



# ANNUAL REPORT 2016-2017



The cover was created by Multicap client Jason Pollard.

# ABOUT US

Multicap has a long and proud tradition of high quality support for people living with disabilities in Tasmania.

Originally established as The Society for Multiply Disabled People of Tasmania in 1971 to provide support for children with severe disabilities, Multicap has grown to become a leading provider of disability services across Northern Tasmania.

Multicap currently operates a growing range of services from sites in Wynyard, Burnie, Ulverstone, Devonport and Launceston, as well as providing services in the general community. Within the introduction of the National Disability Insurance Scheme, Multicap is well placed for sustained growth and to further enhance its reputation as a quality provider of disability support services.

Multicap Tasmania's aim is to make the most of community opportunities to maximise the potential of each person living with disability and to enhance their quality of life. Our services are based around our philosophy that people with a disability have the same rights as non-disabled people: they are the right to self-determination – particularly the right to choose a place of residence and employment – and to privacy, participation and respect in the community.

## MISSION

Multicap Tasmania will promote a positive image for people living with disability by providing a means of developing skills whilst maintaining current abilities in a manner which is respectful of the individual's age, health, and considerate of request and choice.

Each person will have the opportunity to participate in the community maximizing their full potential and enhancing their quality of life.

## VISION

To be the Service Provider of choice for people living with disability and their families.

## CONTENTS

|                     |    |
|---------------------|----|
| President's Report  | 2  |
| CEO's Report        | 4  |
| Our Strategic Plan  | 6  |
| Our Services        | 10 |
| Our Board           | 12 |
| Our Management Team | 13 |
| CFO's Report        | 14 |

# PRESIDENT'S REPORT



I am pleased to present this report on behalf of the Multicap Board of Management for the year 2016/17, a year where Multicap continued to consolidate its position and prepare for the future in a rapidly changing disability sector.

In May the Board approved a new strategic plan. The plan provides us with a clear direction as we navigate our way through the implementation of the NDIS. The objectives of our strategic plan are:

1. High quality, contemporary programs delivering the support, skills and experiences required by our clients and community.
2. High quality and well maintained assets and a safe built environment.
3. An engaged, capable, and supported staff.
4. Multicap adapts to remain a financially sustainable organisation within the new NDIS environment.

Perhaps the most important development during the year has been the commencement of our new accommodation at Pamela Court in Launceston. This development represents a significant investment by Multicap Board to enhance our capacity to provide high quality contemporary accommodation tailored for the needs of our clients, and is the first part of a planned

multi million dollar program that will greatly upgrade our accommodation offerings.

The Pamela Court development will meet the Liveable Housing Australia's Platinum Standard requirements. This development is the first of many that Multicap plan over the following years. They will be funded through a mix of equity and borrowing.

In 2016/17 NDIS funding represented 28.4% of our total income, this will grow to over 70% in the coming year as clients transition to the new scheme. The changes from "block funding" to a fee for service situation provide a set of financial challenges that have been well documented. In order to meet these challenges Multicap has decided to bring the Financial function back "in house". Crowe Horwath have provided financial services to Multicap since 2015 and during that time they have assisted us enormously in developing systems and models that track our costs such that they can be carefully managed. The Board have taken the view that we now need to improve our analysis and projections in the new NDIS environment.

The new NDIS environment means that Multicap must keep it's brand to the forefront of potential clients minds. To this end we have embarked on a path to ensure our brand is contemporary and that we have a clear marketing strategy that will ensure we can inform our existing

and potential clients of our programs and services. The Board has invested money, time, and effort with AT+M Marketing from Launceston to assist in developing our marketing strategy.

Our workforce is one of our greatest assets. The Multicap Board is making decisions to support and build the capability and productivity of our employees through training and investment in management systems that will assist in improving our service delivery.

Our Board members and Senior Management team are an integral part of Multicap. I thank you all for your support, wisdom, and input over the last year, in particular our new CEO Nigel Hill, your contributions are much appreciated.

Finally, thank you to all our clients who have chosen Multicap to support them over the past year. We are excited to be able to assist in empowering you to realise the opportunities available in the NDIS.

