vertaview group IMPACT LEADING

# amplifying purpose

## 2024 Annual Report

# Acknowledgement of Country

Vertaview Group acknowledges the Traditional Custodians of the lands on which we all work, live and play. We pay our respects to the Elders past and present and extend that respect to all First Nations Peoples. We reflect upon the millions of footprints that are embedded into the earth from our Ancestors, the pathways that were forged, the meaning they leave behind and the continuation of the traditions through the next generations.

## About the artist and artwork

Indigenous Australian Artist, Leah Cummins is a proud Mayi (MayiKulan from the Mayi speaking tribes of North-Western Qld) and Kalkadoon woman. Artwork was commissioned in 2023 for the Vertaview Group Reconciliation Action Plan.

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# Message from the Governor of Queensland

GOVERNOR OF QUEENSLAND

**Message from the Governor of Queensland**

As Patron of Multicap and Open Minds, I wish to congratulate both organisations for their shared achievements during the past year. Under the theme "Amplifying Purpose," you have demonstrated your commitment to creating meaningful and lasting impact for the people you support in the community.

The accomplishments highlighted in this Annual Report speak to your dedication to providing high-quality services that enable individuals to live with dignity, independence, and choice. From expanding support coordination services into new regions, to helping long-stay patients transition from hospital into their communities, the stories behind these successes represent not only the tangible outcomes you have delivered but also the personal and life-changing difference you make every day.

I am particularly impressed by the strides made in mental health and disability services, with Open Minds improving access for over 2,500 people and Multicap continuing to innovate in housing and community engagement. It is also heartening to see your emphasis on creativity and inclusivity through the Monte Lupo Arts workshops, which provide a creative outlet and a platform for self-expression for so many.

Equally important is your continued investment in a skilled workforce, ensuring that you are equipped to continue delivering excellence. The implementation of trauma-informed practices and the Lived Experience Workforce strategy further strengthens your ability to serve your clients with empathy and expertise.

As you move forward, I look forward to seeing how you continue to amplify your purpose and deliver even greater impact for the communities you serve.

**Her Excellency the Honourable Dr Jeannette Young AC PSM**
Governor of Queensland

# Who We Are

Vertaview Group purposefully brings together leading human and social service providers to amplify pursuit of our shared and enduring social impact.

## Our entities

We are leaders in high needs disability support and mental health services. We are creating opportunities and championing possibilities for people with disability and mental health needs.

We provide individualised support, experiences and opportunities for more than 8,000 people across Queensland, New South Wales and Victoria. While we have grown and diversified, we are driven by our passion for every individual's right to connect and realise the possibilities available to them so that they can have a good life.

Allinto

Allinto provides support for people in navigation of complex human services systems.

Arbourwell

Arbourwell provides specialised housing, tenancy support and maintenance services for people accessing disability or mental health services.

MULTICAP®

Multicap provides disability services, with particular focus on complex needs support through community hubs, employment, social experiences, and accommodation.

openminds

Open Minds provides community based multidisciplinary mental health services and psychosocial supports.

> **Our combined workforce of more than 2,400 skilled committed staff is our strength**

**Our workforce reflects the diverse communities we serve, and our targeted recruitment and retention strategies ensure representation across different demographics, including people with disabilities and mental health needs.**

# Our History

With a combined legacy spanning over 170 years, our history underscores our leadership in human and social services, continually driving improved social outcomes and enhancing community support.

Allinto was registered as a charity and NDIS support coordination agency in 2023 and operates independently of other disability and mental health services and supports.

Arbourwell obtained ACNC registration as a charity and deductible gift recipient entity in 2023.

Multicap was established in 1962 by five families needing support for their young children with complex needs and has grown and evolved into an organisation with a broad service offering.

Both Multicap and Open Minds have a rich history created from humble beginnings. The combined 170-year history and legacy gives us a solid foundation to overcome challenges and create efficiencies and improvements to help people in the community live quality lives.

In 2024, the entities came together under the Vertaview brand to align values-driven human and social services to amplify purpose.

“

**In 2024, the entities came together under the Vertaview brand to align values-driven human and social services to amplify purpose**

Open Minds began supporting the community in 1912 as the Queensland Wattle Day League. With a firm focus on mental health, the Queensland Wattle Day League changed its name to Open Minds in 2003.

# Our Purposes

vertaview group IMPACT LEADING

OUR PURPOSE

Vertaview leads and supports organisations to create lasting positive impact that shapes communities and improves people's quality of life.

Allinto

OUR PURPOSE

To partner with our clients to navigate complex human and social services systems, coordinating support that best meets their needs.

Arbourwell

OUR PURPOSE

To provide great housing choices that are functional, desirable and available without settling or sacrifice.

MULTICAP®

OUR PURPOSE

The quality of life of people with disabilities and their families is enhanced by our support.

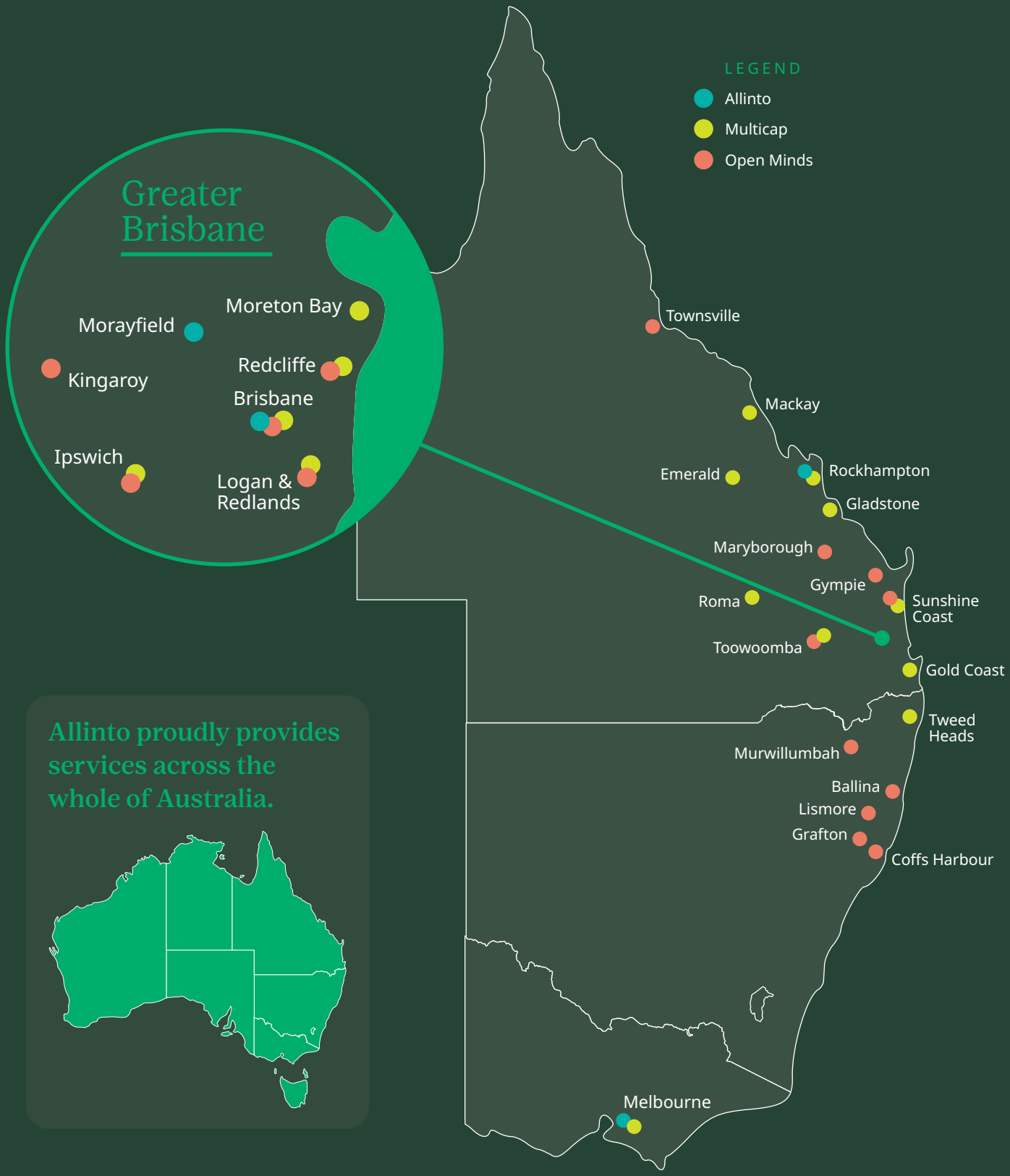
openminds

OUR PURPOSE

To enable an independent and positive future for people living in the community with mental health needs and psychosocial disabilities.

# Our Service Locations

Our extensive range of services are designed to meet the needs of people of all ages, abilities and goals in locations across Queensland, New South Wales, and Victoria.




**Allinto proudly provides services across the whole of Australia.**

# Chair and Group CEO Message

The past year has continued to pose financial challenges for providers delivering NDIS and other human services.

This is due to government-controlled prices not keeping pace with inflation and wage growth, ongoing affordable and accessible housing shortages, and the cost of living for the people we support also rising significantly. In response, we have continued to make significant investment into new systems and structures ensuring that the Group of entities (Allinto, Arbourwell, Multicap and Open Minds) could improve the quality and range of services while successfully navigating these financial constraints for ourselves and the people we support.

> **Our position is unique within these sectors and is evidence of the outcomes of past investments into productivity improvements and staff engagement**

The Group experienced modest growth over the year, however unlike many others in the sectors we operate in, we have not needed to dip into our cash reserves for operations. Our position is unique within these sectors and is evidence of the outcomes of past investments into productivity improvements and staff engagement. The Group turned over $184 million and has been able to continue its investment in quality services and supports, as well as strengthening cyber security and efficiency through significant technology projects. The Group is systematically moving to common integrated technology platforms and systems, with everyone now operating under a new payroll, rostering and workforce system called MultiWork. This enterprise-wide project affected every staff member across the Group and required them to learn the new system and adopt new working methods. The new system delivers greater transparency and employee self-service features while reducing manual processing and increasing automation. Open Minds entered into an Enforceable Undertaking with the Fair Work Commission as the final step in the pay remediation identified prior to the merger with Multicap in 2021.

Open Minds has continued to position itself as a quality provider by successfully being awarded tenders for additional mental health services, especially for adults. Multicap has attracted additional customers including expanding into Melbourne. Allinto continue to expand services across Australia including a partnership with hospitals to support their long-stay patients in finding suitable supported accommodation. This growth is a testament to the strengthening reputations of the organisations in the Group with all levels of government, clients and customers, which has been supported by an increased presence online

Thank you to all our customers, clients, families, and members for continuing to choose our services. Thank you to our staff for their consistent and ongoing dedication and commitment to providing services that improve our customers' and clients' quality of life. Thank you to our Board of Directors for their wisdom and vision in steering the Group through this challenging time while improving service quality and positioning the organisation for a strong future. We take pride in continuing the legacy of the founding families of Multicap and the founders of Open Minds to find better ways to support people with disability and mental health needs to enjoy a quality life and acknowledge their legacy as the unifying force underpinning the Group.

**Angela Tillmanns,** Chair

**Jo Jessop,** Group CEO

through Instagram and Facebook. Our online presence has also been used to counter the negativity that has permeated mainstream media by showcasing how customers' and clients' lives positively change by receiving reliable and quality support. These stories also challenge societal stereotypes of what people with disability, and those living with mental health needs can achieve and contribute to our community.

Eighty-four percent of total revenue across the Group is related to employee expenses, so it is important that those resources are managed well. We also know that our clients and customers value consistent staffing. Therefore, to improve the quality of services for our customers and clients and reduce staff turnover costs, the Group has invested in leadership training, resulting in improved perceptions of leadership and reduced staff turnover.

Given the increased costs of capital and building materials, our investment in new properties under our Arbourwell brand has reluctantly slowed. However, with financial help from the Federal Government, we completed two new purpose-built villas in Rockhampton, each providing new homes for two people. The Queensland Government is supporting Stage 2 of the development of this site, which is in the planning stages. This second stage will deliver accommodation of a very high standard for eight more people in regional Queensland. The State Government has also supported a unique home that is being individually designed and constructed for a young man so he can live his best life in South East Queensland. In the coming year, we will commence capital fundraising efforts to bring our plans for specialist accommodation to life to meet the needs of people with Prader-Willi syndrome. This built environment and service model will be the first in Australia, and possibly internationally.

**Angela Tillmanns**
Chair

**Jo Jessop**
Group CEO

**Thank you to our Reconciliation Action Plan (RAP) working group members who helped us navigate the development of our first Reflect RAP, endorsed by Reconciliation Australia. Our focus is now to use our expertise in inclusion to put strategies in place to action the plan.**

# Our Highlights

## Introduced Vertaview Group to amplify pursuit of shared social impact

Implemented a group operating model and created a shared framework, known as the Vertaview Accord. The Accord ensures that entities in the Group create lasting positive impact together and bring to life our collective brand promise – Amplifying Purpose.

## Expanded our mental health services

Open Minds launched three new Medicare Mental Health Centres in Kingaroy, Ipswich and Coffs Harbour to improve accessibility and quality of care for communities. Open Minds was awarded two new Suicide Response Programs in North Queensland and Ipswich to provide timely support to people accessing other funded stepped care services who are experiencing an elevated risk of suicide.

## Introduced new disability services

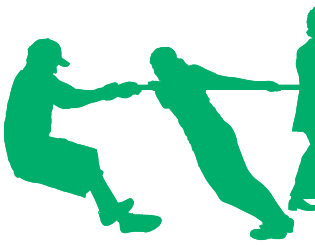
Multicap expanded service provision in Roma by opening a new Community Hub to foster inclusivity and bring people together by providing a safe and welcoming environment to connect, learn, and engage with the broader community. The Sunup and Sundown Program was introduced at Currumbin and Aspley, offering an inclusive and supportive environment that caters to the unique needs of students with disabilities, promoting their overall development and wellbeing.

## Invested in business improvement projects

Our investment in business improvement projects valued at $2 million has accelerated the adoption of technologies and enhanced service delivery and operational efficiency.

## Unleashed new opportunities for Allinto's growth

Allinto partnered with LiveBetter to continue providing quality support coordination in rural New South Wales. They also partnered with Gold Coast Hospital and Health Service to deliver complex discharge coordination as part of the Hospital to Community program and launched Psychosocial Recovery Coaching to support people with psychosocial disability through their recovery journey.



## Constructed quality disability housing in Rockhampton

Arbourwell delivered a $4 million housing development providing quality long-term independent living opportunities for people with high needs disability in Rockhampton.

## Established future leadership

Appointed Chief Executive Officers for Open Minds, Allinto and Multicap ensuring leadership for the future that will drive growth and innovation through enhanced efficiencies, tailored strategies, and agile decision-making. Leaders are empowered to align their entity's goals with the overarching vision of the Group.

## Increased staff engagement by 5%

Increased staff engagement scores across Vertaview Group indicating a measurable improvement in motivation and engagement of staff, contributing to a positive workplace culture.

## Reconciliation Action Plan

As part of our commitment to reconciliation, Vertaview Group proudly launched our first Reconciliation Action Plan reflecting the positive work we do and embodies our optimism and vision for a future where we make an even greater impact.

# Total hours of support FY24

4361990

Support Hours FY24

**146**
Supported and assisted employees

**3,211,060**
Kilometres driven when supporting customers

**17,844,645**
Packets of chips packaged for Pepsico

**147** Vehicles used to support customers

## Specialised behaviour support hours

30346

**837**
Allinto clients

**1,497**
Medicare Mental Health Centre clients

**20**
Disability Support for Older Australians Program customers

**7,842**
Coffees served at Monte Lupo Café (Eight Mile Plains)

**279**
Discovery Days customers

## Total Employees

2,302 FY23
2,499 FY24

# Our Performance

## Delighted Customers

- Allinto partnered with LiveBetter to expand quality support coordination services into new locations across rural New South Wales, including Orange, Wagga Wagga, Dubbo and South West Rocks.
- Allinto and Multicap supported the coordination of services and discharge of eight long-stay patients with complex health needs from the Gold Coast Hospital, so that they could live lives of their choice in the local community.
- Open Minds provided better access to quality mental health and disability services to approximately 2,500 people, with clients rating their service experience as above average at 4 out of 5 stars.

> **Open Minds provided better access to quality mental health and disability services to approximately 2,500 people**

- A major renovation at Bli Bli and new robust and high physical support villas in Rockhampton have enabled nine people to move into new contemporary, affordable and fully accessible homes.
- Multicap moved to a new Community Hub in Blackburn, creating opportunities for learning in social settings, and expanded the successful Social Dinner Club to two nights each week.
- Monte Lupo Arts ran 78 workshops for 767 people, providing a creative space and telling the story of the studio and artists.

## Practice Excellence

- Multicap continued partnering with Queensland Health to ensure people with very complex support needs successfully transitioned to long term community housing locations with evidence-informed 24/7 supports.
- The Vertaview research team published a second paper in an academic journal (Research and Practice in Intellectual and Developmental Disabilities) recognising the positive impact the Complex Behaviour Forum has in the lives of the people supported across the Group.
- Arbourwell made the tenant journey easier by improving the ease and timeliness for rooming agreements to be signed to minimise the risk of people becoming homeless.
- Allinto delivered 112 hours of orientation training over four intakes to 16 new Support Coordinators, helping to ensure they provide best practice support coordination.
- Open Minds achieved a positive quality National Standards for Mental Health Services (NSMHS) audit result with no non-conformances observed.
- Developed and implemented a new Open Minds Suicide Prevention Practice Framework to ensure best practice and supports are provided.

