Mary has had extensive experience as a Director of Volunteering Tasmania, is on the Tasmanian Women's Council, and a member of Rotary. Mary is also a Councillor and Deputy Mayor with Waratah-Wynyard Council and has a strong interest in local and regional development.

Mary is a lecturer and tutor in Agribusiness/Applied Business with the University College at UTAS.

Mary's interest in social equity, is the driving force behind joining the Multicap Tasmania Board.



**Diane Ewington – Board Member**  
Member of Board 2006-2012, from 2015

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

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

## ABOUT THE BOARD



**Dr Frank Reynolds – Board Member**  
Member of Board from 2013

Frank has recently retired as general practitioner and has practised in Burnie for more than 30 years. He has cared for a large number of patients with disabilities and has looked after a number of Panorama residents.

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



**Glenda Scaddan – Board Member**  
Member of Board from 2009

Previously an associate company director within the Construction and Building industry, Glenda has diverse experience across dentistry, retail and most recently as an electorate officer for the federal member for Braddon.

Glenda holds a Bachelor of Arts from UTAS, majoring in sociology and Indigenous Studies. Currently retired, she enjoys being a grandmother to twins.

Glenda possesses a retrospective view of service access post 27 years of full time caring for her profoundly disabled daughter. Now her drive is to improve the disability sector for future generations - for positive change and cohesion, to keep moving forward as the NDIS shapes our future.



**Rachael Hull – Board Member**  
Member of Board from 2018

Rachael joined the board in 2018 and has a strong interest in corporate governance and strategy. Rachael is an experienced human resource and change management professional and is currently working in a specialist role developing leadership and technical capability at Lion's specialty cheese site, The Heritage in Burnie.

Rachael has prior experience on boards on the North West Coast and is looking forward to making a positive contribution to Multicap Tasmania.



Multicap Tasmania's  
Devonport office and  
Community Hub at  
4 Stewart Street



Layered illustrations bring  
new life to an old chair at our  
Venue of Creativity and  
Serpentine Art Studio

Client's paper weaving from  
our Venue of Creativity and  
Serpentine Art Studio



Vegetables growing at  
Violet Place



Dolls made by clients at the  
Wynyard Community Hub



## CEO'S REPORT



Nigel Hill, CEO

After what has been a very busy year I am pleased to report that Multicap Tasmania has continued our journey as an organisation, enjoying renewed growth and successfully delivered on many of our priorities. The last year has been one filled with challenges and opportunities as we continue our transition to full roll-out of the National Disability Insurance Scheme.

As at 30 June 2018, Tasmania had 3821 participants in the NDIS. With a forecast 10,800 to join the scheme at full roll-out, the final year of the roll-out will be very busy and will pose significant challenges for us as we build our staffing capacity and capability to meet the increasing demand for services. This expected growth highlights the need for higher levels of sophistication in our workforce planning and recruitment strategies, and will also require better ways to support staff who are new to working in the disability sector. In the most recent year we welcomed over 70 new employees to our organisation, with further growth expected in the years ahead.

During the year we launched our online training platform for staff development and compliance training. This platform provides access to a wide range of training resources that will enable us to build greater capacity for our staff to deliver high quality services to our increasing client base. We have also launched our Zero Tolerance framework, based on the National Disability Services and providing clear working expectations for all staff in our service. Further to this, we have refined our Organisational Values and Behaviours and will, in the year ahead, implement a values based recruitment process and enhanced induction and support during the first six months with us.

Following a competitive tender process, Multicap Tasmania was thrilled to be announced as the successful operator of new purpose built residential accommodation built by the Tasmanian Government in Devonport. This residential environment provides accommodation options for younger people who have been living in residential aged care. This initiative has allowed them to move into community based accommodation. This supported accommodation option provides for a specialist disability support environment in a community setting, incorporating additional supports required around implementation and maintenance of plans, such as therapeutic plans and complex health care needs.

This property provides five one-bedroom co-located units on the one site. The site also includes a communal area providing for a shared environment for the residents. This exciting accommodation option is further enhanced by the opportunity of the residents to transition into the National Disability Insurance Scheme (NDIS).

Our own building development has continued with our new home at 2 Pamela Court Launceston being opened by Sarah Courtney MP, Member for Bass in November 2017. We are delighted by the design of this home, built to meet Platinum standard under the Liveable Housing Australia guidelines, and the quality of the construction. This property has been used as a design blueprint for our future developments, with our next home about to be constructed at 3 Emily Crescent in Somerset and due for opening around Easter 2019. We are currently working with our architects to clarify design options for a further development proposed for 7 Emily Crescent at Somerset.

In addition to our residential accommodation upgrades, in December 2017 we established a new Community Hub at 4 Stewart Street in Devonport. This property serves as the base for our Social Club which operates on Thursday evenings and will also be used for community access services in the Devonport region. Located opposite the North West NDIS office, this property provides ready access to people seeking to engage an NDIS provider and the office is also the base for our Support Co-ordination services. We have also entered into an agreement to relocate our Launceston Day Services from Blaydon Street to a location closer to the central business district in the early part of next year, as we have outgrown our current location.

Over the last year we have transformed many of our business processes to become a more efficient, streamlined and responsive organisation. In particular, the implementation of our client management system, ProSIMS, has been a very important innovation to ensure we can operate efficiently in an NDIS environment. The implementation has not been without challenges, including an extensive upskilling of staff information technology skills, supported by a workforce development grant from 26TEN. The success of this training initiative has been recognised and celebrated at a recent morning tea at Government House in Hobart.