**Paul Smith**  
**President**

Multicap Tasmania are proud to announce that they are the first disability provider in Tasmania to build a new group home using the new Specialist Disability Accommodation funding stream from the NDIS.

Our first group home will substantially raise the bar on high quality accommodation, it will be a wonderful building for our residents to live in, and our staff to work.

We are very pleased to be working with our architects, 6ty° and our builders, RMB Constructions, on this new building.



New group home being built in Pamela Court.

# CEO'S REPORT



Well it would be an understatement to say that it has been a busy last 12 months at Multicap. I am delighted to be able to report on a very successful year within our organisation as we respond to the very significant changes that are occurring through the ongoing rollout of the National Disability Insurance Scheme.

The recently approved Strategic Plan highlights the breadth of activity that is necessary as we transition to more client driven, person centred services being delivered in an increasingly competitive environment. We will provide a more detailed overview of progress against our Strategic Plan elsewhere in this report, however there have been some major highlights that I am pleased to be able to detail in my report.

A major focus over the last year has been building the required systems and processes to be able to successfully operate in the NDIS environment. Of foremost importance is our financial sustainability, as we need to transition to a market environment where there is less certainty on funding, and our ability to respond to new opportunities as they arise.

In February 2017 we signed an agreement with JS Data, a Brisbane based company, for the rollout of our new Client Management System, ProSims. This is a highly sophisticated software solution and will provide the opportunity to

manage our client data, their NDIS supports, rosters and billing within one system, and allowing for ways to more closely monitor our revenue for services provided against the costs of providing those services. Importantly this system will allow us to ensure that we better manage our billing arrangements, as the significant change has been from receiving funds in advance (under State Funding Agreements) to billing for services provided after they have been provided within the NDIS.

The new environment also requires us to develop more sophistication in our financial management as well as financial understanding across all staff, and in particular our management team. In recognising the need for more high level in house support we commenced the transition from our previously outsourced arrangement with Crowe Horwath to the role of a Chief Financial Officer within our organisation. I recognise the contribution that Crowe Horwath made in modernising our systems and building the basis for better financial reporting and oversight, and thank them for their support over that time. With the increasing focus on financial sustainability, I am pleased to advise that we have been able to attract a high quality CFO to our organisation, and her role will extend to providing leadership to our Corporate Services team. Sam Searle joined us in August 2017, with her most recent role being Executive Manager Finance at the Burnie City Council.

AT+M Marketing were engaged by the board during the year and have developed a high level plan around our future marketing strategy. With the need for a high marketing presence for the NDIS, AT+M have helped us develop our future digital marketing plans, which will commence in the latter half of 2017 with our social media platforms and a refreshed website. Their work has included the development of our new logo and the associated tagline "Empowering Capability."

The previous 12 months have been a very busy time for us in planning for our future building needs as we enter the NDIS environment. I would personally like to thank Joel Wallace and his team at 6ty° who have worked with us as we develop our building strategy. Our first project has been the development of a new group home in Launceston. This new building has been built on vacant land that we own at 2 Pamela Court in Summerhill. I am pleased to advise that the decision by the Multicap board to invest in our new building has seen Multicap to be the first provider in Tasmania to build a new property under the National Disability Insurance Scheme. This new property has been certified to Platinum Standard under the Liveable Australia Housing guidelines, and significantly improves the liveability of this group homes over our existing properties, particularly in living space, and size of bedrooms and bathrooms to better support residents with high levels of physical disabilities.

## About Nigel

Nigel commenced in the CEO role at Multicap Tasmania in July 2016. Nigel is responsible for the overall strategic and operational functions of the organisation's staff, services, programs and expansion. Nigel provides direction and leadership that facilitates the achievement of Multicap Tasmania's philosophy, mission, strategy, goals and objectives.

Nigel brings a wealth of managerial experience to Multicap having held senior managerial and executive roles at Yooralla and TAFE Queensland and Principal positions within the education sector. He holds qualifications in Education and Applied Science, and more recently a Master of Business Administration.

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Separately we have worked with 6ty° to identify future sites for our next building developments. It is the intention of Multicap to build a number of new residences across Launceston and the North West Coast over the next few years, and we have secured some land in the Somerset area for our first new developments in the Burnie area.