> **Multicap are piloting the skills teaching program in Melbourne, building staff capacity by embedding 'teaching skills' into service delivery**

## Skilled Engaged Workforce

- Continued the Early Career Clinician program which has supported over 30 clinical staff across the Group.
- Multicap is piloting the skills teaching program in Melbourne, building staff capacity by embedding 'teaching skills' into service delivery.
- Vertaview Group hosted the 8th Direct Support Workers Conference in Queensland with over 200 attendees from across Australia.
- Vertaview Group staff engagement increased by 5%, with an increase in engagement across Multicap, Open Minds, and Allinto.
- Implemented a Vertaview Group Lived Experience Workforce Strategy to ensure that people with lived or living experience of mental ill health and disability are central to service design and service production.
- Open Minds invested in additional training to ensure all staff provide trauma informed, recovery oriented and culturally safe practice when supporting clients.
- The Finance and Enterprise Analytics teams improved their business analysis and reporting through the development of the team's business partnering capability.

## Sustainable Growth

- The Vertaview Group Shared Services teams provided high quality, expert, cost effective and timely support and services for each entity, allowing the amplification of purpose.
- Multicap continued to ensure people accessing Supported Independent Living funds from the NDIS chose who they live with, and where they live, with many moving into new contemporary houses in a timely manner.
- Supported an increasing number of people under the Federal Disability Supports for Older Australians (DSOA) program to ensure their funding covers their changing support needs.
- Multicap consolidated services into the new Canterbury Community Precinct allowing better connections with local communities.
- Monte Lupo Arts imported new specialised equipment including a RAM press to teach artists with disability to make different kinds of ceramic pottery.
- Allinto grew the number of support coordination clients across Australia by over 50% and introduced psychosocial recovery coaching services.
- Open Minds opened three new Medicare Mental Health Centres (previously known as Head to Health), supporting the communities of Kingaroy (South Burnett Region), Ipswich, and Coffs Harbour.
- Open Minds was selected to provide Clinical Care Coordination services across the Wide Bay, Sunshine Coast and Central Queensland, and provide Suicide Response services across the North Queensland region and Ipswich.

> **Allinto grew the number of support coordination clients across Australia by over 50% and introduced psychosocial recovery coaching services**

# Focus for 2025

## Delighted Customers

- Focus across all our Group entities on responding to more community needs including expanding services in Victoria, New South Wales and Queensland.
- Deliver on our 'Customer First' business improvement program so it is easier for people to access our services.
- Assist people to navigate complex disability, health and aged care systems to get the best outcomes from their funding.

## Practice Excellence

- Amplify our support of all people in our communities by delivering on the actions in our Group Reflect Reconciliation Action Plan and improve our other diversity and inclusion practices.
- Continue to improve our safety and safeguarding practices to ensure our staff are safe, and the people we support remain free from violence, abuse, neglect, exploitation, and discrimination.
- Inform and lead policy and service reform discussions resulting from the recommendations from the Disability Royal Commission.

## Skilled Engaged Workforce

- Increase the number of peer workers, people with lived experience of mental health needs and people with disability employed.
- Invest in learning and development opportunities aligned to role requirements for all staff so they stay employed within our Group.
- Improve our direct communication and feedback across all Group entities to ensure staff have a good experience at work.

## Sustainable Growth

- Focus on implementing integrated Group-wide systems to further improve productivity and make it easier for staff to thrive in their roles.
- Prepare for the changes to the National Disability Insurance Scheme outlined in legislation amendments and minimise, where possible, potential negative impacts for the people we support.
- Careful oversight and governance of our finances to deliver quality services now and into the future.

## Social Impact

- Move forward with our environmental goals as part of our Group Environmental, Social and Governance (ESG) strategy.
- Be a sector leader in the co-design and implementation of Foundational Supports for people with mental health needs and disability.
- Provide leadership by using evidence-informed practice models to increase social impact and improve people's lives.
- Continue to invest in transport costs and rent subsidisation for people so they remain connected in their communities.

# Project Spotlight

The Vertaview Group has implemented significant enhancements to its data infrastructure as part of a five-year strategic initiative, known as Project Spotlight.

The project is demonstrating tangible benefits and marking a pivotal step in optimising both customer experience and operational efficiency.

## Project Focus

Project Spotlight is set to transform the backend functionality of the Group's entities. The primary aim is to leverage advanced data management to enhance overall service delivery.

The initiative is designed to refine data collection and utilisation processes to better serve customers and clients. Key developments include:

**Technological Integration:**
The project will incorporate advanced technology into the customer billing process. This integration is expected to lower operational costs, minimise administrative tasks, increase customer satisfaction, decrease service costs, and provide customers with clearer insights into their expenses.

**Enhanced Rostering System:**
The improved data systems will facilitate a more effective staff rostering approach. This advancement aims to optimise staffing, reduce employee burnout, and improve staff retention.

**Data Security:**
A critical component of the project is the enhancement of data security. By fortifying data protection measures, the project will mitigate risks associated with cybercrime and potential hacking threats.

## Strategic Impact

Project Spotlight will more effectively deepen understanding and enhance service delivery. Simultaneously, it seeks to support staff by alleviating unnecessary administrative burdens.

# Tanya and Eric's Story

In 1990, in a quaint church on Spring Street, Toowoomba, Eric stumbled upon a parish newsletter that changed his life forever.

A call for a family to provide emergency foster care for a blind and disabled toddler struck a chord deep within him. Turning to his wife, he declared, "I feel we've got to take this little girl."

Today, as he reflects on the life of 36-year-old Tanya, the bond they share is profoundly moving. Eric and his wife, already parents to two sons aged 17 and 20, felt an irresistible pull to help a child in need, even if it meant starting anew.

After navigating the necessary processes, they welcomed two-year-old Tanya to their home with nothing but a small bag of clothes.

> **"This has been the best thing for Tanya, even though we miss her dearly. She is such an easy-going, gentle soul, and Multicap's team are wonderful**
>
> **—Eric said**

Born with a rare congenital disorder that caused visual and intellectual impairments, Tanya's journey had been challenging from the start.

"Her family could not meet her needs, and it was clear she required a home where she would be cared for," Eric said.

As Eric now nears his eighties, he has faced the heartbreaking reality that he and his wife, Estelle, would soon be unable to provide Tanya with the care she deserves.

With Tanya already attending Multicap's short term accommodation three days a week, her support team encouraged Eric to seek full-time support. He began the search for a Multicap supported independent living home that would be a good fit for Tanya.

To his relief, he found a place where the support team knew her well—understanding her personality, preferences, and needs—making the transition from respite to full-time care far less daunting.

Since moving into her home, Tanya has flourished, developing a close friendship with another resident and Eric could not be happier for his daughter.

"This has been the best thing for Tanya, even though we miss her dearly. She is such an easy-going, gentle soul, and Multicap's team are wonderful."

Every weekend, Eric continues to take Tanya to church, a cherished tradition that deepens their bond.

Eric has a heartfelt message for parents considering supported independent living for their children.

"It's a significant transition, but it doesn't reflect your love as a parent. You're doing what's best for your child, and your relationship with them remains strong. They will always know how much you love them."

# Home and Wellbeing Services

## In Home Support

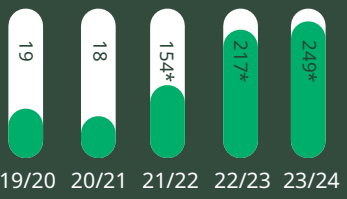
Enabling choice, control and independence so our customers can live their best lives.

**62,684***

hours of In Home Support provided in FY23/24

*combined Open Minds and Multicap

### In Home Support customers and clients:




## Short and Medium Term Accommodation

Creating a lifeline for our customers and their support networks.

### STA customers:

| | |
|---|---|
| 19/20 | 176 |
| 20/21 | 155 |
| 21/22 | 142 |
| 22/23 | 121 |
| 23/24 | 86 |

### STA nights:

| | |
|---|---|
| 19/20 | 4,094 |
| 20/21 | 4,339 |
| 21/22 | 3,303 |
| 22/23 | 2,307 |
| 23/24 | 1,822 |

### MTA customers:

| | |
|---|---|
| 19/20 | 14 |
| 20/21 | 10 |
| 21/22 | 23 |
| 22/23 | 14 |
| 23/24 | 9 |

### MTA nights:

| | |
|---|---|
| 19/20 | 616 |
| 20/21 | 1,582 |
| 21/22 | 2,028 |
| 22/23 | 1,439 |
| 23/24 | 1,274 |

## Supported Independent Living

Helping our customers live with independence while accessing the support they need to live the life they choose. Supported Independent Living (SIL) can be provided in a customer's own home, private accommodation or one of our accessible properties.

### Hours of SIL Support provided in FY23/24

**991934**

Support Hours

### Customers accessing SIL funding:

| | |
|---|---|
| 19/20 | 207 |
| 20/21 | 277 |
| 21/22 | 273* |
| 22/23 | 288* |
| 23/24 | 254* |

*combined Open Minds and Multicap

## Critical Supports and Accommodation

Helping our customers secure suitable and appropriate accommodation to meet their diverse and complex needs.

**32,554**

hours of targeted, individualised support provided in FY23/24

**2**

customers transitioned to long-term suitable accommodation

## Redcliffe Transitional Housing

A housing partnership with Bric Housing, supporting people with mental health needs who are experiencing housing distress.

**19 clients**

# Community and Lifestyle Services

## Community Access Support

Providing support for people to achieve their individual community and social participation goals, including attending social activities, appointments, shopping and more.

**225,586***

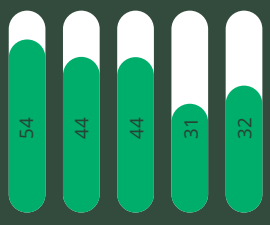
Hours of community access support provided in FY23/24

*Includes Multicap and Open Minds

**467*** CUSTOMERS

## Queensland Community Support Scheme

Providing vital support for some of our most vulnerable customers who are not eligible for NDIS funding but still need help keeping or regaining independence. Queensland Community Support Scheme (QCSS) is an initiative of the Queensland Government's Department of Child Safety, Seniors and Disability Services providing funding weekly support for eligible customers.




**3,019**

HOURS OF QCSS SUPPORT PROVIDED IN FY23/24

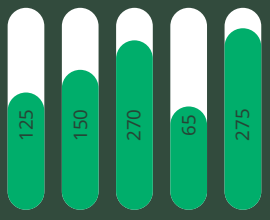
## Youth and Social Experiences

Empowering customers to forge friendships, develop skills and enjoy life. Our Social Experiences, Assisted Holidays, and Youth Developmental Experiences unlock the power of travel and new experiences to create fun, stimulating, safe and invigorating environments. The Sunup and Sundown Program was introduced at Currumbin Special School and Aspley Special School.

**1,400**

SOCIAL EXPERIENCES DELIVERED IN FY23/24*

*Per experience, per customer




**4**

ASSISTED HOLIDAYS

**145**

EXCURSIONS DELIVERED THROUGH DISCOVERY DAYS PROGRAM (SCHOOL HOLIDAYS)

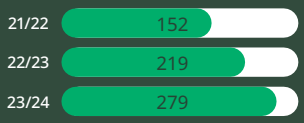
**11**

DISCOVERY DAYS PROGRAMS HELD EACH SCHOOL HOLIDAY TERM (introduced at Hervey Bay Special School, Currumbin Community Special School and Redcliffe Special School)

**67**

STAFF EMPLOYED TO SUPPORT THE DISCOVERY DAYS PROGRAM (SCHOOL HOLIDAYS)

DISCOVERY DAYS PROGRAM (SCHOOL HOLIDAYS) CUSTOMERS:




**2**

SUNUP AND SUNDOWN PROGRAMS HELD EACH SCHOOL TERM

SUNUP AND SUNDOWN PROGRAM CUSTOMERS:

## Community Hubs

Providing a welcoming and fun place for customers to connect and share new experiences. Our friendly and qualified team delivers experiences and programs that reflect our customers' goals, interests and needs.

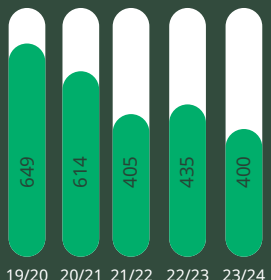
**17** COMMUNITY HUBS

**161,849**

HOURS OF COMMUNITY HUBS SUPPORT PROVIDED IN FY23/24

**80**

80 DIFFERENT LEARNING MODULES OFFERED AT HUBS



## ASDAN

ASDAN courses are offered to engage people in relevant and motivating learning programs that elevate them to achieve and progress to further education, training and work, and empower them to take control of their lives.

**60** CUSTOMERS SUCCESSFULLY COMPLETED A COURSE

**14** HUBS DELIVERING COURSES

## Centre of Creative Arts Program

Forging positive pathways with the power of creativity. The Centre of Creative Arts (COCA) program provides a range of structured, active and functional arts sessions for our customers as part of our Community Hubs activities.

**85** CUSTOMER PER WEEK

**1-5** DAYS PER WEEK

OFFERED AT **12** HUBS

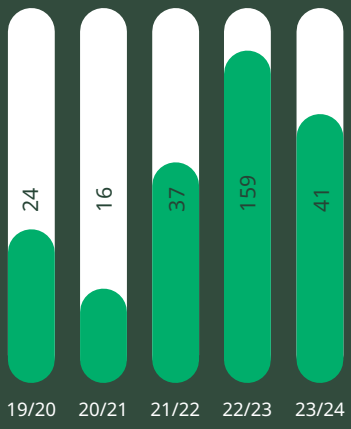
## Work showcased in FY23/24

- Artforce Project – designed and painted two traffic signal boxes, Brisbane South
- Direct Support Workers Conference – presentation, South Brisbane

## Youth Bloom Transition Services

Helping young people in care and beyond to learn to be independent in a healthy, fun and safe way.

AVAILABLE IN LOGAN AND THE GOLD COAST




Youth Bloom clients

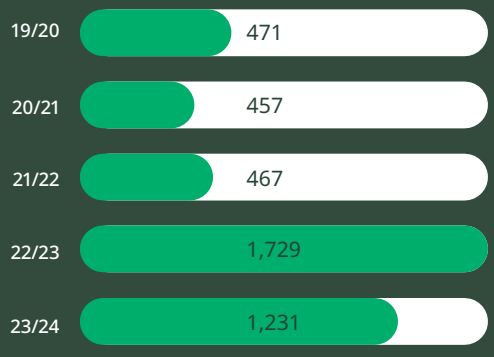
## Community Re-Entry Services Team

Support for transition out of prison to community life and have a successful parole.

TOWNSVILLE

**1,436** OCCASIONS OF SERVICE FOR COMMUNITY RE-ENTRY SERVICES TEAM (CREST)

CREST CLIENTS:



# Amelia and Oliver's Story

## Siblings Amelia and Oliver thrive in Youth Developmental Experiences.

Amelia, diagnosed with Global Developmental Delay and ADHD, faces challenges with verbal outbursts and aggression. Her brother Oliver is diagnosed with Autism Spectrum Disorder (ASD), Dysphasia, Astigmatism, and swallowing difficulties. Despite these challenges, both siblings showed remarkable resilience and adaptability when attending Multicap's Discovery Days during the school holidays.

Programs are held at special schools throughout Queensland, and are designed to cater to children with diverse needs, providing a safe and engaging environment where they can enjoy their time and benefit from tailored support.

> **"The program's ability to accommodate their specific needs and provide a nurturing environment was instrumental in their success**

Amelia, despite her difficulties with aggression, found the structured environment and supportive staff beneficial.

Oliver, who initially appeared reserved, gradually warmed up to the staff and environment. Through patience and consistent effort, the staff built a strong rapport with Oliver, helping him come out of his shell and participate more fully in activities.

The program's ability to accommodate their specific needs and provide a nurturing environment was instrumental in their success.

Until recently, Amelia and Oliver, who live with their grandparents, had not fully utilised their NDIS funding to access additional support services.

Multicap worked closely with Amelia and Oliver's family to connect them with appropriate support services to ensure the siblings receive comprehensive support tailored to their needs throughout the year.

Amelia and Oliver are now set to benefit from an enriched support network that will help them thrive both during and outside of school hours.

**Oliver, who initially appeared reserved, gradually warmed up to the staff and environment.**

# Mental Health Services

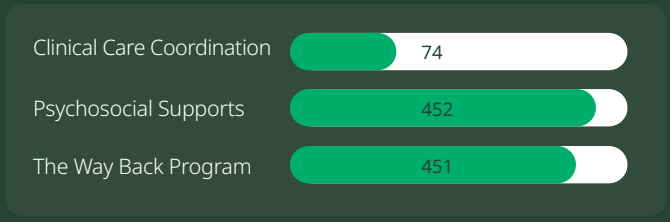
## Coastal Supports

Psychosocial recovery based, case management program for people with mental health needs who do not receive NDIS funding.

The Way Back program supports people aged 15 years and over who have either attempted suicide or experienced a suicidal crisis.

Available at the Sunshine Coast and Gympie.

### Active clients



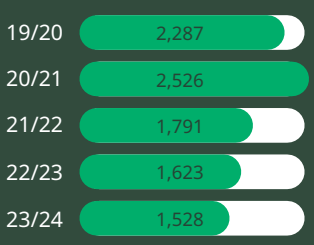

## headspace (Indooroopilly, Redcliffe and Strathpine)

Supporting young people aged 12-25 with mental health, physical and sexual health, education and vocational counselling and alcohol and other drug support.

**4.2/5**
CUSTOMER SERVICE MEASURE

**11,730**
OCCASIONS OF SERVICE DELIVERED IN FY23/24

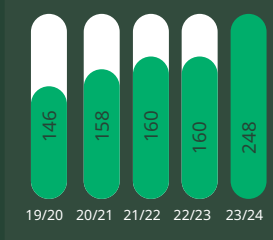
HEADSPACE CLIENTS




## Community Living Supports

Supporting people with complex mental health needs to increase independence and integrate with the community. Delivered by Tweed Heads Office, Grafton Office and Lismore Office.