We have very recently launched our new website, with a feature of the new site being the ability to enquire about services, promote activities and better provide current information. The new website has been developed to complement our social media presence, with our Facebook presence in particular being an immediate way to communicate with a growing number of people who have liked our site. If you haven't already done so, make sure you like our site and add to our growing number of supporters online.

During the year Multicap was fortunate to receive a grant from the Tasmanian Community Fund for the development of a Small Engine Services program and further development of our horticulture programs. These programs will be based at our Community Hubs at Westwood/Horizon and will be one of the new programs that we roll out to meet the emerging needs of those seeking learning opportunities as part of their NDIS funding. These initiatives are examples of the revamp of our Day Services (now known as Community Hubs) where we wish to use the themes of Lifestyle, Leisure and Learning as a framework for the development of

future activities. Our future programs will align to at least one of these three themes and will assist us in aligning our services to the needs of the NDIS.

During the year we have added a Social Club and Recreation program within our Devonport Hub, as well as a School Holiday program for younger people also in the Devonport area. From Burnie we have seen the growth of our Saturday program, currently run as a fortnightly activity and providing great opportunities for social participation and engagement in many of the community events and attractions that occur across our region.

**Dylan and Andria had a great time playing doubles table tennis with the Burnie Community Access group**





Multicap Tasmania's  
Burnie office at  
35 Marine Terrace

Our Head Office in Burnie has been very professionally upgraded and it now provides a very versatile and practical base for the co-ordination of our activities. I would like to take this opportunity to thank our Head Office team for their support of our organisation during the year. This team has led many of the process improvements and these changes require a commitment to continuous improvement.

As CEO of our organisation I am often amazed by the things our staff do that go over and above. Going the extra mile does occur often and I am very thankful for those staff who make such a difference in the lives of the people we support. To all of those staff, your professionalism is greatly appreciated.

Finally, I am fortunate to be working with a Board with a commitment to leading a strong and successful organisation. We are well served by our Board, and I thank them for their support of me and the range of initiatives we have put in place to ensure Multicap Tasmania continues to grow and be recognised as one of the leading disability services providers in Tasmania.

**Nigel Hill**  
CEO



Felted cup created at the  
Venue of Creativity and  
Serpentine Art Studio



KEY PRIORITY 01

**High quality  
contemporary programs  
delivering the support,  
skills and experience  
required by our clients  
and community**

## HIGH QUALITY CONTEMPORARY PROGRAMS DELIVERING THE SUPPORT, SKILLS AND EXPERIENCE REQUIRED BY OUR CLIENTS AND COMMUNITY

### What We Have Achieved

The last year has been very busy as we have expanded our services and clients as the National Disability Insurance Scheme continues its roll-out across Tasmania.

We have reorganised our managerial positions to support the changing demands of the NDIS. This reorganisation has allowed us to create two new roles, Client Services Manager and Quality Manager, and to streamline service management into three roles: Residential Services, Lifestyle Leisure and Learning, and Community Supports.

One of our strategic priorities is to increase engagement with our clients and their families, using feedback about our services to make improvements. This work has commenced and is already resulting in changes we are implementing across our organisation. Our newly created Client Services role has a focus on working closely with clients as they commence a new plan, review how our services are going in the early months of the plan, and finally to provide support in the lead up to the next plan. Our aim is to ensure we provide the supports that enable our clients to meet their goals and this feedback is highly valued as we continue to refine our services to the new requirements.

Our Quality Manager is leading the required development to ensure we are well prepared for the introduction of the National Quality and Safeguarding Framework in July 2019. This is a large undertaking as the transition of external oversight of the sector moves from the State to the newly created NDIS Quality and Safeguarding Commission. We are working through a detailed plan and will be fully compliant with the new framework prior to its introduction.

Our services have continued to grow. In November 2017 we were invited by the Department of Human Services to take over some services previously provided by GC Services in Devonport, including a Social and Recreation program and School Holidays programs. With this initiative underway it was prudent to open a new office and Community Hub in Devonport and our new site at 4 Stewart Street was opened in late 2017.

DHHS also conducted a tender for an operator for support services at Violet Place in Devonport. We were thrilled to be selected as the preferred operator by both DHHS and the residents of this new facility, from a field of 17 tendering organisations. This exciting accommodation option was developed initially with a target group of young people who were, due to their disability, were living in a residential aged care facility. It provides for a specialist disability support environment in a community setting. Due to the nature of the individual supports, this is not considered a “standard” supported accommodation environment. Based on individual needs, there are additional supports required around implementation and maintenance of plans, such as therapeutic plans and complex health care needs. We commenced providing support services here in August 2018 and the complex was opened by Roger Jaensch MP, Minister for Housing, on 22 October 2018.

Multicap now provides services to over 250 clients across North and North West Tasmania. Demand for services should see this number increase considerably as we head towards full scheme roll out of the NDIS by 30 June 2019.





Fabric weaving on chair frame at the Venue of Creativity and Serpentine Art Studio

Amanda Dobson at the National Geographic: 50 Greatest Images exhibition held at the Burnie Regional Art Gallery



Lisa Kelly and Mathew Viney competing on the Xbox at Devonport Multicap's Social Club



Emily Marshall beating a taiko drum on a Recreation Club outing to the Emu Valley Rhododendron Garden opening



2 Pamela Court



## Snapshot Our services

**47**

Supported  
Independent Living  
(SIL) Beds

**1**

Lead Tenant  
property

**10**

Respite bed  
capacity

**5**

Community  
Access hubs

**233,455**

Annualised support hours

## Residential Services

Multicap provides Supported Accommodation (called Supported Independent Living) in Launceston (3 properties), Devonport (Violet Place), Burnie (Panorama, Hodge Avenue units and 3 other properties) and a property in Wynyard.