We continue to grow as a service provider and have seen additional clients into our organisation as we transition to the NDIS. The range and extent of our services are changing, with now an increasing number of clients being supported either within their own home environment or within the community. Demand for our services is increasing geographically, with services being provided across much of the North West Coast and building in the Launceston area. This has presented numerous opportunities, but also challenges for us as an organisation. We have made strides to build and maintain a more flexible workforce, and recognise this is a major task for us to get right as we enter the NDIS which provides much greater flexibility for the client in the delivery of services when and where they wish to receive them.

I would like to thank all staff across our organisation as we plan for the new world. There has been considerable media attention to some of the implementation issues associated with the NDIS, and our staff, and in particular

our management team have been required to devise solutions to changing circumstances on a regular basis. Our staff have also shown great flexibility in a rapidly changing environment.

And of course I would like to thank all the families and support networks who work with us to ensure we provide the required supports and assistance to each of our clients. These are signs of a very well connected organisation to its community, and we are very lucky to have that at Multicap.

And finally a big thank you to the board for their ongoing support during the year, and for the wonderful contribution that they make in leading this very dynamic organisation.

**Nigel Hill**  
**Chief Executive Officer**

"In late June we returned to our former head office at 35 Marine Terrace.

The building is being extensively refurbished and when fully complete it will be a wonderful new base for our operations as well as having training and meeting rooms".



# OUR STRATEGIC PLAN

During this financial year the board adopted a new Strategic Plan, which is built around 4 key organisational priorities. We present a high level overview of outcomes that have been achieved in the first year of this plan.

## KEY PRIORITY 1.

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

Multicap will need to ensure that its services evolve to meet the current and emerging needs of NDIS participants, particularly new participants accessing funding for the first time as the NDIS rolls out across Tasmania.

#### OUR STRATEGIES

#### OUTCOMES

Multicap will invest in structured client engagement activities to determine satisfaction with current programs and demand for new services

» A continuous improvement program is in place to action identified gaps in service provision and quality

Multicap will actively engage within the sector to ensure we understand the opportunities, challenges and threats presented by the NDIS in our region

» Ensure that Multicap's Board and management have a clear and current view of the external influences impacting on our organisation

Multicap will embrace the principles of Person Centred Planning and Active Support in the development, implementation and evaluation of our services

» Staff and board members regularly review internal and external audits ensuring best practice in service delivery

Multicap's services will be effectively and efficiently managed and operate within established industry quality standards, principles and frameworks

» Development of our Quality System in line with the emerging NDIS Quality and Safeguarding Framework

Multicap will work ensure its clients and their families are empowered to realise the opportunities available to them in the NDIS

» High client satisfaction with our service delivery and engagement during NDIS transition

#### PROGRESS TO DATE

- Organisational wide client satisfaction survey to be implemented in early 2018 to capture client satisfaction and to inform changes to service provision, adding to information already captured informally
- Multicap continues to engage with the sector through existing and emerging networks, and utilises this information to inform activities.
- New support planning processes have been rolled out across the organisation, and will be further enhanced by the rollout of ProSims, our Client Management System, in late 2017
- Our Quality Management Systems is being reviewed and will shortly be updated to meet the needs of the National Quality and Safeguarding Framework under the NDIS





New group home being built in Pamela Court.



## KEY PRIORITY 2.

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

Multicap will ensure our facilities are contemporary, state of the art and designed to meet the support requirements of our clients through a comprehensive development plan.

#### OUR STRATEGIES

Multicap will embark on an ambitious building program to renew our accommodation services, providing contemporary building tailored for the needs of our clients

Multicap will ensure its Community Access sites are refurbished to enable higher levels of client support and enhanced learning opportunities

An increased focus on Workplace Health and Safety

#### OUTCOMES

Replacement of existing group homes with new, purpose built group homes. Existing group homes sold or transformed for alternate use. A financially sustainable capital development plan.