**25,231**
HOURS OF SUPPORT DELIVERED IN FY23/24

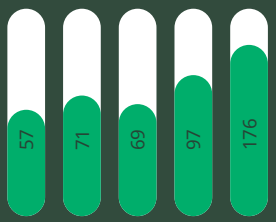



CLS CLIENTS

## Housing & Accommodation Support Initiative

Supporting people with complex mental health needs to increase independence and integrate with community. Delivered by Tweed Heads Office, Grafton Office and Lismore Office.

**19,435**
HOURS OF SUPPORT DELIVERED IN FY23/24




HASI clients

## Medicare Mental Health Centres

Supporting adults over the age of 18 with free mental health services. A safe and welcoming space for people who may be in distress or crisis or need help finding the mental health services to suit individual needs.

### IPSWICH (OPENED DECEMBER 2023)

**916** occasions of service delivered in FY23/24

Ipswich Medicare Mental Health Centre clients

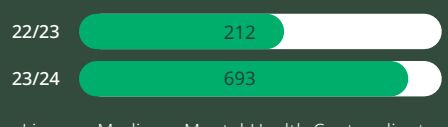
### KINGAROY (OPENED DECEMBER 2023)

**690** occasions of service delivered in FY23/24

Kingaroy Medicare Mental Health Centre clients

### LISMORE

**7,188** occasions of service delivered in FY23/24




Lismore Medicare Mental Health Centre clients

# Narelle's Story

After receiving a referral to the Ipswich Medicare Mental Health Centre, Narelle began her journey towards recovery during a particularly challenging time in her life.

> **The team gave me the confidence to pursue my studies**
>
> **—Narelle said**

Narelle's story is also shaped by her past. Born and raised in Western Australia, she grew up in a domestic violence household, where her sister and she often stayed awake at night, ready to call for help.

As Narelle navigated ups and downs in her mental health, she found a supportive psychiatrist in 2009 who diagnosed her with bipolar disorder, borderline personality disorder, and complex PTSD.

Reflecting on her struggles over the years, Narelle shared, "Before I started seeing the team at Ipswich Medicare Mental Health Centre, I was experiencing significant mental distress, feeling overwhelmed, unable to cope, and constantly worried about myself. I faced debilitating anxiety attacks daily. It became clear that I needed coping strategies to manage my symptoms and navigate everyday situations."

The support Narelle received from the Ipswich Medicare Mental Health Centre team proved to be life-changing. They helped her develop essential coping skills through cognitive behavioural therapy (CBT) and gradual exposure therapy.

With their guidance, she accomplished a significant milestone helping her to fly to Perth on her own to visit her Nan.

"I hadn't seen my Nan in over 10 years. That experience was monumental for me," Narelle said.

With newfound confidence, Narelle enrolled in a TAFE course to become an Assistant in Nursing and is excited about starting her first practical placement soon. "The team gave me the confidence to pursue my studies," she said.

"They made me feel comfortable, with no judgment or pressure, allowing me to work at my own pace."

Although Narelle recognises that her journey is ongoing, she feels reassured knowing that the team will continue to support her. "I find myself stopping and reflecting on the sessions I've had. I know I still have a long way ahead of me, but I'm confident the Ipswich Medicare Mental Health Centre team will be there to help me."

The positive changes in Narelle's life have not gone unnoticed by her family. "My family has noticed a big change in my mood and character. I'm more positive, happy—not snappy," she said with a smile.

# Queensland Mental Health Week Achievement Awards

## Shining the light on Queensland's mental health improvements and innovations.

Open Minds proudly hosted Queensland's only state-wide mental health awards for the 27th consecutive year to recognise and celebrate those working diligently to reduce stigma and empower people living with mental illness.

The 11 award categories helped shine the light on mental health improvements and innovations impacting Aboriginal and Torres Strait Islander Peoples, culturally and linguistically diverse, schools, workplaces and organisations.

**Queensland Ambulance Service** was awarded the Earle Duus Memorial Award for their Mental Health Response Program.

Congratulations to the 2023 winners and a special thanks to the 2023 sponsors: Queensland Mental Health Commission, headspace, Richmond Fellowship Queensland, WorkCover Queensland, Office of Industrial Relations, CheckUP, Queensland Health, The Royal Australian and New Zealand College of Psychiatrists, Queensland Alliance for Mental Health, Queensland Country Bank, and Gallagher Bassett.

# Specialist and Clinical Services

## Enabling the quality practices to provide the best possible environment for people with disability and mental health needs to thrive.

### Clinical Governance

Clinical Governance is a system of accountability in continuous improvement of the quality of services and safeguarding, creating an environment of practice excellence for our customers.

Our Clinical Governance Framework provides an integrated oversight mechanism providing monitoring, guidance and systemic improvement to customer safeguarding and wellbeing. The Clinical Governance Framework is based on core principles of evidence-based practice, person centredness, and excellence in service delivery.

The framework is led by senior and executive staff across multiple areas, who actively collaborate to protect and promote the wellbeing of our customers. These staff came together to convene the Clinical Governance Committee and chair forums on complex health, behaviour, mental health, and systemic approaches to safeguarding.

### Practice Excellence

The Practice Excellence team offers evidence-based frameworks and guidance to the entities to achieve optimal practice standards. Expertise of the team spans specialised advice in key practice areas, including advocacy, disability and complex needs, physical health, and mental health. Thorough clinical quality evaluations that assess the current state are conducted to identify areas for improvement and enable implementation of the highest quality practices.

### Achievements

#### Service Commencement Procedure:

Outlines the process for prospective customers commencing services with Group entities and ensures safeguarding and person-centred practices. Pathways to triage high intensity and complex support needs customer profiles for practice advice has been established to enhance delivery of support services provided.

#### Health and Wellbeing Framework:

Identifies the comprehensive suite of health-related procedures, work instructions, and associated resources required for our NDIS services to effectively meet the health and wellbeing needs of the people we support. This Framework enables the Group to deliver a comprehensive and inclusive approach to delivering support for good health.

#### Transitions of Care Procedure:

Ensures that our services involved in supporting a customer through transition of care, implement the practice standards to facilitate safe, high-quality care meeting our disability support obligations. This includes effective handover communication and access to appropriate support before, during, and after clinical setting admissions and community setting Transitions of Care ensuring continuity of care.

#### Supported Decision-Making (SDM) Project with the Office of the Public Advocate (OPA):

Completed the SDM project to pilot the implementation of seven education and practical modules paired with a portfolio of structured decision-making records for participants. This project demonstrated an effort to empower people in the community to consistently apply a structured decision-making process for day-to-day decisions. Ultimately, this demonstration strives to assist participants with a potential to receive full or partial revocation of guardianship orders from the OPA.

#### Complex Health and Support Reviews:

Quarterly reviews of procedure and practice in the support of people with specific complex needs. Each review focuses on a new area of focus (e.g. epilepsy, meal time support) and seeks to improve and ensure support approaches for customers with those needs.

# Robyn's Story

Having spent six months at the Gold Coast University Hospital, Robyn was unable to be discharged due to her need for appropriate care and support at home.

Admitted originally for an infection, Robyn's mobility had declined so severely that hospital staff expressed concerns about her safety if she returned home without additional support and recommended the Hospital to Community (H2C) program.

The H2C program provides person centred discharge solutions, leveraging the Group's unique capacity to offer integrated housing, system navigation, and support options.

Allinto Senior Support Coordinator, Keela worked closely with Robyn while she was still in hospital to successfully obtain funding for services that would support Robyn to live safely when she got home. Robyn describes Keela as a "godsend" for her expertise and knowledge about the supports that are available in the community.

> **When Robyn was ready to transition home, her care moved seamlessly from Allinto's Support Coordination to Multicap's in-home services**

"Working with Keela was a transformative experience. For the first time in years, I felt genuinely safe and that everything would be okay," Robyn said.

When Robyn was ready to transition home, her care moved seamlessly from Allinto's support coordination to Multicap's in home services.

Upon returning home, Robyn was overjoyed to be reunited with her beloved dog, Gordon, and now receives daily support at home, including wound care, physiotherapy, occupational therapy, and nursing services.

Before her hospitalisation, Robyn relied heavily on her sister, Jenny, a full-time teacher specialising in working with children with disabilities but with the right support, their relationship has drastically improved.

"The relationship I have with Jenny is now much more relaxed. We can sit together and enjoy a cup of tea, which means the world to me," Robyn said. "She is excited to be back at work, engaging in the activities she loves."

"I truly believe this program saved us both," Robyn said. "I feel like I won the lottery—not in terms of money, but in the sense of security, safety, and wellbeing that this support has given me. It means so much."

# Research

With a focus on contemporary evidence-based strategies and data-driven insights, our research team are investigating best practices and emerging trends to drive excellence.

“

## Achieved a major milestone with Multicap’s first publication published in the Journal of Applied Research in Intellectual Disabilities

In partnership with the University of Queensland, a multi-centre collaborative project developing AI tools for assessing Positive Behaviour Support (PBS) plans was delivered and has since resulted in a new tool for PBS practitioners.

The Promoting Positive Behaviour Support Practice website (https://www.promotingpbspractice.com/) allows PBS practitioners to enter sections of their plans and get feedback on whether those sections meet best practice guidelines.

The Group Research Leader also achieved a major milestone with Multicap’s first publication, *‘Evaluating the effectiveness of the Complex Behaviour Forum—A multisystem approach to supporting people with complex challenging behaviour’* published in the Journal of Applied Research in Intellectual Disabilities.

The study conclusively demonstrates the effectiveness of a specific element of our Clinical Governance Framework (the Complex Behaviour Forum) across people with intellectual disabilities, cognitive issues, and neurodegenerative disorders. The forum’s implementation resulted in a significant reduction in staff injuries, showcasing its tangible impact on organisational wellbeing.

This was a Multicap led collaborative project with the University of Queensland and is representative of our research capability and the innovative approach to complex disability support by our PBS team.

### Other research achievements:

- Continued the staff burnout project by conducting surveys on both disability support workers and support coordinators.
- Preparation of a paper as commentary on a report submitted to the Disability Royal Commission – ‘*Restrictive practices: A pathway to elimination’ (Spivakovsky et al., 2023).*

# Tim's Story

From the moment Tim joined Multicap Melbourne eight years ago, he has been an enthusiastic and integral part of the group.

Tim embraced a new challenge by stepping into a volunteer role at the Blackburn Hub and his dedication has shone brightly.

> **"I want people to see me for who I am, not just my disability. I have so many other interests and passions**

"Volunteering at the Hub has been an incredible journey. Hosting the Reconciliation Action Plan Launch event challenged me and showed me what I am capable of, and I was proud to be part of the team," Tim said.

"When I volunteer, I feel like I'm part of something bigger. It makes me proud to give back and I am hopeful I can one day find paid employment."

Tim is a passionate advocate for people with disabilities, believing strongly that they should have the opportunity to voice their own needs and aspirations in a supportive environment.

"I want people to see me for who I am, not just my disability. I have so many other interests and passions."

His commitment to this cause was highlighted when he spoke at the 2024 Direct Support Workers Conference in Brisbane. Tim shared his vision for self-advocacy, emphasising that people with disabilities should be empowered to determine what works best for them.

"Advocacy for me is about telling people who I am and what I want or need, this is very important to me."

Challenging societal perceptions is something Tim does with pride. He proudly displays his many visible tattoos, which he sees confront and reshape expectations about people with disabilities. His aim is to demonstrate that disabilities do not define one's potential.

"I don't think people expect to see tattoos on a person with Down Syndrome. I love showing them to people and I get asked so many questions about it."

Tim's journey with Multicap Melbourne is also marked by his active participation in the After Four Program. This initiative connects young people with disabilities, helping them build lasting friendships, learn vital life skills, and engage with their community.

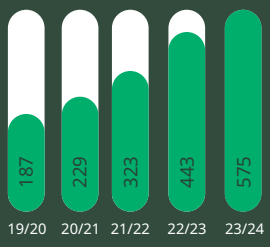
"I love that program to infinity and beyond, and I have made so many friends there and I love seeing them there during the week."

"I'm just a happy guy who loves life," Tim said. "I love meeting people, making friends and being part of the community."

## Positive Behaviour Support

Our Positive Behaviour Support (PBS) team offers diverse experience to meet the needs and ensure safety and quality of life for our customers. With an expanding footprint across North Queensland, practitioners are now based in Cairns, Townsville, Mackay and Rockhampton.

The PBS team is achieving national prominence through its sponsorship of major conferences, where our clinicians have also presented multiple examples of their high quality work.




Total PBS plans

**30,346**

HOURS OF SUPPORT DELIVERED IN FY23/24

**54**

PRACTITIONERS

**106**

RESTRICTIVE PBS PLANS

**469**

NON-RESTRICTIVE PBS PLANS

## Therapeutic Support

Our Psychologists and Provisional Psychologists employ effective and individualised approaches, skills and assessments to support people to achieve a satisfying and meaningful life. Therapeutic Support includes cognitive behaviour therapy, modified dialectal behaviour therapy, psychoeducation and life skills program.

**240**

HOURS OF SUPPORT DELIVERED IN FY23/24

**4**

REGISTERED PSYCHOLOGISTS

**2**

PROVISIONAL PSYCHOLOGISTS

## Music Therapy

Music making activities supporting people reach goals in communication, motor skills, social skills, and general health and wellbeing.

**53**

MUSIC THERAPY CUSTOMERS

**1,883**

HOURS OF MUSIC THERAPY PROVIDED IN FY23/24

## Self-Advocacy Network

The Self-Advocacy Network – Have A Voice Empower Network (HAVEN) – focuses on empowering and supporting members to develop foundational self-advocacy skills through facilitated educational workshops grounded in Human Rights promotion. These workshops have seen positive outcomes for members in demonstrating enhanced self-advocacy, building confidence to advocate for themselves to achieve their goals.

Members who attend regular network meetings are encouraged and give an important voice to Vertaview Group's practice and service design and are empowered to advocate for important issues within their community to drive change.

### Key achievements of the Self-Advocacy Network and its members include:

- Members authored a perceptive proposal for Arbourwell and the Multicap Brisbane South team, offering valuable insights into the accessibility of the Eight Mile Plains Hub facilities.
- A member secured employment with Makeables, marking a significant milestone in her personal and professional development.
- A HAVEN facilitator and a member shared their perspectives on the Talking Possibilities Podcast, enhancing public understanding of self-advocacy issues within the disability community.
- Our members were featured in a panel discussion at the 2024 Direct Support Workers Conference, sharing their experiences and providing valuable insights to help support workers better understand disability and enhance their practices.
- Contributions were made to the Transport and Main Roads Accessibility Reference Group, offering crucial insights and advice on improving accessibility in transport systems.

This year has been a testament to the transformative power of self-advocacy and the incredible achievements of its members.

# Direct Support Workers Conference

More than 200 attendees from all over Australia came together in Brisbane on 15 and 16 July 2024 for one of Australia's leading support worker conferences.

The theme 'Learn Lead Deliver' delivered an inspiring program, valuable networking opportunities, educational workshops, and insightful discussions geared to inspire and challenge support workers. A special thanks to our 2024 sponsors HESTA, Black and White Cabs and our exhibitors Alvie and Housing Hub.

## 2024 Direct Support Workers Conference keynote speakers

**Keith Banks** - One of Queensland's most decorated police officers. His police experience left him with chronic Post Traumatic Stress Disorder, anxiety and depression, which went undiagnosed for a long time. He shared ways to help build resilience and lead fulfilling personal and professional lives.

**Wayne Bennett AM** - Revered rugby legend, Wayne leveraged his extensive experience to provide insights on navigating leadership amidst change. Delegates learnt valuable lessons which can be applied when facing the coming NDIS reforms.

**Grace Edward** - Co-founder of the Youth CALD Disability Collective (YCDC), Grace highlighted the profound effects of ableism within society. Attendees gained insights into how embracing diversity and inclusivity can create a more equitable and compassionate society for all.

**Kath Koschel** - Former New South Wales cricketer, Kath shared her story of perseverance and resilience, leaving delegates motivated to make a difference. Kath inspires others to challenge the way they see the world.

# Safety and Quality

## Continually improving the quality of our services and safeguarding the people we support.

Our unwavering focus on safety and quality ensures our customers receive high-quality support, and that all people are kept safe. Strong leadership and the use of safety, quality, and risk management frameworks are fundamental to our success.

**Key achievements:**

- Strengthened approach to safeguarding through a review of our preventative and reactive controls to ensure they are maintained and monitored for effectiveness.
- Successfully completed the implementation of one incident reporting system for all entities to support management of incidents including informing prevention and mitigation strategies to keep people safe.
- Designed and implemented a Person-Centred Health and Wellbeing Framework aimed at supporting our customers to achieve positive health outcomes. Our first priority area has focussed on enhancing the support and well-being for our customers with diabetes.
- Reviewed business continuity plan following a test exercise and learnings from weather events. Supporting procedures were implemented to ensure our response is informed by the impact and scale of the event.

**Assessments & accreditations**

Our extensive program ensures we are delivering safe, high-quality support aligned to best practice guidelines and legislative requirements.

## After Hours Phone Service

The After-Hours Phone Service (AHPS) provides a centralised point of contact and escalation pathway for matters requiring urgent attention outside of business hours.

- Over 7,205 interactions with staff and customers
- Over 7,036 hours of service delivered outside business hours
- 4 team members dedicated to supporting AHPS

ARBOURWELL WAS SUCCESSFUL IN REGISTERING AS AN NDIS PROVIDER

OPEN MINDS SUCCESSFULLY COMPLETED THE NATIONAL STANDARDS OF MENTAL HEALTH SERVICES ASSESSMENT IN MARCH 2024

**24** QUALITY REVIEWS

**32**

WORKPLACE HEALTH AND SAFETY REVIEWS/ ASSESSMENTS

**224**

224 INCIDENT SUMMARY REPORTS

## WorkCover Results

**Days lost (+industry standard)**

- Multicap 19.41
- Open Minds 15.15

**Final return to work (+industry standard)**

- Multicap 97% (Industry 95%)
- Open Minds 100% (Industry 95%)

**Days to first return to work**

- Multicap 18.97 (Industry 25.48)
- Open Minds 22.73 (Industry 25.46)

**WorkCover claims accepted**

- Multicap 54
- Open Minds 15

# Business Development and Innovation

## Supporting sustainable growth and innovation across our entities to enhance opportunities and experiences for our customers.