Our Residential Services has undertaken considerable growth during the last year. As well as Violet Place being added to our services, we have also commissioned our first new group home at 2 Pamela Court in Launceston and welcomed new residents into our existing property at 4 Pamela Court.

With the introduction of the NDIS we have able to provide more tailored supports in our residential properties. This has allowed for greater capacity for skill development activities around common household functions which has been highly beneficial in aiding the development of new skills and creating greater independence for some of our residents.

We have undertaken considerable work in preparing for the transition of Panorama into the NDIS. This work will finalise with transition to the scheme in early 2019 and then rehousing of our residents into more contemporary housing during 2019. This has been a big project and we look forward to providing new homes for our Panorama residents in the year ahead.



2 Pamela Court

## KEY PRIORITY 01

### Lifestyle Leisure and Learning (Community Access)

The Lesiure Lifestyle and Learning portfolio includes Community Access and Social participation programs which are delivered both onsite and offsite.

Individual and group based programs are currently delivered from Blaydon St Launceston, Devonport, Wynyard, and Westwood/Horizon and Miranbeena in Burnie.

Onsite programs provide an extensive range of group based activities including men's group, horse riding, horticulture, woodwork, cooking, leatherwork, music therapy, themed days, computer skills, iPad communication, catering, our band (The Dingoes), massage, craft, movies, pamper parlour, dance, photography and videography, carpet bowls, environmental science and an art program. Offsite programs are based around sports, social and community participation and include bike riding, fishing, bush walking, crafts, Chat and Choose, and visits to many community events and services.

Our Saturday social outing group has grown considerably and provides opportunities for community engagement and social interaction. Day excursions have included trips to Sheffield, Steamfest, Don River Railway, Upper Natone Forest Reserve, Highfield House and Stanley, King Solomon Caves, Waratah and other localities along the North West Coast.

Evening Group based Social and Health & Wellbeing programs run in Devonport on Tuesday, Wednesday and Thursday evenings with both a Gym and Fitness program running from 6-9 pm and a Social Program running from 7-10 pm.

Our school holiday program for 5-15 year old children operate in Burnie and Devonport with the program design based on daily activities within the community such as bowling, laser tag, aquatic centres, farm visits, Don River Railway, Ulverstone Park, Tasmazia, Junglegym, and museum visits.

Natasha Hardwick  
befriending a cockatoo on  
a visit to a pet store





Jessica Cox-Patchin enjoying the music and playing the bongos while Mark Blizzard lets go on the piano

Leisure Lifestyle and Learning portfolio had a number of significant developments during the 2017-2018 year. This included the renaming and development of Community Access to a focus on Leisure, Lifestyle and Learning program development and delivery along with workforce restructuring and the establishment of a Community Hub in Devonport.

Clients attending Multicap Community Hubs have enjoyed participating in a range of special events in the community. These events included specialised projects such as an Art Exhibition at the Makers' Workshop in November 2017. This exhibition showcased the work of many talented Day Service participants created within our specialised Art Studio program. Clients also participated in the Burnie Eisteddfod with the performance enjoyed by a wide audience and the Sailability program with the Wynyard Yacht Club. Furthermore, a film project 'Burnie Through Our Eyes' has been capturing footage for a short documentary depicting life in Burnie from the perspectives of people with disability which will feature some of our clients.

Engagement with local community groups continues to strengthen with project collaboration such as the refurbishment of Westwood's hothouse involving Emu Bay Rotary Club and Bunnings, Burnie Community House programs, Produce to the People, Sailability and Delta Dogs.

A systematic review of service provision and programming in the portfolio was undertaken by the Lifestyle Leisure and Learning Manager. New programs and service quality improvements resulting from this review are to be implemented in 2018-2019. Continuous program restructure and development is planned to align with recreation, lifeskills, health and wellbeing. This will enable client engagement and participation in high quality, empowering programs delivering outcomes for existing and new clients across Northern Tasmania.

## Community Supports

The Community Supports portfolio incorporates flexible respite and community support options for people. These supports can be delivered in-home, in the community and at one of our residential facilities. Also included are Child Safety support services and our Lead Tenant property at Beattie Street in Burnie.

Individual supports has continued to grow and demand is increasing. We are now offering services to the West Coast and will be looking at recruiting staff from the region to continue our growth

Our Lead Tenant model will transition into the NDIS in the last quarter of 2018 and should deliver a greater level of support through individual support arrangements that will complement the Lead Tenant staffing. We have engaged Speak Out to provide a number of workshops to work collaboratively with our residents to develop an agreed set of ground

rules that will result in a more harmonious living environment within the complex. A new Team Leader has been appointed to focus on the roster structure and ensure it best suits the needs of residents and supports under NDIS funding.

Respite continues to be a requested service although gauging the extent of demand and building a sustainable service is proving challenging, as demand is not always predictable. Respite services are earmarked to commence at Panorama from July 2019 and this should provide the required space to develop a more efficient and viable service.