Refurbishment of community access facilities to allow for new programs that allow for the attainment of goals and outcomes from client centred planning

Investments in WHS management practices and staff awareness will reduce client and staff injuries and incidents

#### PROGRESS TO DATE

- Our first new group home at 2 Pamela Court will open in November 2017
- Land purchases are being negotiated for the first 4 new group home developments on the North West Coast
- Initial concept designs for our property developments provides for easy conversion for different configurations if required
- Financial modelling has been undertaken and supports developments will be financially sustainable. Board will review prior to commencement of each new development
- Funds have been allocated for upgrades to our Community Access facilities to support increased learning opportunities
- WHS revised committee structure and reporting arrangements to be finalised November 2017



## KEY PRIORITY 3.

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

Multicap will be an employer of choice in the sector through its engagement and support of staff operating across its services.

#### OUR STRATEGIES

Multicap will enhance our recruitment and client matching processes to ensure we recruit staff who are committed to our organisational values and our workforce requirements

Multicap will further develop our Staff Appraisal system to ensure we are building a highly capable staff through feedback, mentoring and development

Multicap will invest in staff development to build capability for their current role as well as building skills for the future, including succession planning

Staff Satisfaction Survey will drive improvements to our management and organisational practices

#### OUTCOMES

Greater client satisfaction with service delivery.  
Lower staff attrition

Greater client satisfaction with service delivery.  
Staff report higher levels of support for the roles they play within the organisation

Staff report higher levels of support for their development

Staff satisfaction levels improve year on year through continuous improvement processes based on Staff Satisfaction Survey results

#### PROGRESS TO DATE

- Work has commenced to update our recruitment and onboarding processes and future developments will utilise workforce management tools available in ProSims, our Client Management System
- ProSims will allow for better matching of client needs to staff skills when implemented

- Staff Appraisal systems have been updated for nearly all positions within Multicap, to be extended to cover all Head Office roles during next year
- Planned rollout of e-learning systems in early 2018
- Staff Satisfaction survey has been commissioned and will be undertaken in November 2017

# KEY PRIORITY 4.

## 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.

### OUR STRATEGIES

### OUTCOMES

Multicap will invest in Information Technology solutions to efficiently manage our increasingly complex service delivery



Efficiencies in our service delivery and back end processes created through effective use of ICT systems. Staff feedback reports greater level of skills in accessing ICT systems

Multicap will revise our Models for Service Delivery across our activities to ensure they are sustainable within the NDIS pricing structures



Key benchmarking measures for all services to be developed to monitor and enhance organisation performance

Multicap will undertake a comprehensive review and analysis of our transport services as we transition to the NDIS



Transport strategy developed by end 2017 as part of NDIS readiness

Multicap will focus on developing an action plan for the future use of our facilities located at Panorama



Future plan for Panorama to be developed and agreed by June 2018

Multicap will increase our stakeholder engagement practices to ensure we are a well-connected and understood organisation in the markets we serve



Increased requests for service. Development of a reputation as a leader in its field

Multicap will invest in Digital Technology to support our marketing within a competitive NDIS marketplace



Client feedback provides positive feedback on the effectiveness of our marketing materials and client intake processes

We further develop Key Performance Indicators to manage our business in a financially sustainable way as we transition to the NDIS



Ready access to key metrics inform discussion and decision making at a management and board level

### PROGRESS TO DATE

- Multicap has heavily invested in ProSims implementation and rollout, through both Project Management and contract costs, and will leverage off this product for improved quality of services, organisational reporting, staff management and NDIS billing
- Multicap has secured State Government support for ICT training for staff to enable them to use technologies as an essential part of their role, with training commencing in July 2017
- Preliminary concepts for future use of Panorama are being explored by the board and management
- Considerable progress has been made in refining our operations, with gains achieved in more efficient rostering practices. ProSims implementation will allow much better oversight of revenue to expenditure in service delivery
- Social media platforms have been launched in October 2017
- New website planned for implementation by year end 2017
- Financial KPI metrics have been established and are being monitored by the board. Further non-financial metrics will be determined within the 2017-18 Financial Year

# OUR SERVICES

## ACCOMMODATION

### **Our accommodation options include:**

- Supported accommodation, where we provide support to a number of clients in an accommodation facility owned or leased by Multicap.
- Semi-independent living, where a client lives in their own accommodation with Multicap providing supports that assist them (perhaps at meal times, or with other household tasks) as required.