Our team leads strategic growth initiatives, explores opportunities for innovation, and delivers new services that respond to the unmet needs of our customers and communities. We do this in the following ways:

- Actively engage with our customers, local communities, provider sectors and government to identify new and emerging issues and opportunities.
- Influence the development of group-wide growth and innovation strategies.
- Identify and pursue grant opportunities to reduce committed spend.
- Monitor the market for aligned opportunities as well as create new opportunities through targeted relationships.
- Lead the development and submission of comprehensive responses to opportunities.
- Oversee contract negotiations through to execution and facilitate formal handover to service delivery leads.

# Focus areas outcomes in FY23/24

## 1.

### Tenders and Strategic Growth Initiatives

Through targeted relationships and meaningful market engagement, we successfully identified and capitalised on new opportunities, enabling the Group to further its purpose and amplify impact. Our services expanded into new locations and adjacent markets, laying the groundwork for sustainable growth.

Our partnership with the Gold Coast Hospital and Health Service to design and launch the Hospital to Community program. This initiative provides person centred discharge solutions, leveraging the Group's unique capacity to offer integrated housing, system navigation, and support options. As a result, our impact has been enhanced by ensuring that people with disabilities and mental health needs can transition from hospitals to the community, avoiding unnecessary delays in support.

## 2.

### Market Positioning and Partnerships

Our market position was strengthened by forming and deepening key strategic relationships, which identified and shaped new opportunities.

Our partnership with the Coffs Harbour Neighbourhood Centre and Galambila Aboriginal Health Service. Together, we successfully secured and launched a new Medicare Mental Health Centre in Coffs Harbour, building on our existing work with Healthy North Coast PHN. This service extends vital mental health support to the Greater Coffs Harbour community, replicating the success of similar services in Lismore, and broadening our market presence and reach.

## 3.

### Exploration and Co-Design

Continued to innovate by exploring emerging issues and engaging in co-design processes, leading to the development of cutting-edge services that meet the evolving needs of our customers.

Delivered a successful Suicide Prevention Response Service, created in collaboration with North Queensland PHN, local providers, customers, and community stakeholders. Scheduled to launch in late 2024, this service embeds specialist suicide prevention capability, functioning as a care team partner for local service providers. It offers support, guidance, and oversight for both clients and professionals across the Mackay, Townsville and Cairns regions, including rural locations. The service, which fills a critical gap, has already been recognised as a model of best practice and continues to evolve through ongoing co-design to remain practical and impactful.

# Grants

## Our entities are generously supported by multiple grants.

Grant contributions from federal, state and local governments, as well as private organisations, make an important difference to the quality of our services and the opportunities we offer our customers and clients.

Thank you to our many grant providers for your assistance to deliver excellent services that enable a greater impact for people with disability and mental health needs to live their best life.

### Open Minds

| | |
|---|---|
| South Burnett Regional Council | Medicare Mental Health Centre<br>• Garden seating for community garden<br>• Harmony Day celebrations |
| South Burnett Mental Health Gold Challenge Funding | Contribute to establishment of Medicare Mental Health Centre community garden |
| Queensland Government's Department of Justice and Attorney-General | Contribute to Queensland Mental Health Week Achievement Awards |

**Ipswich Medicare Mental Health Centre**

## Multicap

| | |
|---|---|
| Brisbane City Council | • Commercial equipment for Monte Lupo Gallery Café<br>• Contribute to Multicap Christmas Carols and Markets |
| Queensland Government's Resources Community Infrastructure Fund | Contribute to new housing for people with disability in West Rockhampton |
| Queensland Government's Department of Justice and Attorney-General Gambling Community Benefit Fund | • Upgrade floor at Eight Mile Plains Hub<br>• Purchase commercial washer/dryer for Banyo Laundretto<br>• Purchase furnishings and resources for Marsden Hub<br>• Purchase equipment for Rocklea Employment Services<br>• Purchase furnishings for new housing for people with disability in Capalaba<br>• Purchase commercial scales for Tingalpa Employment Services<br>• Purchase specialist furniture and equipment for Margate Short Term Accommodation<br>• Purchase commercial equipment for Monte Lupo Gallery Café<br>• Purchase furniture, appliances, games and resources to establish Roma Hub.<br>• Purchase sports equipment and games for Youth Experience and Development Program, Gold Coast<br>• Purchase furniture for Ipswich Hub |
| Moreton Bay Regional Council | Upgrade kitchen at Pine Rivers Hub |
| Australian Government's National Disability Conference Initiative | Contribute to Direct Support Workers Conference speakers and attendance for people with disability |
| Maranoa Regional Council Community Grant | Purchase furniture and resources to establish Roma Hub |
| Club Southside Community Benefit Fund | Purchase equipment and resources for Music Therapy |

# Our Employment Businesses

Everyone should have the opportunity to develop their independence, confidence, and skills in a safe, social and supportive workplace.

## MAKEABLES

Makeables employs people with disability to undertake meaningful work in a call centre, or production and distribution at our Tingalpa and Rocklea operations. Employees assist businesses with activities such as assembly, finishing, packing, administration, logistics, sales, and machinery operations.

A key focus for Multicap's Employment business, is creating inclusive and culturally diverse work environments. This was successfully achieved through the creation of employment for people without disability to work alongside supported employees in a non-NDIS funded capacity at our Tingalpa warehouse. This unique business objective is strengthened by Multicap's partnership with Multicultural Australia in employing jobseekers with refugee and asylum seeker backgrounds.

Makeables welcomed new partnerships with:

- DuluxGroup – labelling empty paint pales
- DFM Apparel – labelling and recycling solutions for non-conforming retail products.

Multicap values our commercial relationships, forging deeper partnerships and collaboration to create employment pathway opportunities for supported employees, such as assisted employment and open employment.

## MONTE LUPO CAFÉ

Our cafes and catering businesses located at Eight Mile Plains and Banyo offer quality coffee and light meals. Our employees gain hands-on experience in the hospitality industry – from customer service to coffee making, money handling, meal preparation, food delivery, baking and food safety.

Our café based in Banyo has released a new range of premade meals, protein balls and cookies to further develop supported employees' skills.

## LAUNDRETTO

Laundretto is a commercial laundry service located at Banyo that provides transferable skills, training and employment opportunities for people with disability. Laundretto welcomed a new partnership with Sunny Queen Eggs to launder production coats daily.

## MONTE LUPO ARTS

Providing artists with disability employment opportunities is just one aspect of Monte Lupo Arts Studio. With the right support, creative expression through art is valuable therapy, develops new skills, builds a sense of confidence and purpose, and provides engagement with the wider community. Our supported employee artists create ceramic and textile artworks and homewares, personally managing each step of the production process.

# Employment

## Providing services and employment opportunities and pathways in the new economy.

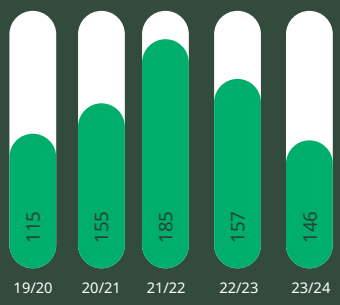
**17,844,645**

PACKETS OF CHIPS PACKAGED FOR PEPSICO

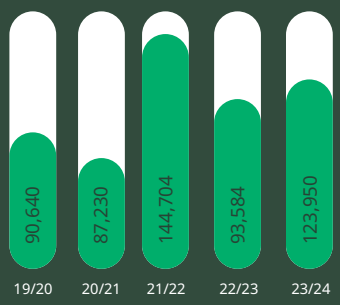
**$6,170,493**

MULTICAP EMPLOYMENT BUSINESSES TOTAL REVENUE

Our employment opportunities, empower supported employees by fostering inclusion and training to build new skills. We remove the barriers to employment by delivering support that develops confidence, skills and a sense of purpose to lead fulfilling lives every day.




Supported and assisted employees




Hours of employment from businesses

**96,285** COATS LAUNDERED

**7,842** MONTE LUPO CAFÉ (EIGHT MILE PLAINS) COFFEES SERVED

# Larissa's Story

At just 19, Larissa's life took a dramatic turn while she was working the checkout at Kmart. In an instant, she lost her vision, an experience she describes as harrowing.

Unsure of what was happening, her colleagues rushed her to an optometrist in the shopping centre. After a thorough examination, the optometrist indicated that the issue stemmed from behind her eye.

A subsequent hospital assessment confirmed her diagnosis: optic neuritis, marking the beginning of her journey with multiple sclerosis.

Though Larissa's vision returned temporarily, it gradually worsened over the years, ultimately leaving her legally blind.

> **"The social aspects of the job are what I enjoy most—making friends and supporting connections**
> **—Larissa said.**

She retains some peripheral vision but struggles to see directly in front of her. Despite these challenges, Larissa exhibits incredible strength and resilience.

Through a general conversation with a stranger, Larissa learned about Multicap's employment business, Makeables, a discovery that would change her life. Initially thinking she would take on a support worker role, Larissa quickly found herself thriving in production.

Recognising her potential, the team at Makeables encouraged her to pursue a position as a Job Coach, providing the necessary support and training for her advancement.

As a Job Coach, Larissa motivates her team members, offering guidance and fostering a sense of community among them.

"The social aspects of the job are what I enjoy most—making friends and supporting connections," Larissa said.

To assist with her role, Makeables continues to provide additional support for tasks involving computers, emails, and work notes. Larissa hopes to secure NDIS funding for a computer designed for people with visual impairments, as she is eager to expand her skills and maintain her independence.

Larissa treasures her time with family and enjoys caring for her young granddaughter, embodying the spirit of resilience and empowerment.

# Creative Arts

ARTS MONTE LUPO®

$250,950
EARNED IN SALES IN FY23/24

78
WORKSHOPS HELD IN FY23/24

EXHIBITIONS HELD DURING FY23/24: 9

MOST POPULAR PIECE SOLD: SWELL FLOWERS

## Venues

- **This is Australia**
  Art Nuvo, Buderim
- **Run Rabbit Run**
  Under the Greenwood Tree, Tamborine North
- **Menagerie**
  Plant Empire, Yeerongpilly
- **Raining Forest**
  Monte Lupo Gallery and Cafe, Eight Mile Plains
- **Inside Outside**
  **Plant Empire,** Yeerongpilly
- **Dream Garden**
  Plant Empire, Yeerongpilly
- **SWELL Sculpture Festival**
  Currumbin Beach
- **Sculpture on the Edge**
  Sunshine Coast
- **Lines and Designs**
  Roma Art Gallery

16
ARTISTS

767
WORKSHOP PARTICIPANTS

1,770
PIECES SOLD INSTORE AND ONLINE

> Creative expression through art is valuable therapy, develops new skills and builds a sense of confidence and purpose

# Property Profile

## Arbourwell proudly delivered a $4 million housing development in February 2024, offering affordable, specialist disability housing in Rockhampton.

The two fully accessible homes are located adjacent to Multicap's Jardine Street housing and Community Hub, and will provide long-term, independent living opportunities for four people with high needs disability.

### The two-bedroom homes are purpose-built to provide a comfortable living environment for residents

Group Chief Executive Officer, Joanne Jessop said the development addressed demand for local disability housing and underscores the organisations, commitment to providing quality support for people with high and complex needs.

"These homes will allow people who require significant support to live comfortably, safely and independently in the community," Joanne said.

"We are proud to support growing regional communities in Central Queensland and know that developing quality housing for people with disability is fundamental to this."

The two-bedroom homes are purpose-built to provide a comfortable living environment for residents, like siblings Josh and Amanda who have been supported by Multicap since 2021.

The pair have been enjoying community access support services, Community Hub activities, social experiences and have embraced their transition into supported independent living.

Joanne and the Rockhampton team are excited to watch Josh and Amanda continue to grow and thrive with the support of Multicap.

"Our new residents, Josh and Amanda will be close to our community services and enjoy living in a spacious, fully accessible home," Joanne said.

"Multicap is pleased to provide these wonderful siblings with the support they need to live a safe and happy life together."

Federal funding of $950,000 from the Building Better Regions Fund was provided for the Jardine Street development.

# Property and Accommodation

## Specialised housing and tenancy support enabling people to live independently.

Arbourwell is a legal entity delivering the property and housing functions of the Vertaview Group. Arbourwell provides services in property, tenancy management, asset management and maintenance, capital projects delivery and commercial property advisory, and fleet management services.

Arbourwell provides accessible and affordable housing options for customers and is committed to offering people with disabilities and mental health needs more choice to live independently. With a large portfolio of owned and tenanted properties, Arbourwell strives to be an innovator in the social and affordable housing sector.

Arbourwell's capital investment program is ongoing and is driven by our commitment to invest in accessible accommodation with the intent of increasing the availability and affordability of homes for people. Arbourwell invested $3.2M in capital projects at Capalaba, Caboolture and Rockhampton, all of which are at differing stages of development.

224 PROPERTIES MANAGED INCLUDING:

124 SIL HOMES

+

224 SIL TENANTS

74 OWNED PROPERTIES

## Major achievements

- Completed full asset audits of owned property to improve asset lifecycle maintenance program.
- Received and resolved over 3,000 requests for repairs and maintenance at our SIL residences and Community Hubs.
- Completed 1,200 programmed maintenance jobs.
- Tendered and implemented three new service contracts and managed service contracts to the value of $1M.
- Following asset audits, completed over $350,000 of planned maintenance work to improve customer accommodation or staff workspaces.
- Completed $4.4M development (Stage 1A) of two specialist disability accommodation certified villas on Jardine Street, Rockhampton.
- Commenced construction on a specialised two-bedroom house extension at Duncan Road, Capalaba to meet specific needs of a customer currently residing at Ford House.

## Fleet management

Arbourwell's corporate fleet comprises a diverse range of 147 vehicles, strategically allocated to meet various operational needs across the Group's entities. Fleetio Transport management software system was introduced to provide a central database for all fleet management processes.

3,211,060 km TRAVELLED

78 MULTICAP BUSES

6 POOL CARS

46 MULTICAP CARS

28 OPEN MINDS CARS

# Support Coordination

Allinto is a charity and NDIS registered entity in the Vertaview Group, delivering independent, holistic support and specialist support coordination and psychosocial recovery coaching to NDIS participants.

With staff located across urban, regional and country Queensland, Melbourne, and rural New South Wales, Allinto is proud to service clients all over Australia, providing both in-person and remote contact, depending on location and client preference.

An experienced team of Support Coordinators identify and negotiate with quality service providers, connecting our clients with the support they need to live their best life in the community. Services are updated and reviewed in line with our clients' changing and unique circumstances, also ensuring they get maximum value from their NDIS package.

Psychosocial recovery coaching provides more comprehensive day-to-day navigation, support, and capacity building for NDIS funded participants.

Allinto provides complex discharge coordination to long-stay patients, helping them to access the services and supports they require to successfully transition from hospital to the community.

In addition to NDIS funded support coordination, case management services are provided to older Australians who receive funding through the Commonwealth Government's Disability Support for Older Australians (DSOA) program.

## Achievements

- Introduced NDIS psychosocial recovery coaching.
- Partnered with the Gold Coast Hospital and Health Service and Multicap to provide the Hospital to Community Program to provide a complex discharge coordination.
- Partnered with LiveBetter to provide employment to five Support Coordinators in rural New South Wales and continue providing client centred, quality-based support coordination to approximately 120 clients.

## 2025 Focus areas

- Continue expanding NDIS and other case management and navigation services into more locations.
- Partner with registered aged care providers to introduce aged care package coordination service.
- Collaborate with workforce to make Allinto an employer of choice.

**38**
ALLINTO STAFF

**97.44%**
RETENTION RATE

**58,807**
HOURS OF SUPPORT

**$4.4M**
REVENUE

**837**
CLIENTS

# Jasper's Story

Jasper is a remarkable five-year-old with a rare genetic condition marked by unique deletions in his SCN2A and SCN3A genes.

When Jasper was born, he seemed like a happy, healthy baby, but around six months old his mother Shannon began noticing Jasper's head would droop occasionally, and he seemed to be losing ground in his development.

> **Over the past year, Jasper has made remarkable progress. He has taken his first steps, learned to feed himself, and is beginning to communicate**

Despite doctors assuring her he was fine, Jasper soon started experiencing body convulsions which led to seizures.

The months that followed were incredibly tough, with Jasper in and out of the hospital, missing his first birthday, and struggling with a nasal gastric tube and oxygen. Shannon described this period as heart-wrenching, feeling as though she might lose him, all while pregnant with her daughter Willow.

Following Willow's birth, Jasper's health continued to be a mystery to medical teams. Extensive testing and genetic counselling finally revealed Jasper's rare genetic condition.

Due to the COVID-19 pandemic, Shannon was informed over the phone that Jasper would require round-the-clock care for the rest of his life and would face severe limitations.

"I was holding a newborn baby in one arm, while my son was seizing in the other. This was the worst time of my life," Shannon said.

At the age of four, Jasper's life began to change for the better when Shannon connected with Allinto and met Support Coordinator Alyssa, who proved to be a transformative force in Jasper's life, connecting him with crucial supports and therapies that significantly improved his quality of life.

"Alyssa has been instrumental in organising in-home support, short term accommodation, community access services, assistive technology assessments, and various therapies," Shannon said.

Shannon credits Alyssa with helping her navigate the complexities of the NDIS, manage her budget, and even return to work fulltime.

"Over the past year, Jasper has made remarkable progress. He has taken his first steps, learned to feed himself, and is beginning to communicate," Shannon said.

Through all the challenges, Shannon's love and determination have shone brightly, guiding Jasper and her family through the toughest times with unwavering hope and resilience.

# Our People

## Working together to amplify purpose for the people we support.

We empower our people to thrive through professional development, creating a supportive and inclusive culture, and focusing on work-life balance. Our dedicated staff are delivering our mission to create lasting impact, ensuring the quality of life of people with disability and mental health needs are enhanced by our support.