Violet Place



Emily Titcombe and Ebonie Chilcott having a great time at a Community Access session of The Dingoes band at Miranbeena



**Paul Smith**  
Multicap Tasmania President

**Nigel Hill**  
Multicap Tasmania CEO

**Rachel Willmot**  
Violet Place resident

**The Hon. Minister Jacqui Petrusma**  
Minister for Sport and Recreation,  
Minister for Aboriginal Affairs, Minister  
for Women, Minister for Disability  
Services and Community Development

**The Hon. Minister Roger Jaensch**  
Minister for Human Services,  
Minister for Housing, Minister for  
Planning

Above  
**The official opening of  
Violet Place**

## GOOD NEWS STORY RACHEL

Rachel is a young lady in her 30's. She lived independently in the community until she had a significant health problem in 2014 which resulted in a lengthy hospital stay and rehabilitation. After her rehabilitation she was not able to return to her home due to her high care needs and physical aspects of her accommodation. At the time of her discharge from hospital a nursing home was the only care option available.

In 2017 Rachel had further health problems resulting in further loss of physical function. Rachel was pleased to learn in August 2018 that she would be moving into her very own unit which was purpose built to meet the needs of people with degenerative diseases.

Since moving into her own home, Rachel has been able to make all decisions regarding her life right down to when she would like to eat, rather than having to stick to a regimented routine of a nursing home. Rachel is looking forward to forming friendships with the other residents and getting out and about in the community.





KEY PRIORITY 02

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

## HIGH QUALITY AND WELL MAINTAINED ASSETS AND A SAFE BUILT ENVIRONMENT



2 Pamela Court

### Residential Services

Multicap Tasmania celebrated the opening of its first new purpose built group home, built to Platinum standard and meeting the requirements of Fully Accessible accommodation under the NDIS. The home at 2 Pamela Court in Summerhill was officially opened by Sarah Courtney MP, State Member for Bass, on 16<sup>th</sup> November 2017. This property, design by 6ty<sup>o</sup> and built by RMB Construction, has qualified for Specialist Disability Accommodation funding under the NDIS.

We have also purchased land at 3 and 7 Emily Crescent, Somerset, and have lodged a Development Application with the Waratah-Wynyard Council for our first new home to be constructed at 3 Emily Crescent. This property is scheduled for building commencement in the last quarter of 2018, and its design is largely based on the most recent new development at 2 Pamela Court.

### What We Have Achieved

We have commenced our journey of upgrading our residential property portfolio. This will include building some purpose built new homes, purchasing additional homes and providing upgrades to some of our existing properties. This process will take a number of years to complete and will help ensure that we provide appropriate and contemporary accommodation options for the residents we support.



2 Pamela Court

Planned building for  
3 Emily Crescent, Somerset



**WEST ELEVATION**  
SCALE: 1:100



Sarah Courtney MP,  
Member for Bass, cutting  
the ribbon at the official  
opening of 2 Pamela Court

2 Pamela Court





Multicap Tasmania's  
Devonport office and  
Community Hub at  
4 Stewart Street

## Community Hubs

In December 2017, we opened our new Community Hub at 4 Stewart Street in Devonport near the NDIS office and Mission Australia. This centre is now home to our Social Club and growing Support Co-ordination services and provides a location for our growing day service programs.

In Launceston, we have outgrown our Community Hub at Blaydon Street Kings Meadows and have secured a new location in Canning Street, close to the CBD and Wellington Street. We hope to move into this new hub in early 2019 and, with nearly twice the space of our existing location, it should provide opportunities for our future growth. The building will also allow for additional services and programs that are difficult to achieve due to the design of our existing building.



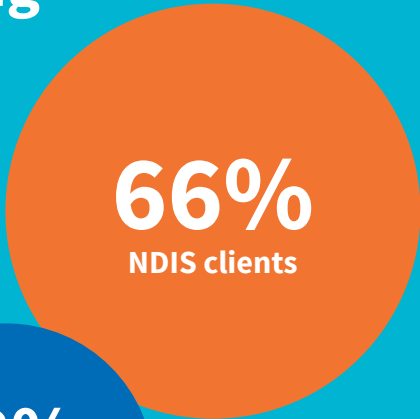
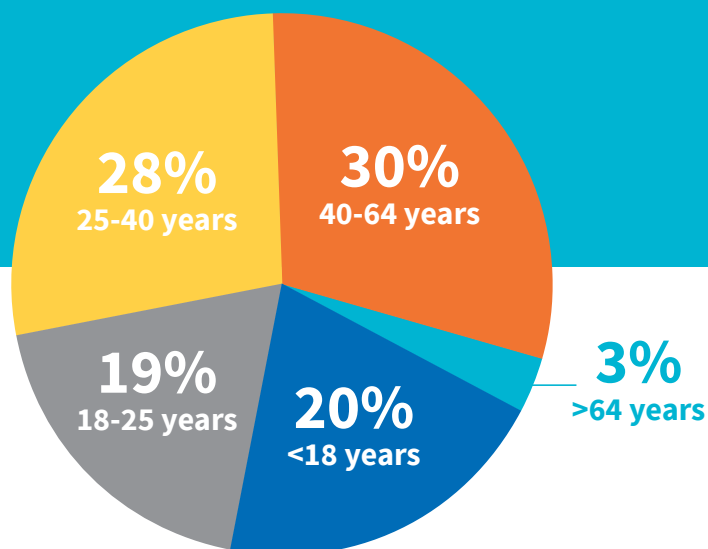
# Snapshot

## Our clients

# 254

Number of people we support

## Funding



### Workplace Health and Safety

2018 has been a big year for Workplace Health and Safety (WHS) at Multicap Tasmania. A full WHS audit of all our facilities was completed in April. This resulted in improvements across Multicap Tasmania as well as a complete transformation of the workshop at our Westwood facility. This reworking included the installation of new dust extraction conduits and modified safe space layouts for future activities.