### **Our supported accommodation options include:**

- Panorama, a 19 bed residential facility located in the hinterland behind Burnie with views overlooking the spectacular coastline.
- Hodge Avenue units, a number of 2 bedroom units located alongside Panorama.
- Our group homes, located in Burnie, Wynyard, and Launceston.
- Other properties that we maintain leases over that enable us to meet the individual needs of particular clients, either for a short term, or for longer time periods.

### **Our semi-independent living options include:**

- Beattie Street, a 16 unit complex where we provide on-site staff who support the residents at that complex generally, as well as providing some specific supports to individual clients to assist with and specific needs.
- In home support, where we provide support as requested in the home of the clients, when and as they require, through an Individual Support Package (ISP) or through the NDIS. These services are provided across many communities across Northern Tasmania

## RESPIRE

We offer a variety of respite options across Northern Tasmania.

These services continue to evolve to meet the changing needs of our clients, but include both centre based respite services (in our accommodation) and in home respite services which can be delivered in the community.

Our current services cater for clients with a variety of disabilities and requirements.

## COMMUNITY PARTICIPATION

Multicap is committed to providing opportunities for clients to be active members of the communities in which they live.

This is achieved through both supports that enable clients to participate in the events they wish to be involved in, whether that be watching or participating in a chosen activity, whether that be during the day, evening or on weekends.

Our services will progressively change to meet the needs of clients, and can be delivered in both one to one and within groups.

Group based activities can provide opportunities for our clients to explore new areas, such as trips within and outside Tasmania.

A focus for the year ahead will be the expansion of our skill development programs to include pathways to employment, through some new and innovative programs that will commence in 2017. These programs will utilise the significant facilities that Multicap has, as well as be developed through partnerships we will build in the community.



Andria Radford at the Table Cape Tulip Farm.

## COMMUNITY ACCESS (DAY SERVICES)

Our Community Access programs operate from our centres at Goldie Street Wynyard, Mirranbeena in Mount St Burnie, and from Westwood and Horizon at Panorama.

### **These programs provide a range of group based activities in:**

Ipad communication, carpet bowls, ladies grooming group, mens group and handy man jobs, horse riding, gardening, woodwork and leatherwork, art with tutor, Multicap band (the dingos), music therapy with music tutor, cooking, computer skills, massage therapy with trained therapist, tactile and sensory craft, spa therapy and a wide range of craft activities.

### **These centres are also the basis for activities that are undertaken in the broader community, such as:**

Tenpin bowling, lawn bowls at Cooee green, bingo at The Top of the Town, swimming at local pools, fishing, bike riding, drink or dine out, planned outings eg: mural fest, bush walks, art galleries, museums. Craft at Community House and Chat n Choose.

### **Our Blaydon Street Kings Meadows (Launceston) base provides a rapidly expanding range of community access programs including the following:**

Swimming, craft, cooking, foot massage, community garden, ten pin bowling, relaxation, ipad communication, movie afternoon.

## IN HOME SUPPORT SERVICES

Our in home support services are based around providing support at key times or for key tasks so that our clients are able to live independently. These services could include assistance with domestic duties, which might include skill development activities, or help with shopping, or other tasks that need to be done.

Our services offer assistance to children with disabilities so that their families can manage their commitments. We will continue to build our suite of services to meet the needs of the NDIS and the clients requesting our services.

## MULTICAP IN THE COMMUNITY

Multicap's Community Access programs provide opportunities for our clients to be able to engage in activities and learn new skills not only at our Community Hubs, but also within the community. We have had a long relationship with the Burnie Community House where we have participated in their craft program on Wednesdays.

Due to the success of these craft programs, we thought we would ask the house if they needed any help in their community garden. We were very appreciative when they welcomed us with open arms and invited us along of a Tuesday morning to help in the garden.

Our clients now are able to develop new skills in a supportive environment, and develop a safe working understanding through these activities.

The Burnie Community House Garden offers a wide range of garden activities each week. One week we may involve getting garden beds ready for strawberry plants and the next week we're planting succulents into teapots and teacups.