We provide training and development to foster a culture of inclusion and equity, and partner closely with target populations to seek guidance and education, and to co-design and produce meaningful solutions. Our workforce is dedicated to delivering high-quality services and making sure they are empowered and safe to navigate everyday life and achieve their goals.

> **We provide training and development to foster a culture of inclusion and equity**

Our major people initiatives have focused on system efficiencies, engagement and leadership programs:

- Developed efficient and effective processes and procedures for MultiWork – a new leader-led and self-service system for rosters, time and attendance, skills and training and leave management – and enhanced governance and reporting.
- Consolidated employee engagement feedback and developed action plans for leaders, resulting in a 5% increase in overall engagement across six months.
- Conducted a training needs analysis and developed training plans for each entity, including Frontline and Middle Leaders, and Emerging Leader programs ensuring consistent leadership approaches.

### Recognising our volunteers

We thank our volunteers for their commitment to making a difference in the lives of people with disability and mental health needs, their family members and the wider community. We appreciated your support at Eight Mile Plains COCA, Monte Lupo Arts Studio, Aspley Hub, Mackay Special School Discovery Days, Eight Mile Plains Hub, Rockhampton COCA, Monte Lupo Gallery and Café, Strategic Marketing, Pine Rivers Hub, and Mount Ommaney Hub.

635
NEW TEAM MEMBERS JOINED

18,702
COURSES COMPLETED

2,499
STAFF EMPLOYED

857
CASUAL STAFF EMPLOYED

461
RECOGNITION AWARD NOMINATIONS

137
SERVICE MILESTONE RECOGNITIONS

1,117
PART-TIME STAFF EMPLOYED

525
FULL-TIME STAFF EMPLOYED

4
LIVED EXPERIENCE STAFF EMPLOYED

130
STUDENT PLACEMENTS

30
VOLUNTEERS (APPROX. 3,044 HOURS)

46
CORPORATE VOLUNTEERS (APPROX. 276 HOURS)

83.2%
NEW STAFF RETENTION RATE

60%
STAFF ENGAGEMENT SCORE

# 2023 Staff Excellence Awards

## The Vertaview Group recognises and celebrates the dedication and achievements of our incredible staff and supported employees through our annual Staff Excellence Awards.

A special awards ceremony was held in November 2023 to congratulate finalists and winners of the awards.

The Staff Excellence Awards play an integral part in achieving our strategic outcome of Skilled Engaged Workforce, ensuring staff are recognised for making an exceptional contribution to the growth and vitality of the Group, resulting in an improved quality of life for people we support.

**Thank you to our sponsors of the Staff Excellence Awards for their generosity and support of our staff: Aussie Broadband, HESTA, and Intelligent Pathways.**

# 2023 Vertaview Group Staff Excellence Awards Winners

| | |
|---|---|
| **Assisted and Supported Employee Award** | Andrew Foley |
| **Allinto Outstanding Support Coordinator Award** | Nook Dupuy |
| **Open Minds Outstanding Employee Award** | Tarlee Awhitu |
| **Open Minds Outstanding Team Award** | Enhanced headspace Services Team |
| **Multicap Outstanding Disability Support Worker Award** | Justin Mauger |
| **Multicap Service Delivery Team Award** | Ford House Team |
| **Vertaview Group Shared Services Team Award** | Talent Acquisition Team |
| **Vertaview Group Collaboration Award** | Nick Martin, headspace Operations Manager |
| **Vertaview Group Rising Star Award** | Rimpal Patel, Senior Payroll Officer |
| **Vertaview Group Leadership Award (winner)** | Tony Vidler, Multicap General Manager Support Services North |
| **Vertaview Group Leadership Award (highly commended)** | Kellie Sentinella, Multicap Regional Manager |
| **Vertaview Group CEO's Amplifying Purpose Award** | Research and Positive Behaviour Support Team |

# Nook's Story

## Nook was drawn to a career in support coordination out of a desire to help others.

Nook is a Specialist Support Coordinator at Allinto, bringing a wealth of experience and dedication to her role. With a business degree, Nook initially worked in the banking and education sectors before finding her passion in the disability industry initially as a Disability Employment Consultant.

> **"One of the aspects Nook loves most about her role is achieving positive outcomes for participants**

(L-R): Angela Tillmanns (Chair), Nook, David Withers (Director)

Nook's personal experience also shaped her path following her father suffering a stroke in 2019 and gained access to the NDIS, which proved challenging to navigate.

"Navigating the NDIS was a minefield," she explained. "Even with a degree, I found it tricky to understand. If it was hard for me, how much harder must it be for others?"

This realisation motivated her to help others facing similar challenges.

One of the aspects Nook loves most about her role is achieving positive outcomes for participants, especially those who have been disengaged.

"When we help participants who have been institutionalised to start engaging with services and getting their lives back on track, it makes coming to work worthwhile," she said.

There are common misconceptions about her role, as some people mistake support coordinators for crisis or case managers, or even support workers.

"Support workers provide hands-on, day-to-day delivery of services," she clarified. "As support coordinators, we link participants to service providers and help them access the services outlined in their NDIS plans."

Nook was honoured to receive Allinto's first Outstanding Support Coordinator Award.

"It was a lovely surprise that made me feel valued among my colleagues," she said. "I'm proud of the culture we've created as a team.

Our job is demanding, but we've worked hard to maintain a positive work environment where we support one another."

Nook's favourite part of her job is witnessing her participants' progress.

# Justin's Story

Justin's journey into the disability sector began with a spark of motivation and a heartfelt connection to a friend's son.

(L-R): Angela Tillmanns (Chair), Justin, David Withers (Director)

After seven fulfilling years with Multicap as a dedicated Disability Support Worker (DSW), Justin's story is one of compassion, commitment, and personal growth.

Before joining Multicap, Justin worked in a transport company, driving trucks and moving goods around Queensland. Although he excelled in this role, he felt a pull towards something more meaningful.

"I just wanted to work in the disability sector," he reflects. "I have a very caring nature, and I'm very motivated. My friend has a son who has a disability, and I get along very well with him. They always said I should work in the industry."

This passion led Justin to make a significant career shift. Today, he wakes up early every morning, ensuring he's ready to make a difference.

"On average, I work six to eight hours a day, then come back home to be with my family," he said.

Justin's commitment hasn't gone unnoticed as he received the Outstanding Disability Support Worker Award at the Staff Excellence Awards recognising his outstanding contributions at Multicap.

"Winning the award was very exciting," he said. "It made me feel that my efforts are being acknowledged and appreciated."

What truly drives Justin is the impact he has on the lives of those he supports.

"The satisfaction of supporting another person who has a disability, making them feel fulfilled, and seeing them accomplish their everyday tasks is the best thing ever," he said.

> "I'm just so lucky to be working in the industry

# Lily's Story

Lily's career began as a law clerk, but the COVID-19 pandemic prompted her to reflect on her true passion: helping people, particularly in the realm of human rights.

This led her to transition into mental health support, starting as a support worker for the NDIS before joining Open Minds. Over her five years in the sector, she has worked as a support worker, caseworker, and now as a team leader for the HASI and CLS programs in northern New South Wales.

"No two days are the same," she said. "There's always something happening, which keeps me on my toes as I prioritise and compartmentalise tasks."

What brings her the most satisfaction is knowing she has made a tangible difference by the end of the day.

> **Lily loves the dynamic nature of her role**

"Whether it's building relationships with stakeholders, securing referrals, or facilitating groups, every aspect contributes to improving people's lives. Our services are evidence-based and values-driven, focused on helping people sustain positive changes while navigating mental health challenges. That sense of purpose and community impact keeps me going."

Lily addresses a common misconception about her work: many think it revolves solely around crisis management.

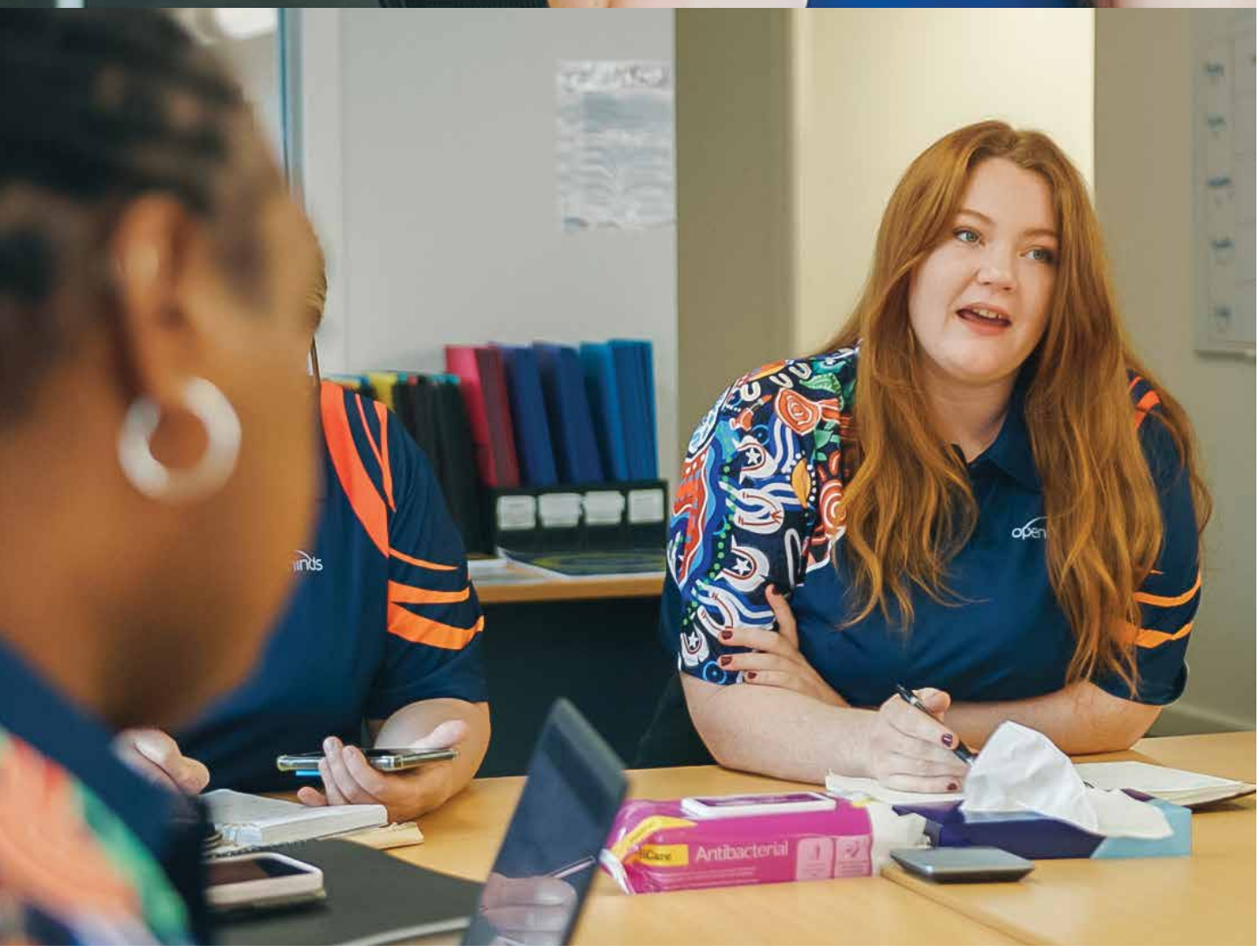
"In reality, we support people to make long-term, positive changes in their lives. Our approach is highly personalised and empowering, not just reactive."

Lily was recently diagnosed with ADHD, a journey she describes as enlightening. "I was diagnosed later in life, starting through supervision with a psychiatrist who specialises in ADHD in women."

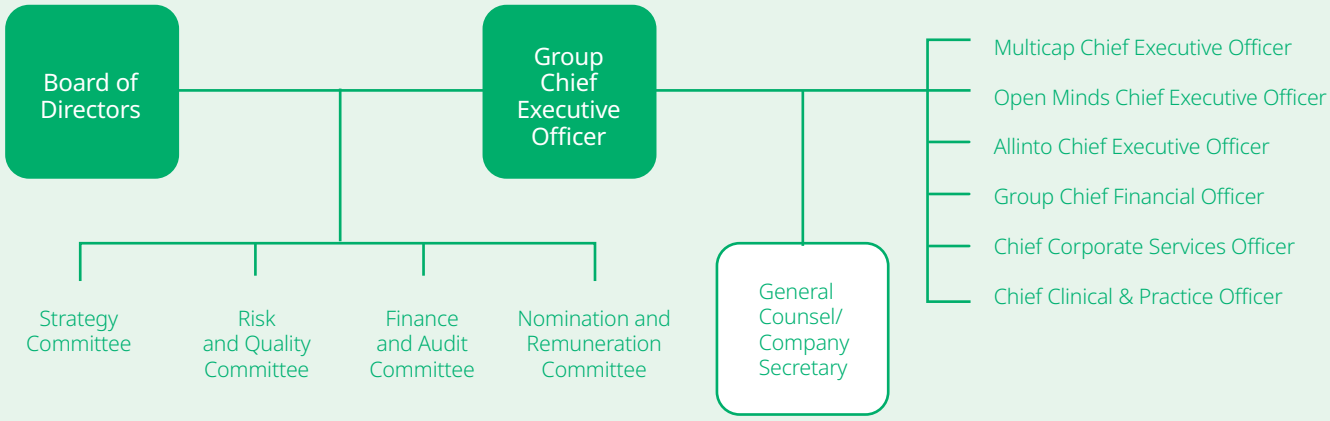
Finding support from others with similar experiences has been comforting for Lily.

"Having that validation and witnessing self-compassion modelled by others has been important. I'm still relatively new to my diagnosis and navigating it, but I started medication, which has significantly changed my life.

"While it doesn't solve everything—I still misplace my phone and water bottle frequently—having a supportive environment makes it easier to cope."


Antibacterial

# Executive Leadership Team



## Group Chief Executive Officer

**Joanne Jessop** | MBA, FAICD

Joanne Jessop has been the Chief Executive Officer (CEO) of Multicap since 2006, and Group CEO since 2021. Jo has extensive senior management experience in non-profit and public sector health care, and in government services. She is a Director of Bric Housing and Ability First Australia, the Chair of Open Minds Australia Limited, and a Fellow of the Australian Institute of Company Directors. Jo is passionate about providing high quality human services outcomes, and improved opportunities for vulnerable people, especially those living with disability.

## Multicap Chief Executive Officer

**Simon Wright** | BOT, MBA

Simon Wright has over 25 years of dedicated service within the disability sector, and brings a wealth of experience and passion. Simon's journey in supporting people with disabilities began as an Occupational Therapist, where he honed his expertise in understanding and enhancing the lives of people with diverse needs. His career path led him through various leadership roles in prominent organisations within the disability service sector. Simon joined Multicap in June 2024.

## Open Minds Chief Executive Officer

**Kate Johnson** | GAICD, MOrg. Psyc, BPsych (Hons), BBus HRM

Kate Johnson is a seasoned leader of multidisciplinary teams, adept at navigating complex, changing environments with extensive experience across both private and not-for-profit sectors. Her journey as a carer has deeply informed her leadership approach, driving her passion and commitment to creating supportive environments and services for people with mental illness and disability. Since 2018, she has been a senior executive of Vertaview Group and in 2022, she became the CEO of Open Minds. Kate is also a graduate of the Australian Institute of Company Directors.

## Allinto Chief Executive Officer

**Karen Hale-Robertson** | GradCert HServMgt, MHServMgt, GAICD

Karen Hale-Robertson is a highly experienced health and community services executive, with more than 25 years' experience in business and program management, policy and advocacy, organisational performance and stakeholder engagement within government and not-for-profit organisations. Karen is committed to reducing health inequities, social injustices and other disadvantages affecting individuals and communities through vision, leadership and successful implementation of programs and services. Karen joined the Vertaview Group in 2022.

## Chief Clinical and Practice Officer

**Simon Wardale** | BAppSc (Intellectual Disability) (Honours)

Joining Multicap in 2018, Simon Wardale has 30 years' experience working with people with intellectual disability and complex support needs. He has worked in frontline support, service management, practice/policy advisor roles and has been published in academic journals on disability matters. Simon's passion is integrating contemporary practice into whole of organisation service models. In the past 5 years Simon has held the positions of Director of Practice Leadership at the Centre of Excellence for Behaviour Support, Director of Forensic Disability (independent statutory appointment), and national roles with other disability support providers.

## General Counsel and Company Secretary

**Sue McDonald** | LLB, BA, GAICD, MQLS, Prosci Certified Change Practitioner

Sue McDonald was appointed Multicap's General Counsel and Company Secretary in May 2023. Sue brings over 20 years' legal experience across a range of corporate, commercial, construction, litigation and corporate governance matters. Sue is adept at advising on legal risk, risk and compliance issues in complex operating environments and has a focus on practical and pragmatic solutions. Sue also brings over 17 years' experience in various not-for-profit and charitable organisations, having held appointments in both a Chair and Director capacity. She has a passion for working with and helping children succeed and enjoys volunteering regularly.

## Group Chief Financial Officer

**Peter Wall** | BCom, BEcon, CA, MBA

Peter Wall joined the Vertaview Group as Group Chief Financial Officer in December 2023, bringing extensive experience in financial leadership and operational excellence. As a meticulous, results-driven Senior Finance Professional with over 20 years of international experience, Peter excels in improving financial systems and significantly enhancing business performance and stability. Peter has previous service industry experience gained through working for a national childcare provider. Peter's business acumen and ability to build networks and relationships with diverse stakeholders contributes to better outcomes.

## Chief Corporate Services Officer

**Wendy Flavien** | BEd, MBA

Joining the Executive team in April 2020, Wendy Flavien brings a wealth of knowledge and experience, with a focus on organising and commissioning resources to address business priorities and meet or exceed customer expectations through design-led service development. Wendy has held executive positions across information and integration portfolios at several national aged care providers, as well as public health services.