We also saw the roll out of the incident reporting function on ProSIMS. This has allowed us as an organization to identify, track, analyse and pinpoint areas of WHS concern for assessment and rectification, as well as providing another avenue for staff to raise issues with management. The function also allows for the speedy identification and rectification of maintenance issues before they become WHS issues.

Finally, as part of our continuous improvement processes we've seen the redesign of the WHS Committee to include more front-line leadership personnel. They will serve alongside the elected Health and Safety Representatives (who exist outside the management structure to be a voice for staff separate from management. This new structure will enable swifter management responses to WHS issues. HSR's will continue to receive funded training in their role as requested.



Trent Knight at one of Devonport Multicap Social Club's Thursday nights



KEY PRIORITY 03

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

## AN ENGAGED, CAPABLE AND SUPPORTED STAFF

### What We Have Achieved

During the last year we have devoted significant extra resources to our Human Resources with the recreation of the position of People and Culture Manager. In a rapidly evolving sector the demand for additional staffing has led to a large growth in our recruitment and induction processes. Our projections would indicate that the staffing requirements will continue and our organisational focus will increasingly need to be high quality recruitment coupled with a quality induction and onboarding process.

During the year we have implemented a number of key initiatives to assist our staff grow and to build new skills. One of our initiatives has been providing access to all staff to a suite of online learning resources, with modules available suited to both induction, refresher training, new skill development, as well as leadership and management modules.

During the year we also launched Zero Tolerance, our organisational approach to raising awareness of and reducing restrictive interventions and denoting our zero tolerance towards any behaviours from staff in our organisation that do not align with our Human Rights obligations to all the people we support. Included in this approach was the development of acceptable behaviours that align with our organisational values. This framework of behaviours will be further used to develop our Values Based recruitment processes as an initiative for the following year.

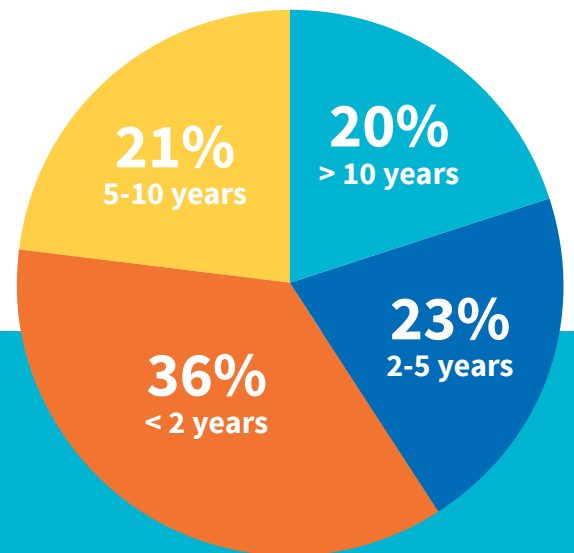
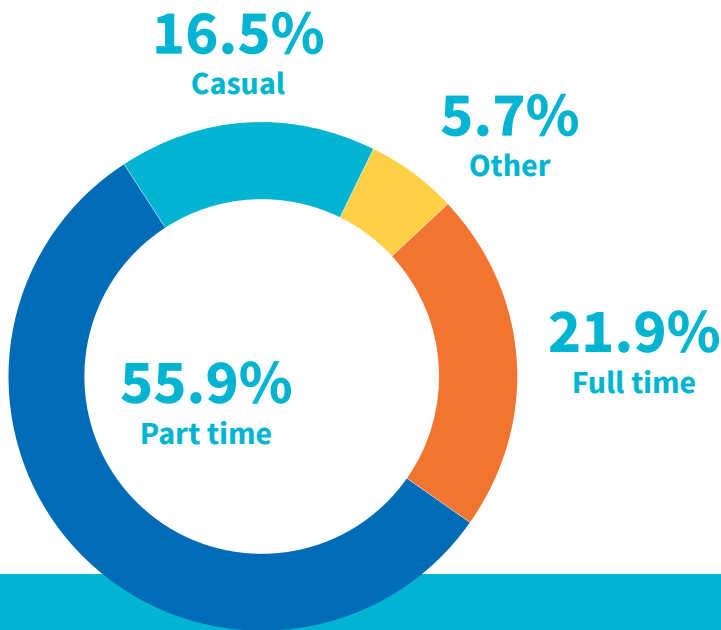
As an organisation we are investing in initiatives that increase the skills of our staff to meet the demands of the changing NDIS environment. During the year we engaged Helen Sanderson Associates, a world leading authority in person centred planning, to conduct a two-day workshop for managers and team leaders. This workshop was structured for the group to agree on a consistent approach to processes, templates and procedures. Additionally, the workshop was created to provide the skills to engage appropriately with families and informal networks in the development of client support goals in the NDIS environment.

We also supported five staff in a pilot program that provided opportunities for support workers to work under the guidance of allied health professionals either directly or indirectly to support the implementation of treatment plans, therapeutic programs and services related to our participants. Three members of the team have participated in a Key Word Sign workshop, a whole communication system used to facilitate communication and interaction with both children and adults. The course incorporated Auslan signs, the language of the Australian Deaf Community. Participants learnt the basic vocabulary of sign and how to teach basic key word signs to the individuals with whom they communicate.



In December 2017 we engaged PeoplePulse to provide our first Staff Satisfaction Survey, with a longer term aim for us to benchmark our services against other providers within the sector. The survey provided some useful data to help inform how we can better support and communicate with staff in a rapidly changing and increasingly complex working environment across many different worksites or in the community.