Due to the popularity of the program, our support workers must now take turns each week to go to the community house garden with 3 clients as the group has become too big to all go at once.

This program is successful in so many ways, it has built the self confidence of the participants, helped them to build relationships with others from within our local community, improving communication skills all while teaching them skills in the garden in a very supportive and productive environment.

## OUR BOARD

With diverse backgrounds and experience, the Multicap board provides an importance 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.

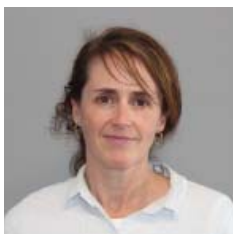
Paul brings a wide range of experience to the Board of Multicap including financial management, OH&S and corporate governance. He is also a board member of Health Care Insurance Ltd.



**Kimball Chen** – Vice President (elected October 2016) Member of Board (from 2011)

Kimball studied law at UTAS and was admitted to practice in 1976. He practised in Hobart until 1981 when he moved to Smithton, where he lived until 1993. Kim retired from private practice in 2004 and worked for several years with the North West Community Legal Service.

Prior to his retirement Kim worked as an electorate officer for Braddon Member of Parliament Sid Sidebottom.



**Della Bax** – Board Member (from 2013)

Della is a lending manager with the Commonwealth Bank in Burnie and has been with the CBA for nearly 10 years. She also has extensive experience in banking and insurance roles with organisations in the Northern Territory, Queensland and NSW.

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



**Bruce Cameron** – Board Member (from 2016)

Bruce has recently retired from a long career with the Tasmanian Department of Education, where he undertook a number of senior appointments including Principal and Regional Leadership roles.

Bruce has worked with many children with disabilities and their families and brings to the Board valuable insight into the importance of goals and development programs for clients.



**Mary Duniam** – Board Member (from 2016)

Mary has extensive experience in local government, and was elected as an Alderman of the Waratah-Wynyard Council in 2005 and Deputy Mayor in 2014.

With a strong interest in regional development, Mary also works at the University of Tasmania Cradle Coast Campus and will be conferred with a Doctor of Philosophy later this year.



**Diane Ewington** – Board Member (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 focusing on the Better Start Initiative. With Glenda, Diane has been a founding member of the Burnie Shines Cocktail Party.



**Dr Frank Reynolds** – Board Member (from 2013)

Frank is a 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 (from 2009)

Glenda joined the Board through her interest in the welfare of those living with disabilities. As the parent of a profoundly disabled daughter, Glenda has a keen interest in ensuring that Multicap responds accordingly to the needs of those with disabilities.

Glenda is a founding member of the Burnie Shines Cocktail Party, raising funds to enhance the lives of clients of Multicap and other organisations.

## OUR MANAGEMENT AND HEAD OFFICE TEAM

**Nigel Hill** – CEO

**Sam Searle** – CFO

**Tracey Garland** – Intake Manager

**Diarne Rogers** – Accommodation Services Manager

**Leander Griffiths** – Community Access Manager

**Dianne Lee** – Community Tenancy Manager

**Kayelene Sweeney** – Panorama Manager

**Freda Bjarnoe** – Launceston Manager

**Leigh Flynn** – Operations Manager

**Mitchell Parry** – Finance Officer

**Melissa Neasey** – Rostering Officer

**Alycia Madden** – Board Support and Marketing

**Trish Crowden** – Reception

# CFO'S REPORT



For the year ending the 30th June 2017, the organisation has recorded an operating surplus of \$379,823 (2016: \$361,352), an increase in profit of 5.1%.

Operating revenue has increased by 4% to \$10,159,262 (2016: \$9,775,326).

Our overall expenditure continues to remain at 96.3% of revenue as the organisation ensures that expenditure on services is delivered in the most cost-effective manner without affecting services. The organisation continues to invest in systems and processes that will deliver improved

service delivery and sustainability in the NDIS environment.

The financial position of the organisation 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 2017 was \$5,852,046 (2016: \$4,749,174).

The organisation continues to invest sustainably in infrastructure to provide services to clients and has continued to maintain and improve our existing facilities.

## KEY FINANCIAL SUSTAINABILITY RATIOS

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 organisations 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.