# Our Governance

## Focused on improving the quality of our services for the people we support.

Multicap Limited, Open Minds Australia Limited, Arbourwell Limited and Allinto Australia Limited are companies limited by guarantee under the *Corporations Act 2001* (Cth) and registered charities with the Australian Charities and Not-for-profits Commission. All entities are also Public Benevolent Institutions and endorsed as Deductible Gift Recipients with the Australian Taxation Office. In 2024 all entities came together as the Vertaview Group under the leadership of its parent entity, Multicap.

Multicap Limited's Constitution allows for up to five member elected Directors, nominated by the members for a three-year term, and up to four Board appointed Directors. Each year at the Annual General Meeting in November, one-third of the member elected Directors retire from office and are eligible for re-election. The Directors of Open Minds, Arbourwell and Allinto are appointed in line with their constitutions by Multicap as the sole member.

The Multicap Board continually reviews the organisation's practices and procedures to ensure strong governance in alignment with the Australian Institute of Company Directors (AICD's) Not-for-profit Governance Principles. Some governance areas of focus during FY23/24 included:

### 1. Purpose and Strategy

There is a clear purpose and strategy which aligns our activities to our purpose.

- The Board held an annual strategy summit and governance review. This work was supported throughout the year by the Strategy Committee.

### 2. Roles and Responsibilities

There is clarity about the roles, responsibilities and relationships of the Board and its subsidiaries.

- The Board reviewed the Board Charter and Delegation of Authority Procedures.
- The work of the Board is supported by committees that meet regularly (Finance and Audit, Strategy, and Risk and Quality). All committee Terms of Reference were reviewed to ensure adequate governance across the Group structure.

### 3. Board Composition

The structure and composition of the Board enables effective fulfillment of the role.

- Two Directors, Angela Tillmanns and John Gallimore were reselected at the Annual General Meeting held in November.
- The skills and experience of each Director are provided on page 60 and 61 of this Annual Report and available on the website.
- Gender diversity of the Board sits at five females and four males and there are six Directors with lived experience of disability or mental health.

### 4. Board Effectiveness

The Board is run effectively and our performance is periodically evaluated.

- Each board meeting is evaluated by a Director on a rotational basis. The performance of Committees are evaluated by the Board at the strategy summit.

### 5. Risk Management

The Board's decision-making is informed by an understanding of risk and how it is managed.

- The Risk and Quality Committee regularly reviewed the organisation's strategic and emerging risks, with enhanced risk reporting implemented to monitor and ensure safety and service quality across the Vertaview Group's expanded operations.
- The Vertaview Group continues to consider and implement best practice recommendations from the Disability Royal Commission.

## 6. Performance

The Vertaview Group continues to use its resources appropriately and regularly evaluates performance.

- The Board continues to identify and refine appropriate measures to evaluate the Vertaview Group's performance, including setting and monitoring KPIs for Multicap, Open Minds, Arbourwell, and Allinto.

## 7. Accountability and Transparency

The Board demonstrates accountability by providing information to stakeholders about the organisation and its performance.

- There are 12 policies available on the Multicap website, which are reviewed at least biennially.
- Full financial statements are available on the ACNC Charity Portal and included in the Vertaview Group's Annual Report which is also available on the website.
- An independent third party (KPMG Faircall) is engaged to provide an external pathway for any whistleblower complaints.

## 8. Stakeholder Engagement

There is meaningful engagement of stakeholders and their interests are understood and considered by the Board.

- The Vertaview Group continually strengthens safeguarding responses to increase protection of those at risk, including compliance with the practice guides and reporting requirements of the NDIS Quality and Safeguards Commission.
- Regular Multicap Circle of Support Forums and Vertaview Group Employee Roadshows provide an opportunity for Directors to hear directly from customers, their families, representatives, and staff.
- The Vertaview Group records and tracks all customer complaints, and the Board has access to regular reports regarding actions and service improvement outcomes.

## 9. Conduct and Compliance

The expectations of behaviour for people involved with the Vertaview Group entities are clear and understood.

- Expectations of behaviour are outlined in Policy 11 – Code of Conduct, and in the employee explanation booklet. Action is taken where behaviours do not meet expectations.
- The Board identifies, discloses and manages conflicts of interest on a regular basis prior to the start of each Board meeting.
- Procedures are in place regarding management of any potential misconduct, and relevant instances are reported to the Board.

## 10. Culture

The Board models and works to instill a culture that supports all entities' purpose, strategy and customer and client centricity.

- Staff engagement is measured on an annual basis and puts in place action plans to improve areas raised by staff.
- Each entity's purpose, values and strategic outcomes are displayed at all relevant service and office locations.
- The Skilled Committed Staff recognition, MultiMax staff benefits program and the annual Staff Excellence Awards reward and recognise staff, and Directors attend annual Employee Roadshow sessions to model the desired culture.

# Board of Directors

## Chair

**Angela Tillmanns** | MBA GAICD

Angela joined the Multicap Board in May 2017. Angela has extensive experience in the disability sector and serving on not-for-profit Boards through a variety of roles. Prior to working in the community sector, Angela worked at the senior executive level in the Federal Government leading the design and implementation of human service systems. Angela is passionate about guiding organisations to deliver a fairer society where everyone can contribute at their full potential.

## Deputy Chair

**John Gallimore** | OAM BA LLB (Hons) FANZCN MAICD

John has been a member of the Multicap Board since 1997. He is a former long-time partner of the legal firm Allens Linklaters and its predecessors in Brisbane. He was a director of the large community housing provider Brisbane Housing Company from 2000 to 2022. John was awarded an OAM for his services to disability and community in 2024.

**Christopher Perkins** | BBus MBA FCPA GAICD

Chris has been a member of the Multicap Board since 2012. He has extensive experience in business holding senior executive positions in the utilities, health, agriculture, property and childcare sectors. Chris also operates his own Business Advisory company. His professional qualifications include Fellow of Certified Practicing Accountants, a Graduate of the Governance Institute of Australia and a Graduate of the Australian Institute of Company Directors.

**Heather Gardner** | MBA GAICD IIDM

Heather joined the Multicap Board in September 2017. Heather began her career in the banking industry, gaining unparalleled experience in the commercial space. Moving into the construction and property industry, she established herself as a well-respected professional with a no nonsense and practical approach over a 35-year career. Driven by a purpose of developing human potential through education, Heather is focused on business, people and planet improvement building on community, culture and country.

**David Withers** | BEng MBA FAICD FRAES

David joined the Multicap Board in September 2017. David is the Chairman of Burrana, a world leading provider of aircraft cabin systems that he founded in 2009. He has a long career in the aviation sector and has held several non-executive positions with not-for-profit organisations in the mental health and disability sectors. David believes company culture is the key to success and is passionate about creating agile and responsive organisations through empowered and inspired people sharing a common purpose, vision and values.

**Gail Black** | BA, LLB (Hons) MAICD

Gail joined the Multicap Board in June 2023 and has extensive legal experience in the property and government sectors. She is also on the Board of Economic Development Queensland and is a member of the Advisory Board of the Queensland Futures Institute. Gail is a former partner at the law firm Gadens and brings over 25 years' experience in delivering exceptional results in the property sector. She is an advocate of diversity and fairness.

**Elissa Morriss** | MPsych (Clinical Psychology, Clinical Neuropsychology), Churchill Fellow (CF)

Elissa joined the Multicap Board in 2021. Elissa is a Psychologist with more than 35 years' experience in brain injury and vocational rehabilitation, working with adults with disability and their family members, and with community services. She brings considerable expertise in working with adults who have a brain injury and with complex needs, case management and coordination of community supports and management of challenging behaviours. She also has experience in the tertiary education and the human rights sectors.

**Edward Phelan** | MAICD

Ed joined the Multicap Board in February 2023, and is also a Director of the CV Services Group and QLD Councillor for the Australian Industry Group. Ed has over 30 years' experience delivering exceptional results across diverse industries, including manufacturing, construction, asset management, and not-for-profits. Ed has a passion for corporate social responsibility and training young people from diverse backgrounds and ensuring they are workforce ready through education.

# Policies

**Multicap Limited and its subsidiaries are committed to delivering on the purpose of each of our entities. To ensure the consistent delivery of excellent support services, the Vertaview Group policies set the standard for all areas of our operations across all entities.**

## Policy 1 | Governance

The Multicap Limited Board will ensure that the organisation has in place a contemporary and appropriate governance framework. Ensuring that Multicap Limited and its subsidiaries are well governed is essential to ensure that the purpose of each of our entities is delivered today and into the future.

## Policy 2 | Customer Service

We are focused on enhancing the lives of our customers and clients through our support. We will continually look for ways to improve quality and add value to the services and support people choose to access from us. Great customer service is a priority for Multicap Limited and its subsidiaries so that our customers and the people they choose to represent them, are satisfied with our support.

## Policy 3 | Stakeholder Engagement

Our stakeholders are groups or individuals who can influence or are impacted by our activities (either directly or indirectly) and include customers, communities, government, government agencies and our workers. We will engage respectfully, openly, and authentically with our stakeholders. This is to ensure shared understanding, to identify and address issues, and discover new opportunities to learn and collaborate. Our approach will allow us to continually improve the services we provide. We are committed to effectively engaging with our stakeholders as a way of discovering new opportunities and addressing issues that will improve service excellence.

## Policy 4 | Treasury and Financial Sustainability

We are committed to effectively managing our financial risk so that Multicap Limited and its subsidiaries are sustainable over the long term. We understand that careful financial management is essential across Multicap Limited and its subsidiaries to ensure the organisation can deliver quality services now and into the future.

## Policy 5 | People and Culture

We are committed to valuing and respecting our workers and will create and maintain a positive culture which promotes integrity, fairness, inclusion, accountability, and consistent decision making across all Vertaview Group workplaces. Doing so will enable us to deliver high-quality customer service. We will create and maintain a workplace culture that values and enables all workers, students, contractors, and volunteers to have a positive experience while engaged with any of our entities.

## Policy 6 | Health and Safety

We are committed to providing and maintaining a safe and healthy workplace for all customers, workers (including contractors and volunteers), visitors and others who may be affected by our work. All entities in the Vertaview Group are committed to maintaining safe workplaces. All workers of Multicap Limited and its subsidiaries, are responsible for ensuring their own health and safety, as well as the health and safety of our customers and others in our workplaces.

## Policy 7 | Information Management

We are committed to protecting the information rights of the public, our customers, our workers, and the organisation, and complying with legislation relating to the creation, capture, storage, disposal, and use of information.

We understand the importance of information being collected, stored, and used appropriately.

## Policy 8 | Prevention and Responding to Violence, Abuse, Neglect, Exploitation and Discrimination

We have a zero-tolerance approach to violence, any form of abuse including sexual abuse, neglect, exploitation, or discrimination. We are committed to prevention, early intervention, and prompt responses. We work tirelessly to uphold the human rights, safety, and wellbeing of our customers.

## Policy 9 | Risk Management

We are committed to continually improve our risk management systems and processes and maximise safety outcomes for all. Each entity in the Vertaview Group considers that effective risk management is a critical component of sound governance, and it is integral to strategic and operational decision making. All workers, officers, volunteers, and contractors have a responsibility to actively participate in the Risk Management Policy, Risk Management Procedure and all policy and procedural documents within the Risk Management Framework.

## Policy 10 | Asset Management

We are committed to ensuring safe and accessible assets that contribute to the quality of life of our customers and workers. We are also committed to managing our assets' sustainability over the long term. People should experience high quality services, support, and workplaces.

## Policy 11 | Code of Conduct

Our Code of Conduct provides a framework that helps us display the conduct that reflects our commitment to the people we support, our communities and each other. This framework includes the importance of people's rights, honesty, accountability, respect for others and upholding the law. People should experience high quality services and support from Multicap Limited and its subsidiary entities.

## Policy 12 | Diversity and Inclusion

We are committed to diverse ways of thinking and working, and to continually improve customer services and support from access to a broader range of ideas and insights drawn from a diverse range of backgrounds and perspectives. We are committed to creating an environment that reflects the diversity of all people we support and all our workers. We enable people with all abilities to thrive and achieve their goals and foster fairness and inclusivity.

To access the full policies, go to www.multicap.org.au/our-policies

# Committee Reports

## Strategy Committee

The Committee considers, oversees, and makes recommendations to the Board in relation to Group and subsidiary strategic direction, investment opportunities, and business improvement opportunities including enabling technologies and digitisation.

Our focus is on the consistency of, and enhancement to, our customers' experience through excellence of product and service offerings to ensure they meet market demand, provide sustainable options, and expand the reach and scale of the organisation to all those whose life can be improved by accessing our services and product.

> **Our focus is on the consistency of, and enhancement to, our customers' experience**

The Committee met five times during the year and were involved in reviewing and responding where appropriate to:

- changes in government policy especially the recent NDIS Review, changes in state and federal legislation and the implications of the Disability Royal Commission;
- the need for housing for people living with a disability and the Group's opportunity to respond, in particular the development of Group subsidiary Arbourwell Limited as a specialist in housing for those with specialised needs;
- the need for easier access to supports and services, in particular the development of Allinto Australia Limited as a specialist in support coordination;
- the structure of the Group to maximise its impact through improvements in efficiency;
- growth opportunities, including reviewing prior mergers for opportunities for improvement;
- digitisation trends and opportunities to improve the Group's systems; and
- ensuring the committee's work plan continues to focus on the issues and opportunities with the biggest impact for the Group.

The Committee continues to guide the Vertaview Group Strategy, subsidiary strategies, property and housing strategy, technology strategy and oversees the delivery of the overall plan in support of the board.

The Committee received Management support during the year from the Group Chief Executive Officer, the Chief Corporate Services Officer, the Group Chief Financial Officer and the subsidiary Chief Executive Officers.

Thank you to all Committee members for your valuable contributions to the important ongoing work of the Strategy Committee.

**David Withers**
Chair
BEng MBA FAICD FRAES

# Finance and Audit Committee

The Finance and Audit Committee assists the Board of Directors in the discharge of their duties regarding the stewardship and management of Multicap's financial affairs and the external audit process.

The Committee is comprised of Board Directors and an external advisor. The Group Chief Executive Officer, Group Chief Financial Officer and other members of management attend Committee meetings. The Committee manages its responsibilities with an annual work plan. During the year, the Terms of Reference of the Committee and the work plan were reviewed and updated.

The financial responsibilities of the Committee include providing financial direction and advice to the Board, providing advice and assistance to the GCEO and other executives in matters of financial management, establishing financial strategy and objectives, establishing finance related policies, assessing the annual budget, reviewing the annual financial statements and monitoring the financial performance of the organisation against the approved strategic and business plans.

> **The operating business performance and earnings outlook remains consistent**

The Committee works with the Group's independent external auditors to ensure that the nature and extent of their audit procedures provide sufficient and appropriate assurances regarding Multicap's financial activities and position. Bentleys were appointed as the organisation's auditor in 2019 and have now completed their fifth audit of Multicap's annual financial statements.

A key focus of the Committee throughout the year was to provide governance over the financial performance of the individual companies that comprise the Group including ensuring the successful integration of operations attained through mergers and acquisitions. The Committee continued to work with management throughout the year to refine the organisations financial metrics and key performance indicators.

The operating business performance and earnings outlook remains consistent with the strategic objectives and performance expectations of the company.

Monitoring of the organisation's performance against financial strategic targets will continue as the Group executes the Strategic Plan.

**Chris Perkins**
Chair
BBus MBA FCPA, GAICD

# Risk and Quality Committee

> **This year a major achievement has been the launch of the Reflect Reconciliation Action Plan across the organisation**

The Risk and Quality Committee assists Multicap's Board of Directors in fulfilling its oversighting responsibilities for internal control systems, clinical governance framework, quality management of services, risk management (excluding financial risk), governance and compliance with laws, regulations and codes of conduct, to ensure customers are receiving the best services possible.

The Committee is currently comprised of three Board Directors and meets quarterly to complement the Board's scheduled meetings throughout the year. Thank you to Karen Lay-Brew, who left the committee in 2024. Executive management representatives attend meetings depending on the topics under review, to ensure the Committee has access to detailed information. Committee members also access opportunities across multiple sites throughout the year to meet with staff, customers and families to ensure the perspectives of customers and service staff inform our decision-making and strategic planning.

There have been a number of areas of focus for the Committee during FY23/24. Oversight of evidence-based practice and systematic management of clinical risk and service improvement is a principal function of the Committee and it receives regular feedback from the staff, including from the Complex Health, Mental Health, Complex Behaviour and Enhancing Support Forums to drive quality improvements and excellence in service delivery. The Committee also receives detailed information regarding high-risk health matters (for example, diabetes, mealtime support, epilepsy). The focus of all of the forums, and with all of the Committee's work is how we can achieve positive outcomes for our customers and staff.

Of note this year is the continuing progress made in representation of the customer voice to inform our service provision – the Vertaview Group is committed to innovative approaches to seek customer feedback (for example through surveys, the Circle of Support Forum and customer reference groups), to seek engagement and to advance the impact of customer voice through the self-advocacy network (HAVEN).

This year a major achievement has been the launch of the Reflect Reconciliation Action Plan across the organisation, confirming our commitment to meaningful engagement with Aboriginal and Torres Strait Islander stakeholders, and exploring our vision for reconciliation.