In the year ahead we will implement an enhanced recruitment, onboarding and “first six months” program for new employees. This program will ensure that we select the right people, provide the right initial training and mentoring, and provide the development pathways that will enable Multicap to become an employer of choice in this increasingly competitive marketplace.



Employee longevity as at 30 June 2018

## Snapshot Our staff

**233**  
Employees



**75%**  
Female



**25%**  
Male

# Celebrate

## Our long term staff

### 20+

years service

**Christeen Daly**

**Katrina Elliott**

**Mary Harkness**

**Noelene Smith**

**Alice Viney**

### 15-20

years service

**Maree Barker**

**Linda Dunn**

**Vonda Ferguson**

**Susan Iles**

**Richard Kellett**

**Janet Kerr**

**Dianne Lee**

**Valda Marshall**

**Gwenyth Pyke**

### 10-15

years service

**Edward Blyth**

**Grant Bulman**

**Carolyn Butcher**

**Kellee Canning**

**Kathryn Cohen**

**Helen Craige**

**Jacqualeen Dolting**

**Jacqueline Donaldson**

**Gregory Dunn**

**Joanne Dunn**

**Tamera Emmerton**

**Cameron Goodwin**

**Basiliki Gounas**

**Jennifer Griffiths**

**Leander Griffiths**

**Hanne Jensen**

**Racquel Lowe**

**Azucena Martin**

**Brooke McKenna**

**Natalie Morrisson**

**Mark Osborne**

**Diarne Rogers**

**Melissa Sutzcak**



Brooke McKenna and Dylan Gould at the Venue of Creativity and Serpentine Art Studio

Zero Tolerance training has been rolled out across the organisation with 98.80% of staff attending a training session to date





HARLEY DAVIDSON

MULTICAP  
LEATHER  
WORK

## KEY PRIORITY 04

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

## MULTICAP ADAPTS TO REMAIN A FINANCIALLY SUSTAINABLE ORGANISATION WITHIN THE NEW NDIS ENVIRONMENT

Multicap will manage its future growth and operations through well-managed, financially sustainable systems and processes.

### Information Technology Investment

Multicap Tasmania has invested heavily in its new client management system ProSIMS and business processes. ProSIMS was implemented in December 2017 and is already proving a valuable tool for service provision.

The system has made a positive impact on service provision with information about client support needs being more readily accessible.

What have we done so far?

- Rostering and time sheets
- Incident and accident reporting
- Shift reporting
- Capturing client routines and goals
- Capturing progress against the goals set
- Generating NDIS revenue claims

Many of the organisations business processes have required some re-design to ensure compliance and the ability to capture information that informs business decision making. ProSIMS has assisted us to achieve this.

Our commitment to ProSIMS as a corporate tool remains strong and we're committed to working alongside our software providers to ensure that the system remains current and meets our business needs. Continuous improvement initiatives expected over the coming year include better reporting and greater utilisation of the system for asset management and client planning.

### Multicap Tasmania Website

The new Multicap Tasmania website was launched in October 2018. With an improved, user friendly design, it has been designed for simplicity, clarity of information and to enhance the capacity for queries.

With a new Marketing and Communications Officer onboard, the website will be active with regular content updates to inform and inspire.

### Facebook

The Facebook page created in October 2017 has received a steady increase in followers over the past year. With over 30 new followers in the past two weeks, we expect to continue growing our active followers and engagements on the Facebook page.

With a dedicated Marketing and Communications Officer analysing our past and planning for our future, we are looking forward to sharing a lot more content and broadening our community of supporters.

Ultimately, the priorities for this platform are to add value to the Multicap Tasmania community and attract new clients and quality staff.



Empowering capability to maximise a person's potential and quality of life

WE CAN HELP WITH YOUR NDIS PLAN

You may have an NDIS plan and are looking for a service provider. Or you may be looking for someone to link you to services available in your community. Either way, we can help.

LEARN MORE

**OUR SERVICES**

- Accommodation >
- Accessing the Community >
- Assistance with Daily Living >
- Community Hubs >
- Day Services >
- In Home Support >
- Health and Wellbeing >
- Life Skills >
- Recreation >
- Respite >
- Support Coordination >
- Social Programs >

LATEST NEWS & EVENTS

**NEW PROGRAMS AVAILABLE**

- Devonport Hub
- Day Services
- Community Hubs
- Assistance with Daily Living
- Respite

**COMMENCING SEPTEMBER 2018**

**DEVONPORT COMMUNITY HUB**  
New programs commencing in September 2018

[Read More >](#)

**MULTICAP NEWSLETTER**

The team at Multicap are thrilled

[Read More >](#)

**A GRANT FROM THE TASMANIAN COMMUNITY FUND**  
Multicap is thrilled to announce

[Read More >](#)



Violet Place



Paper art created at the Venue of Creativity and Serpentine Art Studio





### **Ensuring Our Services are Sustainable in the NDIS Environment**

A primary focus over the last 12 months has been and continues to be ensuring that the organisation's finances and business processes are effectively and sustainably managed.

For Multicap to be sustainable, it is important that direct service costs and overhead expenditure is fully understood and appropriate for the nature and size of the organisation and sustainable within the context of current funding arrangements.

A Reasonable Cost Model has been developed as a part of the 2018-19 budgeting process. Some adjustments have been required, particularly in the area of day service to ensure that the service is sustainable and in line with individual funding arrangements of clients.

Key Performance Indicators have been set and are being measured to assist guide the organisation in a financially sustainable way as we transition to the NDIS.