### About Sam

Sam commenced in the role of Chief Financial Officer with Multicap Tasmania in August 2017.

Sam is responsible for the financial management of the organisation and providing financial advice to the Board and Management team. Her role includes oversight of the corporate support services function including the underpinning systems and processes that support service delivery.

Sam is an experienced CPA and holds qualifications in Accounting and Financial Planning. She has broad public-sector experience with her most recent role being Executive Manager Corporate Finance with the Burnie City Council.

She brings experience in financial management and in driving organisational change through strategic planning frameworks.



## KEY FINANCIAL SUSTAINABILITY RATIOS

|  | 2017        | 2016        | SUSTAINABILITY TARGET | COMMENTS  |
|--|-------------|-------------|-----------------------|---|
| <b>REVENUE CONCENTRATION</b>           |             |             |                       |   |
| Disability Revenue Concentration Ratio | 90.14%      | 88.34%      | ✓                     | <p><b>Disability Revenue Concentration Ratio</b></p> <p>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</p> <p>90% 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.</p> <p>In this context it is critical to monitor and manage activity levels and cash flow. There is an increasing need on our organisation to ensure that operations are managed well through financially sustainable systems and processes.</p> <p>Considerable progress has been made in refining our operations, with gains achieved in more efficient rostering practices. ProSims implementation will allow much better oversight of revenue to expenditure in service delivery.</p> |
| <b>SUSTAINABILITY</b>                  |             |             |                       |   |
| Profit Margin                          | 3.74%       | 3.70%       | > 0%<br>✓             | <p><b>Profit Margin</b></p> <p>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. Profits provide Multicap's profit margin of 4% is low but sustainable.</p> <p>The ratio explains the rate at which the organisation currently builds reserves from revenue. The reserves can be used for future service delivery and investment in the organisations infrastructure and respond to growth.</p>  |
| Return on Assets                       | 4.52%       | 4.56%       | > Inflation rate<br>✓ | <p><b>Return on Assets</b></p> <p>The return on asset ratio is an indicator of efficiency and effectiveness in managing assets to generate a profit. Multicap's return on assets for the year ending 30 June 2017 was 4.52%. This is a good result and well above the inflation rate for the same period.</p>   |
| <b>LIQUIDITY</b>                       |             |             |                       |   |
| Months of Spending Ratio               | 3.85 months | 3.87 months | 3 months<br>✓         | <p><b>Months Spending Ratio</b></p> <p>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, 3 months or more of spending is considered sustainable.</p> <p>Multicap is well positioned to manage the transition from payments in advance to payments in arrears under the NDIS and has the ability to cover 3.85 months operations from its own sources.</p>   |
| Current Ratio                          | 2.91        | 2.92        | >1.5<br>✓             | <p><b>Current Ratio</b></p> <p>The current ratio measures the ability for an organisation to meet its financial obligations over the coming 12 months. A ratio of greater than 1.5 is considered sustainable. Multicap's current ratio as at 30 June 2017 was 2.91 which demonstrates a strong financial position.</p>  |



Clients enjoying the Sailability program



Esther Van De Belt with client Emily Marshall





## HEAD OFFICE

Address: 35 Marine Terrace, Burnie TAS 7320  
Postal: PO Box 839, Burnie TAS 7320

Office Hours: 8am – 5pm

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Twitter: [twitter.com/MulticapTas](https://twitter.com/MulticapTas)  
Instagram: [www.instagram.com/multicaptas](http://www.instagram.com/multicaptas)

## COMMUNITY HUBS

**Westwood:** 186 West Mooreville Road, East Cam TAS 7320, incorporating Horizon  
**Miranbeena:** 307 Mount Street, Burnie TAS 7320  
(Incorporating Venue of Creativity and Serpentine Art Studio)  
**Wynyard:** 140 Goldie Street, Wynyard TAS 7325  
**Kings Meadows:** 1 Blaydon Street, Kings Meadows TAS 7249

## 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 Tasmania (ABN 87 395 581 892) is an Incorporated Association in the State of Tasmania, and is registered by the Australian Charities and Not-for-Profits Commission (ACNC).

Multicap Tasmania is endorsed as a Deductible Gift Recipient (DGR).