**Elissa Morriss**
Chair
MPsych (Clinical Psychology, Clinical Neuropsychology), Churchill Fellow (CF)

# Financial Performance

## Directors' Report

The Directors present their report on the consolidated Multicap Group (Group), as listed per the Australian Charities and Not-for-profit Commission, and Multicap Limited (Company) for the financial year ended 30 June 2024.

| Name | Qualifications and Responsibilities | Service (in years) |
|---|---|---|
| Current at 30 June 2024 | | |
| Angela Tillmanns | MBA GAICD<br>Chair of the Board | 8 |
| John Gallimore | BA LLB (Hons) FANZCN MAICD<br>Deputy Chair<br>Member of the Risk and Quality Committee | 27 |
| Chris Perkins | BBus MBA FCPA GAICD<br>Chair of the Finance and Audit Committee | 12 |
| David Withers | BEng MBA FAICD FRAES<br>Chair of the Strategy Committee | 7 |
| Elissa Morriss | MPsych (Clinical Psychology, Clinical Neuropsychology)<br>Churchill Fellow<br>Chair of the Risk and Quality Committee | 3 |
| Heather Gardner | MBA GAICD IIDM<br>Member of the Strategy Committee | 7 |
| Karen Lay-Brew | BAppSc (Comp) MBA MAICD<br>Member of the Strategy Committee<br>Member of the Risk and Quality Committee | 3 |
| Ed Phelan | MAICD<br>Member of the Strategy Committee<br>Member of the Finance and Audit Committee | 1 |
| Gail Black | BA LLB (Hons) MAICD<br>Member of the Risk and Quality Committee | 1 |

There has been one committee name change in the current year. The Strategy and Business Improvement Committee changed its name to the Strategy Committee on 16 March 2024. The Board Committees include:

- Risk and Quality Committee
- Finance and Audit Committee
- Strategy Committee
- Nomination and Remuneration Committee

## Directors' Meetings

The number of Directors' meetings (including committee meetings) and the number of meetings attended by each of the Directors of Multicap Limited during the financial year are:

| Name | Board Meetings | | Risk & Quality Committee | | Finance & Audit Committee | | Strategy Committee | |
|---|---|---|---|---|---|---|---|---|
| | A | B | A | B | A | B | A | B |
| Angela Tillmanns | 7 | 7 | | | | | | |
| John Gallimore | 7 | 6 | 4 | 4 | | | | |
| Chris Perkins | 7 | 7 | | | 7 | 7 | | |
| Heather Gardner | 7 | 6 | | | | | 5 | 3 |
| David Withers | 7 | 7 | | | | | 5 | 5 |
| Karen Lay-Brew (resigned 14 June 2024) | 7 | 7 | 4 | 3 | | | 5 | 5 |
| Elissa Morriss | 7 | 7 | 4 | 4 | | | | |
| Ed Phelan | 7 | 7 | | | 7 | 7 | 5 | 4 |
| Gail Black | 7 | 7 | 4 | 4 | | | | |

- A - Number of meetings held during the time the Director held office during the year.
- B - Number of meetings attended.

When required the Board will create committees to assist and support the work of the Board.

## Principal Activity & Objectives

As reflected in the Multicap Limited Constitution, Multicap's sole purpose is to enhance the quality of life of people with disabilities and their families. The Group's principal activities during the year were to provide support services through the following:

- Community and centre-based supports
- Group-based and individualised supports
- Shared and in home accommodation supports
- Short and medium-term accommodation and respite
- Social and school holiday programs
- Business enterprises
- Supported and assisted employment
- headspaces
- Medicare Mental Health Centres
- Transition from correctional services programs
- Homelessness, housing and community assistance programs

The Multicap Group entities have joined together to leverage skills, expertise and resources to amplify their purpose. The Multicap Group amplifies the four strategic outcomes that are consistent across all entities:

- Delighted customers
- Practice excellence
- Skilled engaged workforce
- Sustainable growth

Strategic areas of focus and relevant targets are reported in more detail throughout the Annual Report.

## Key Performance Measures

Multicap Group measures its own performance using both quantitative and qualitative benchmarks. These benchmarks are used by the Directors to ensure the Group delivers on its vision and to assess the financial sustainability of the Group. Key performance measures are reported throughout the Annual Report.

## Results

The Multicap Group recorded a net deficit of ($1.6M) for the financial year compared to a net deficit of ($1.9M) in the previous year.

The Group's revenue for the current financial year grew by $12.9M from $171.8M to $184.7M. Employee costs increased by $7.8M from $146.6M to $154.4M which is in line with the expansion of services, wage rate increases and increased employee numbers.

Expenses have increased with continued investment in both service delivery and the facilities used in the delivery of services. The Group has increased expenditure to maintain its existing assets and invest in new assets for the benefit of the customers, clients and staff of the organisation. The Group continued to incur project costs relating to the implementation of improved IT systems and business processes which allows for the improved efficiency required for ongoing sustainability under the National Disability Insurance Scheme and other funding bodies.

The Group recorded an operating deficit of ($3.5M) which was below the target surplus of 3% of revenue (2023: deficit of ($5.4M)).

## Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2024 has been received and is included in the financial report.

Signed on behalf of the Board in accordance with the resolution of Directors.

Angela Tillmanns, Director
Brisbane, 20 September 2024

Chris Perkins, Director
Brisbane, 20 September 2024

## Directors Declaration - *per section 60.15 of the Australian Charities and Not-for-profits Commission Regulation 2022*

The Directors of the Company declare that in the Directors' opinion:

a. there are reasonable grounds to believe that the Group is able to pay all of its debts, as and when they become due and payable;

b. the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*; and

c. give a true and fair view of the Group and Company's financial position as at 30 June 2024 and of their performance for the financial year ended on that date.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Angela Tillmanns, Director
Brisbane, 20 September 2024

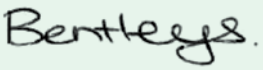
Chris Perkins, Director
Brisbane, 20 September 2024

## Auditor's Independence Declaration under S 60.40 of the *Australian Charities and Not-for-profits Commission Act 2012* to the Directors of Multicap Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2024 there has been:

(i) no contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and

(ii) no contraventions of any applicable code of professional conduct in relation to the audit.



Bentleys Brisbane (Audit) Pty Ltd
Chartered Accountants

Ashley Carle, Director
Brisbane, 20 September 2024

# Independent Auditor's Report to the Members of Multicap Limited

## Report on the Audit of the Financial Report

### Opinion

We have audited the consolidated financial report of Multicap Limited (the parent) and its controlled entities (the "Group"), which comprises the consolidated statement of financial position as at 30 June 2024 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the director's declaration.

In our opinion the consolidated financial report of the Group is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

(i) giving a true and fair view of the Group's financial position as at 30 June 2024 and of its performance for the year then ended; and

(ii) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*, and the ethical requirements of the Australian Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Directors for the Financial Report

The directors of the Group are responsible for the preparation of the financial report that gives a true and fair view in accordance with *Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Bentleys Brisbane (Audit) Pty Ltd
Chartered Accountants

Ashley Carle, Director
Brisbane, 20 September 2024

Bentleys®
THINKING AHEAD

# Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2024

| | Notes | 2024 | | 2023 | |
|---|---|---|---|---|---|
| | | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Operating revenue** | | | | | |
| Grant revenue | | 26,784 | 7,841 | 18,563 | 6,146 |
| NDIS revenue | | 150,562 | 120,467 | 145,493 | 116,302 |
| Customer service revenue | | 4,243 | 4,046 | 5,437 | 4,363 |
| Sale of goods | | 1,699 | 1,699 | 1,458 | 1,456 |
| Interest revenue | | 531 | 496 | 74 | 66 |
| Other revenue | | 925 | 400 | 813 | 449 |
| **Total operating revenue** | 2 | **184,744** | **134,949** | **171,838** | **128,782** |
| | | | | | |
| **Operating expenditure** | | | | | |
| Employee benefits expense | | 154,446 | 109,924 | 146,587 | 105,300 |
| Property and utility expenses | | 4,908 | 3,667 | 4,271 | 3,911 |
| Consumables and provisions | | 2,369 | 2,220 | 2,585 | 2,464 |
| Contractors remuneration | | 2,263 | 1,933 | 2,548 | 1,837 |
| Insurance and workers compensation | | 5,123 | 4,430 | 4,539 | 4,154 |
| Information technology costs | | 4,630 | 4,421 | 3,691 | 3,597 |
| Professional fees and consultancy costs | | 2,713 | 2,407 | 3,102 | 2,858 |
| Transport expenses | | 2,252 | 1,202 | 2,034 | 967 |
| Other expenses | | 3,035 | 1,790 | 1,803 | 1,280 |
| Interest expense | | 299 | 180 | 275 | 192 |
| Bad and doubtful debts | | 60 | 60 | 83 | 83 |
| Depreciation, amortisation and impairment expense | 3 | 6,117 | 3,946 | 5,689 | 4,134 |
| **Total operating expenditure** | | **188,215** | **136,180** | **177,207** | **130,777** |
| **Surplus for the year on operating activities** | | **(3,471)** | **(1,231)** | **(5,369)** | **(1,995)** |
| | | | | | |
| **Non-operating activities** | | | | | |
| **Revenue** | | | | | |
| Gain on business combination | | - | - | 2,585 | 2,585 |
| Gain on Sale of Asset | | 343 | 335 | 11 | 11 |
| Change in payroll remediation | | - | - | 393 | - |
| Capital grants | | 1,040 | 1,040 | 180 | 173 |
| Bequests | | 87 | 58 | - | - |
| **Total non-operating revenue** | **2** | **1,470** | **1,433** | **3,169** | **2,769** |
| | | | | | |
| **Expenditure** | | | | | |
| Fair value gain on FVTPL assets | | 399 | 233 | 269 | 234 |
| **Total non-operating expenditure** | | **399** | **233** | **269** | **234** |
| **Surplus for the year** | | **(1,602)** | **435** | **(1,931)** | **1,008** |
| **Total comprehensive income** | | **(1,602)** | **435** | **(1,931)** | **1,008** |

# Consolidated statement of financial position

As at 30 June 2024

| | Notes | 2024 | | 2023 | |
|---|---|---|---|---|---|
| | | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **ASSETS** | | | | | |
| **Current assets** | | | | | |
| Cash and cash equivalents | 4 | 18,135 | 13,347 | 15,918 | 13,199 |
| Trade and other receivables | 5 | 10,717 | 10,718 | 12,332 | 11,516 |
| Inventories | | 133 | 133 | 158 | 158 |
| Prepayments | | 1,253 | 1,206 | 1,310 | 1,238 |
| **Total current assets** | | **30,238** | **25,404** | **29,718** | **26,111** |
| **Non-current assets** | | | | | |
| Property, Plant and Equipment | 6 | 51,179 | 43,480 | 47,904 | 42,566 |
| Investments at fair value through P&L | | 3,790 | 3,095 | 3,414 | 2,906 |
| Intangible assets | 7 | 1,610 | 1,610 | 1,866 | 1,761 |
| **Total non-current assets** | | **56,579** | **48,185** | **53,184** | **47,233** |
| **Total assets** | | **86,817** | **73,589** | **82,902** | **73,344** |
| **LIABILITIES** | | | | | |
| **Current liabilities** | | | | | |
| Trade and other payables | 8 | 8,551 | 7,000 | 8,899 | 6,719 |
| Grants received in advance | 9 | 12,278 | 848 | 5,399 | 354 |
| Employee provisions | 11 | 11,719 | 8,574 | 11,429 | 8,139 |
| Lease liabilities | 12 | 2,739 | 1,536 | 2,271 | 1,395 |
| **Total current liabilities** | | **35,287** | **17,958** | **27,998** | **16,607** |
| **Non-current liabilities** | | | | | |
| Employee provisions | 11 | 732 | 668 | 906 | 722 |
| Lease liabilities | 12 | 2,804 | 2,068 | 4,402 | 3,555 |
| **Total non-current liabilities** | | **3,536** | **2,736** | **5,308** | **4,277** |
| **Total liabilities** | | **38,823** | **20,694** | **33,306** | **20,884** |
| **Net assets** | | **47,994** | **52,895** | **49,596** | **52,460** |
| **EQUITY** | | | | | |
| Retained surplus | | 47,994 | 52,895 | 49,596 | 52,460 |
| **Total equity** | | **47,994** | **52,895** | **49,596** | **52,460** |

# Consolidated statement of changes in equity

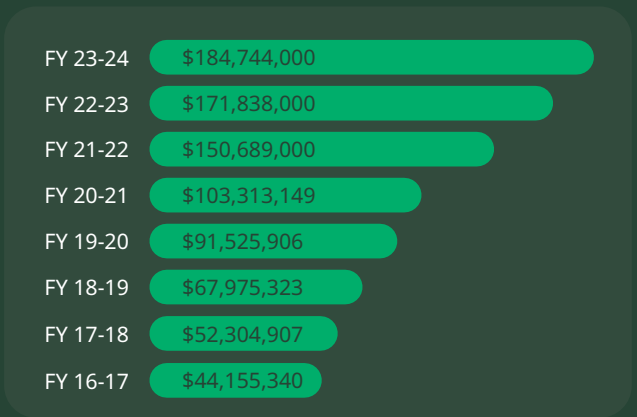
For the year ended 30 June 2024

| | Retained Surplus | Total |
|---|---|---|
| | Group | |
| | $000's | $000's |
| **Balance at 1 July 2022** | **51,527** | **51,527** |
| **Comprehensive income** | | |
| Surplus for the year | (1,931) | (1,931) |
| **Balance at 30 June 2023** | **49,596** | **49,596** |
| **Comprehensive income** | | |
| Surplus for the year | (1,602) | (1,602) |
| **Balance at 30 June 2024** | **47,994** | **47,994** |

| | Retained Surplus | Total |
|---|---|---|
| | Parent Entity | |
| | $000's | $000's |
| **Balance at 1 July 2022** | **51,452** | **51,452** |
| **Comprehensive income** | | |
| Surplus for the year | 1,008 | 1,008 |
| **Balance at 30 June 2023** | **52,460** | **52,460** |
| **Comprehensive income** | | |
| Surplus for the year | 435 | 435 |
| **Balance at 30 June 2024** | **52,895** | **52,895** |

## Operating Revenue

**Increased to $184,744,000 in 2024 from $171,838,000 in 2023**



# Consolidated statement of cash flows

For the year ended 30 June 2024

| | Notes | 2024 | | 2023 | |
|---|---|---|---|---|---|
| | | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Cash flows from operating activities** | | | | | |
| Receipts from government operating grants | | 34,383 | 9,290 | 23,998 | 6,601 |
| Receipts from customers and members | | 6,717 | 6,024 | 7,518 | 6,103 |
| Receipts from fundraising and bequest activities | | 237 | 179 | 190 | 165 |
| Receipts from NDIS | | 152,117 | 120,382 | 148,140 | 118,807 |
| Payments to suppliers and employees | | (185,108) | (132,213) | (172,235) | (125,816) |
| Interest received | | 531 | 496 | 74 | 66 |
| Interest paid | | (299) | (180) | (275) | (193) |
| **Net cash provided by operating activities** | | **8,578** | **3,978** | **7,410** | **5,733** |
| **Cash flows from investing activities** | | | | | |
| Proceeds from sale of property, plant and equipment | | 800 | 792 | 397 | 321 |
| Receipts from government capital grants | | 1,023 | 1,023 | 117 | 109 |
| Payment for property, plant and equipment | | (7,698) | (4,770) | (3,294) | (2,976) |
| Payment for intangible assets | | 46 | 46 | (1,381) | (1,381) |
| Cash acquired through business combination | | - | - | 2,505 | 2,505 |
| Net proceeds from/(payment for) investments | | 2,539 | 44 | 23 | 45 |
| Net proceeds from/(payment for) intercompany loans | | - | 823 | - | 708 |
| **Net cash used in investing activities** | | **(3,290)** | **(2,042)** | **(1,633)** | **(669)** |
| **Cash flows from financing activities** | | | | | |
| Repayment of borrowings | | - | - | (13) | (13) |
| Repayment of lease liabilities | | (3,071) | (1,788) | (2,988) | (1,797) |
| **Net cash used in financing activities** | | **(3,071)** | **(1,788)** | **(3,001)** | **(1,810)** |
| **Net (decrease)/increase in cash and cash equivalents** | | 2,217 | 148 | 2,776 | 3,254 |
| **Cash and cash equivalents at beginning of year** | | 15,918 | 13,199 | 13,142 | 9,945 |
| **Cash and cash equivalents at end of year** | 4 | **18,135** | **13,347** | **15,918** | **13,199** |

# Notes to the financial statements

For the year ended 30 June 2024

## Note 1: Statement of significant accounting policies

### Corporate information

Multicap Limited ("the Company") is a not-for-profit Company, incorporated as a public company limited by guarantee and is domiciled in Australia. These consolidated financial statements comprise the Company as a separate entity (referred to as the "Parent Entity") and its subsidiaries (together referred to as the "Group"). The Group provides sustainable support options for people with multiple disabilities, mental health issues and challenging and complex behaviours and their families and carers in Queensland, New South Wales and Victoria. The registered office is located at 269 Padstow Road, Eight Mile Plains, QLD 4113.

### Basis of preparation

Multicap Limited applies the Australian Accounting Standards - Simplified Disclosures as set out in AASB 1053: Application of Tiers of Australian Accounting Standards and AASB1060 General Purpose Financial Statements - Simplified Disclosures for profit and Not-for-profit Tier 2 Entities.

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Simplified Disclosure Standards of the Australian Accounting Standards Board (AASB) and to meet the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Australian Accounting Standards set out accounting policies that the Australian Accounting Standards Board has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The amounts in the Group financial statements and the directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

The financial report was approved by the Directors on 20 September 2024.

The financial report, except for the cash flow information, has been prepared on an accruals basis, is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non current assets. The Group is made up of not-for-profit entities, therefore the terms "profit" or "loss" do not appropriately describe the nature of the Group's activities. Accordingly the words "Surplus/(Deficit)" have been substituted for the terms "Profit/(Loss)".

The financial statements are presented in Australian Dollars and have been rounded to the nearest dollar.

When required by Accounting Standards or for clarity, comparative information has been reclassified to achieve consistency with the current financial figures and other disclosures.

### Significant accounting policies

The following is a summary of the material accounting policies adopted by the Group in the preparation of the financial statements. The accounting policies have been consistently applied, unless otherwise stated.

**a. Principles of Consolidation**

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group. Intercompany transactions, balances and unrealised gains or losses on transactions between Group entities are fully eliminated on consolidation. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

**Business combinations**
A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. The business combination will be accounted for from the date that control is obtained.