### **Client Feedback and Survey**

Multicap Tasmania has also developed its first client survey. Data collected from the surveys will provide valuable information about how Multicap can improve its services to clients and their families. The survey will be undertaken annually.

In addition to the client survey, a new process has been developed where all client feedback is captured centrally so we can capture trends and analyse important information about our performance against client expectations. Our commitment is to provide a response to feedback received within 24 hours.

These strategies and others soon to roll out have a singular purpose. To ensure an experience for our clients that is empowering, focused on them, and the services we are providing are helping our clients achieve their goals to live their best lives.

### **Violet Place**



### Financial Position and Performance for the year ended 30 June 2018

One of Multicap's strategic priorities is to ensure that it adapts to remain a financially sustainable organisation within the new NDIS environment.

The organisation recorded a strong operating result for the financial year ending 30 June 2018. The financial position of continues to be strong with the organisation able to comfortably meet its financial obligations as they fall due. Total member's equity as at 30 June 2018 was \$6,268,911 (2017: \$5,852,045).

The organisation has recorded an operating surplus of \$351,845 (2016: \$351,906). Operating revenue has increased by 16% to \$11,767,328 (2017: \$10,159,262).

Multicap Tasmania continues to experience a strong demand for services. A key task is to evolve to meet the challenges of the NDIS whilst also ensuring that we continue to offer quality services in a sustainable way that meets the needs and expectations of our clients. Investment in business systems continues to assist in the managing of the financial risks and increased compliance obligations of the NDIS. Growth is important for the ongoing sustainability so that it can continue to invest appropriately to meet client needs.

## Snapshot

### Our assets

# 12

Owned properties

# 7

Leased properties

# 25

Vehicles

# \$3.421M

Cash

# \$9.354M

Total assets

# \$6.26M

Net members equity

**REVENUE CONCENTRATION**

**Disability Revenue Concentration Ratio**

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

92% of Multicap’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.

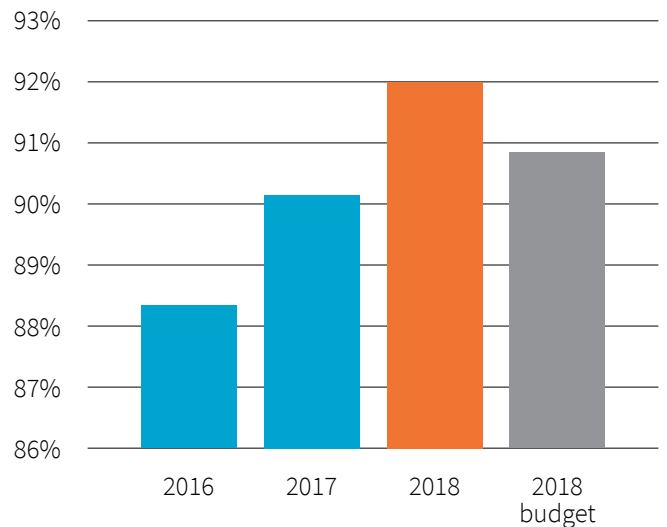
Considerable progress has been made in refining operations, with gains achieved in more efficient rostering practices. ProSIMS implementation will allow much better oversight of revenue to expenditure in service delivery.

**Financial Sustainability Assessment**

Financial risk for the organisation is increased under the NDIS given disability support funding is moving from block funding paid in advance to individual payments made in arrears.

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, which will assist during the organisation’s transition to the NDIS.

**DISABILITY CONCENTRATION RATIO**



**SUSTAINABILITY MEASURE**

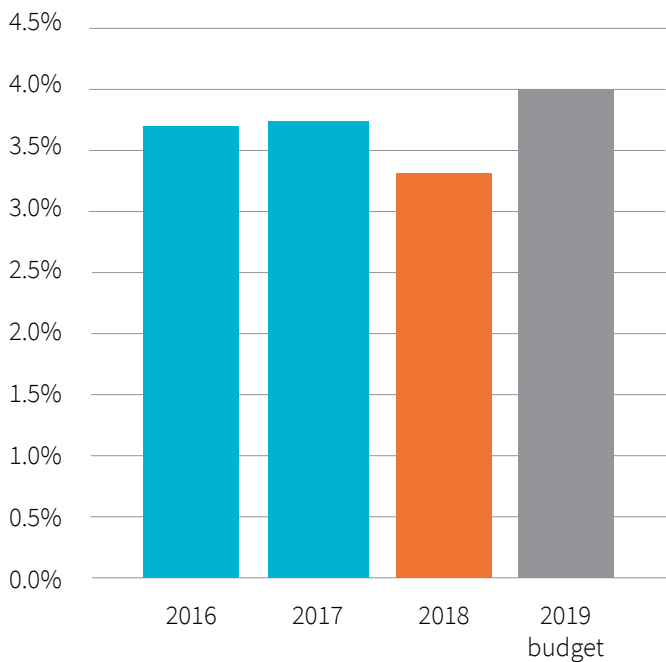
**Profit Margin**

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

Multicap is a not for profit organisation and does not aim to make considerable profits, however a profit is essential in maintaining ongoing financial sustainability. Multicap’s profit margin of 3.3% exceeded a budget of 2.35%.

Through operational adjustment to services to ensure sustainability in the NDIS environment, the profit margin is expected to improve for the 2018-19 financial year.

**PROFIT MARGIN RATIO**



**LIQUIDITY**

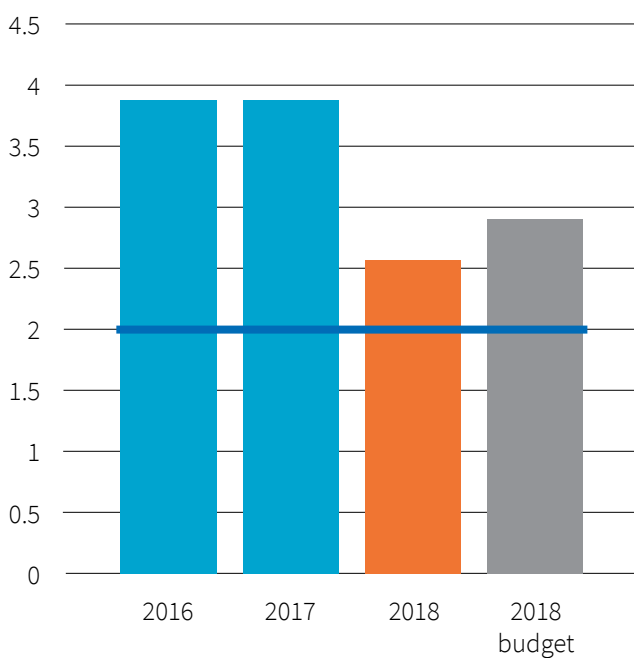
**Months Spending Ratio** The months of spending ratio establishes the number of months of cash that is available to cover operational expenditure. This is an indicator of how well an organisation can manage a transition from payments in advance to payments in arrears under the NDIS. As a rule of thumb, two months or more of spending is considered sustainable.

Multicap is well positioned to manage the transition from payments in advance to payments in arrears under the NDIS and can cover 2.57 months operations from its own resources.

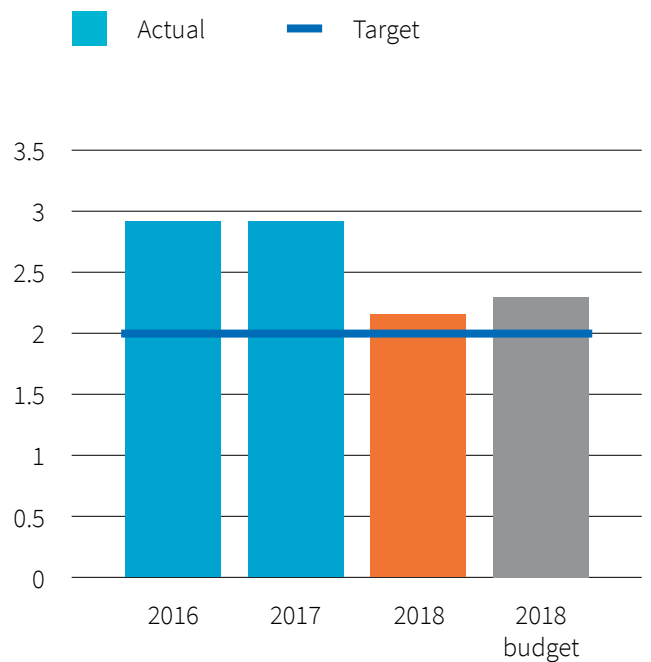
**Current Ratio** The current ratio measures the ability of an organisation to meet its financial obligations over the coming 12 months. A ratio of greater than 2.0 is considered sustainable.

Multicap’s ratio as at 30 June 2018 is forecast to be 2.16 which demonstrates a strong financial position.

**MONTHS SPENDING RATIO**



**CURRENT RATIO**





## ACKNOWLEDGMENTS

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

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

## EXTERNAL SUPPORTERS

### Grants

#### **Tasmanian Community Fund**

Multicap received a grant of \$57,898.51 for our project Building Employment Capacity for Young NW Tasmanians with Disability. This project supports further development of our Horticulture program and the creation of a Small Engine Services program.

The Horticulture upgrade will include replacement of some ageing infrastructure, new water systems and the addition of heating to allow whole year activities.

The Small Engine Services program will provide opportunities for clients to get their “hands dirty”, developing work ready skills in a simulated work environment. Funds will support tools and equipment purchases (petrol engines and go kart kits) and enable participants to learn practical skills in building and maintaining small engines with a view to develop for sale and/or use petrol powered go karts. Sales will assist future purchases of additional kits.

The Tasmanian Community Fund is an independent fund that supports and strengthens Tasmanian communities by distributing funds to those communities.

#### **26TEN**

We were fortunate to receive a 26TEN grant and partner with TAFE Tasmania in an IT training program. Our organisation has made significant investments in IT systems to manage our NDIS transition and reporting, and this training program was a very valuable staff development tool that has supported our organisational IT roll-out.

We were also pleased to find out our program was highly successful and was recognised in a morning tea, hosted by the Governor at Government House in Hobart, and attended by our staff Helen Williams, Mark Anderson and Melissa Neasey.

## Our thanks Organisations

Thank you to the following organisations who have supported us this year:

**Bunnings Burnie**

**Caring Parents**

**CCC Church Wynyard**

**Coastal Belting and Engineering**

**Costa Group**

**Darwin Football Club**

**Hygienic Butchery Somerset**

**Lions Club of Emu Bay**

**Mirranbeena Support Group**

**St Giles**



# Celebrate

## Life members

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

**Marjorie Blazely**

**Trevor Hodge**

**Gaylene Dunn**

**Neville Hyland**

**Helen Hearps**

**Jenny Mitterbauer**

**Linden Hearps**

**John Subonj**

Notepads created from clients' art at our Venue of Creativity and Serpentine Art Studio





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