**b. Revenue**

*National Disability Insurance Scheme (NDIS)*
Revenue from the provision of services to clients under the NDIS is recognised upon the delivery of agreed services to the customer.

*Operating grants, donations and bequests*
When the Group receives operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both these conditions are satisfied, the Group:

- identifies each performance obligation relating to the grant
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations.

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Group:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (e.g. AASB 9, AASB 16, AASB 116 and AASB 138);
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer) and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the Group recognises income in profit or loss when or as it satisfies its obligations under the contract.

*Contributed Assets*
The Group receives assets from the government and other parties for nil or nominal consideration in order to further its objectives. These assets are recognised in accordance with the recognition requirements of other applicable accounting standards (for example AASB 9, AASB 16, AASB 116 and AASB 138).

On initial recognition of an asset, the Group recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer). The Group recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

*Interest revenue*
Interest revenue is recognised as it accrues using the effective interest rate method.

**c. Income tax**

A provision for income tax has not been raised as the Group is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

**d. Property, plant and equipment**

Each class of property, plant and equipment is measured on the cost basis.

**Depreciation:**
The depreciable amount of all fixed assets, excluding freehold land and uncommissioned assets, is depreciated on a straight-line basis over the assets' estimated useful economic life to the Group commencing from the time the asset is first held ready for use. The depreciation rates that have been applied are as follows:

Buildings - 10 to 50 years
Leasehold improvements - 3 to 40 years
Plant and equipment - 3 to 10 years
Motor vehicles - 5 to 9 years

**e. Intangible assets**

Intangible assets acquired separately are initially measured at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses.

Intangible assets are amortised over their useful lives as follows:

Computer software - 3 to 10 years
Trademarks and licences - 10 years

**f. Leases**

At inception of a contract, the Group assesses if the contract contains or is a lease. If there is a lease present, a right of-use asset and a corresponding lease liability is recognised by the Group where the Group is a lessee. However all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate.

For leases that have significantly below-market terms and conditions principally to enable the Group to further its objectives (commonly known as peppercorn/concessionary leases), the Group has adopted the temporary relief under AASB 2018-8 and measures the right of use assets at cost on initial recognition.

**g. Financial instruments - non-derivative financial instruments**

*Financial assets*
Financial assets consisting of loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Other financial assets which do not meet the above criteria, and are quoted in an active market, are subsequently measured at fair value through profit or loss. Gains or losses arising from changes in fair value are recognised in profit or loss as they occur.

*Financial liabilities*
Non-derivative financial liabilities other than financial guarantees are subsequently measured at amortised cost using the effective interest method. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

**h. Revenue received in advance**

A part of the Group's funding is from state and federal government grants with a contracted obligation to provide future services to customers. Where these grants relate to the provision of services (or the purchase of assets) in the following financial year or are to be returned to the Government, they are reported as a contracted liability in the statement of financial position. These contract liabilities are referred to as grants received in advance.

## Key judgments and assumptions

The Board evaluates estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends, economic data obtained both externally and within the Group.

***Allowance for impairment of receivables***
As disclosed in Note 5 and Note 13 to the financial statements, trade and other receivables include amounts totalling $6,066,000 for unpaid NDIS revenue, customer fees and other fees. An allowance for impairment of $227,000 has been made against these amounts. Management believes that the amount recoverable will exceed the total outstanding net of the provision.

***Revenue received in advance***
Management believes that revenue held in advance as disclosed in Note 9 has been correctly calculated and relates to services or asset purchases within the next 12 months. Other contract liabilities are recognised in line with service delivery under the contract.

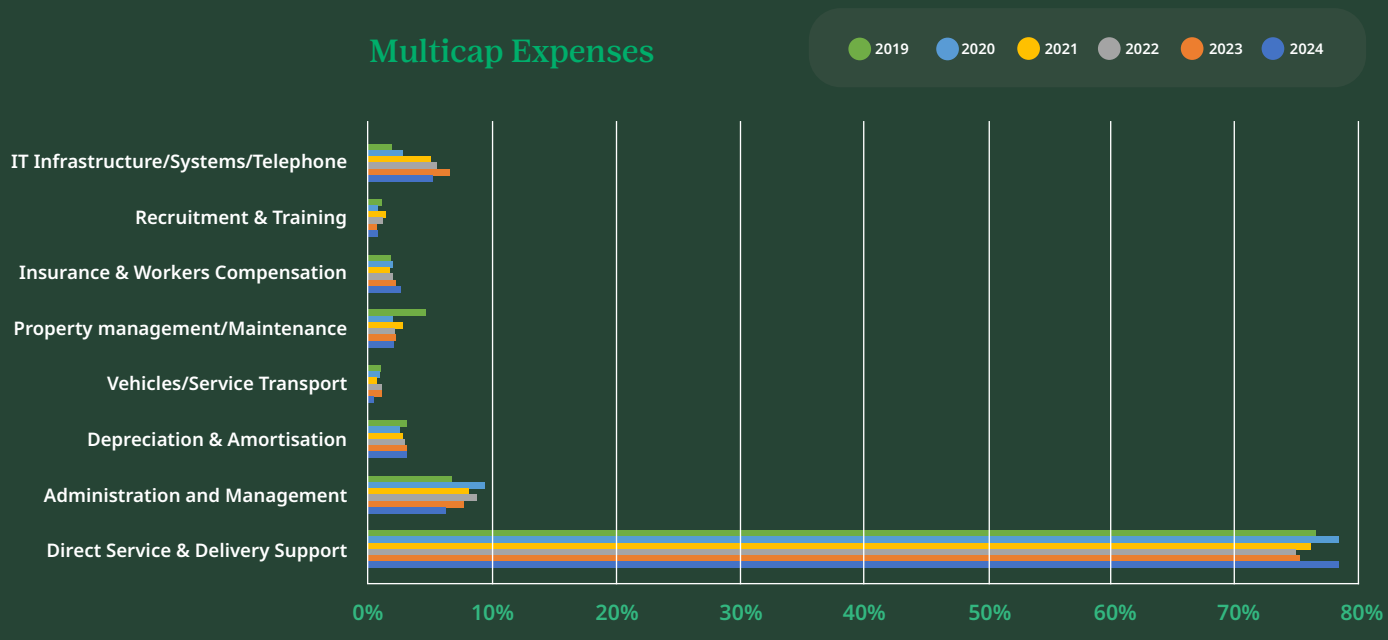
***Performance obligations under AASB 15***
To identify a performance obligation under AASB 15 , the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/type, cost/value, quantity and the period of transfer related to the goods or services promised.

***Lease term and Option to Extend under AASB 16***
The lease term is defined as the non-cancellable period of a lease together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and also periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. The options that are reasonably going to be exercised is a key management judgement that the Group will make. The Group determines the likeliness to exercise the options on a lease-by-lease basis looking at various factors such as which assets are strategic and which are key to future strategy of the Group.

***Net current asset position***
The Group had a net current asset deficiency of $5,049,000 in FY24 (2023: net current asset surplus of $1,720,000). The Parent Entity had a net current asset surplus of $7,446,000 (2023: $9,504,000). In FY24 the Group had current grants in advance of $12,278,000 (2023: $11,429,000). Management is not aware of any current events that would require these funds to be refunded to grantors and the Group expects to realise this grant income in line with the applicable accounting policy as the performance obligations are met. Current liabilities includes employee provisions of $11,719,000 (2023: $11,429,000) that, based upon past experience, the Group does not expect to be fully settled within the next 12 months (refer Note 11). The directors have determined it is appropriate to prepare the financial report on a going concern basis.

## Note 2: Revenue

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Operating revenue from government grants and other grants** | | | | |
| - Federal & State Government Funding | 23,955 | 5,315 | 17,197 | 4,900 |
| - Other grant revenue | 2,829 | 2,526 | 1,366 | 1,246 |
| **Total grant revenue** | **26,784** | **7,841** | **18,563** | **6,146** |
| - NDIS revenue | 150,562 | 120,467 | 145,493 | 116,302 |
| - Customer fees and brokerage | 4,243 | 4,046 | 5,437 | 4,363 |
| - Sale of goods | 1,699 | 1,699 | 1,458 | 1,456 |
| - Interest and dividends | 531 | 496 | 74 | 66 |
| **Other revenue** | | | | |
| - Fundraising revenue | 63 | 63 | 190 | 165 |
| - Other revenue | 862 | 337 | 623 | 284 |
| **Total other revenue** | 925 | 400 | 813 | 449 |
| **Total operating revenue** | **184,744** | **134,949** | **171,838** | **128,782** |
| **Non operating revenue** | | | | |
| - Gain on business combination | - | - | 2,585 | 2,585 |
| - Gain on sale of asset | 343 | 335 | 11 | 11 |
| - Change in estimate of payroll remediation | - | - | 393 | - |
| - Government grants - capital | 1,040 | 1,040 | 180 | 173 |
| - Bequests | 87 | 58 | - | - |
| **Total capital grants and donations** | 1,470 | 1,433 | 3,169 | 2,769 |
| **Total revenue** | **186,214** | **136,382** | **175,007** | **131,551** |



## Note 3: Depreciation, amortisation and impairment expense

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| Depreciation of property, plant and equipment | 5,911 | 3,845 | 5,493 | 4,043 |
| Amortisation of intangible assets | 206 | 101 | 196 | 91 |
| **Depreciation, amortisation and impairment expense** | **6,117** | **3,946** | **5,689** | **4,134** |

## Note 4: Cash and cash equivalents

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| Cash on hand | 1 | 1 | 3 | 1 |
| Cash at bank | 5,754 | 3,966 | 8,069 | 5,852 |
| Cash on short term deposit | 12,237 | 9,237 | 7,747 | 7,247 |
| Cash on long term deposit | 143 | 143 | 99 | 99 |
| **Cash and cash equivalents** | **18,135** | **13,347** | **15,918** | **13,199** |

As at 30 June 2024 $12,237,000 was held on short term deposits and another $143,000 was held in longer term investments. Cash at Bank earns interest at on-call rates. The interest rates earned on term deposits was between 0.25% to 5.36% (2023: 0.20% to 5.36%).

## Note 5: Trade and other receivables

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Current** | | | | |
| Customer fees, NDIS and other trade receivables | 6,066 | 5,035 | 4,371 | 3,731 |
| less: Allowance for impairment of receivables | (227) | (212) | (221) | (216) |
| | **5,839** | **4,823** | **4,150** | **3,515** |
| Accrued revenue | 4,309 | 3,777 | 7,495 | 4,959 |
| Receivable from subsidiary | - | 1,711 | - | 2,534 |
| Other receivables | 569 | 407 | 687 | 508 |
| **Trade and other receivables** | **10,717** | **10,718** | **12,332** | **11,516** |

The exposure to credit and currency risks and impairment losses related to trade and other receivables are disclosed in Note 13 - Financial risk management.

## Note 6: Property, plant & equipment

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Land and buildings** | | | | |
| Freehold land - at cost | 14,428 | 13,428 | 13,698 | 12,698 |
| Buildings - at cost | 32,193 | 29,658 | 28,551 | 26,016 |
| Buildings - work in progress | 1,073 | 1,073 | 1,771 | 1,771 |
| less: Accumulated depreciation | (8,690) | (8,532) | (7,794) | (7,674) |
| **Total land and buildings** | **39,004** | **35,627** | **36,226** | **32,811** |
| **Leasehold improvements** | | | | |
| Leasehold improvements at cost | 4,594 | 1,431 | 1,718 | 1,431 |
| less: Accumulated depreciation | (1,763) | (851) | (1,075) | (810) |
| **Total Leasehold improvements** | **2,831** | **580** | **643** | **621** |
| **Plant and equipment** | | | | |
| Plant and equipment - at cost | 6,158 | 6,105 | 6,341 | 6,271 |
| less: Accumulated depreciation | (4,932) | (4,913) | (4,403) | (4,396) |
| | **1,226** | **1,192** | **1,938** | **1,875** |
| Motor vehicles - at cost | 5,155 | 4,875 | 4,605 | 4,372 |
| less: Accumulated depreciation | (2,336) | (2,267) | (1,927) | (1,916) |
| | **2,819** | **2,608** | **2,678** | **2,456** |
| Hire purchase motor vehicles - at cost | 598 | 598 | 695 | 695 |
| less: Accumulated depreciation | (370) | (370) | (363) | (363) |
| | **228** | **228** | **332** | **332** |
| **Total plant and equipment** | **4,273** | **4,028** | **4,948** | **4663** |
| **Right of use assets (as per AASB16)** | | | | |
| Right of use assets | 13,893 | 8,146 | 13,889 | 8,709 |
| less: Accumulated depreciation | (8,822) | (4,901) | (7,802) | (4,238) |
| **Total Right of use assets (as per AASB16)** | 5,071 | 3,245 | 6,087 | 4,471 |
| **Total property, plant and equipment** | **51,179** | **43,480** | **47,904** | **42,566** |

## Reconciliation

*Reconciliations of the carrying amounts for each class of property, plant and equipment are set out below:*

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Land and buildings** | | | | |
| Carrying amount at beginning of year | 36,226 | 32,811 | 34,831 | 31,343 |
| Additions through business combinations | - | - | 440 | 440 |
| Additions | 4,015 | 3,992 | 1,940 | 1,940 |
| Disposals | (319) | (319) | (61) | - |
| Depreciation expense | (918) | (857) | (924) | (912) |
| **Carrying amount at end of year** | **39,004** | **35,627** | **36,226** | **32,811** |
| **Leasehold Improvements** | | | | |
| Carrying amount at beginning of year | 643 | 621 | 869 | 677 |
| Additions | 2,918 | 42 | 15 | - |
| Disposals | (16) | (16) | - | - |
| Depreciation expense | (714) | (67) | (241) | (56) |
| **Carrying amount at end of year** | **2,831** | **580** | **643** | **621** |
| **Plant and equipment** | | | | |
| Carrying amount at beginning of year | 1,938 | 1,875 | 2,099 | 2,099 |
| Additions | 179 | 150 | 744 | 659 |
| Disposals | (86) | (86) | (25) | (10) |
| Transfers Out | (46) | - | - | - |
| Depreciation expense | (759) | (747) | (880) | (873) |
| **Carrying amount at end of year** | **1,226** | **1,192** | **1,938** | **1,875** |
| **Motor Vehicles** | | | | |
| Carrying amount at beginning of year | 3,010 | 2,788 | 2,883 | 2,883 |
| Additions | 586 | 586 | 616 | 399 |
| Disposals | (32) | (32) | (36) | (36) |
| Transfers In | 46 | - | - | - |
| Depreciation Expense | (563) | (506) | (453) | (458) |
| **Carrying amount at end of year** | **3,047** | **2,836** | **3,010** | **2,788** |
| **Right of use assets (as per AASB16)** | | | | |
| Carrying amount at beginning of year | 6,087 | 4,471 | 6,301 | 4,447 |
| Additions | 1,941 | 442 | 2,781 | 1,768 |
| Depreciation expense | (2,957) | (1,668) | (2,995) | (1,744) |
| Carrying amount at end of year | 5,071 | 3,245 | 6,087 | 4,471 |
| **Total property, plant and equipment** | **51,179** | **43,480** | **47,904** | **42,566** |

## Note 7: Intangible Assets

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Computer software** | | | | |
| Computer software - at cost | 3,190 | 2,885 | 3,248 | 2,943 |
| less: Accumulated amortisation | (1,580) | (1,275) | (1,382) | (1,182) |
| **Total computer software** | 1,610 | 1,610 | 1,866 | 1,761 |
| **Total intangible assets** | **1,610** | **1,610** | **1,866** | **1,761** |

## Total intangible assets Reconciliation

*Reconciliations of the carrying amounts for each class of intangible asset are set out below:*

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Computer software** | | | | |
| Carrying amount at beginning of year | 1,866 | 1,761 | 945 | 735 |
| Additions | - | - | 1,381 | 1,381 |
| Disposals | (4) | (4) | (264) | (264) |
| Write offs | (46) | (46) | - | - |
| Amortisation Expense | (206) | (101) | (196) | (91) |
| **Carrying amount at end of year** | **1,610** | **1,610** | **1,866** | **1,761** |

## Note 8: Trade and other payables

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Current** | | | | |
| Trade payables | 461 | 461 | 916 | 916 |
| Employee benefits | 5,421 | 5,078 | 5,865 | 4,967 |
| Other accrued expenses and sundry payables | 2,669 | 1,461 | 2,118 | 836 |
| **Trade and other payables** | **8,551** | **7,000** | **8,899** | **6,719** |

## Note 9: Grants received in advance

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| Operating revenue received in advance | 9,518 | 604 | 5,045 | - |
| Other contractual liabilities | 2,516 | - | - | - |
| Capital grants received in advance | 244 | 244 | 354 | 354 |
| **Grants received in advance** | **12,278** | **848** | **5,399** | **354** |

Grants received in advance consists of government funding received but services were not delivered at balance date (refer Note 1(h)).

Other contractual liabilities relate to funds already spent on permitted purposes, but for which the benefit will be realised overtime.

Capital grants received in advance consists of government funding received for procurement or construction of assets and is realised in accordance with the applicable revenue accounting policy.

## Note 10: Borrowings

Credit standby arrangements with the Group's bankers
*At reporting date the Group had the following credit arrangements in place:*

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| Lines of credit facilities | - | - | 1,732 | 1,732 |
| Credit card facility | 103 | 63 | 63 | 63 |
| Hire purchase and leasing facility | 950 | 950 | 950 | 950 |
| | **1,053** | **1,013** | **2,745** | **2,745** |
| **Facilities utilised at reporting date:** | | | | |
| Lines of credit facilities | - | - | - | - |
| Credit card facility | 8 | 8 | 2 | 2 |
| Hire purchase and leasing facility | 218 | 218 | 251 | 251 |
| | **226** | **226** | **253** | **253** |
| **Facilities not utilised at reporting date:** | | | | |
| Lines of credit facilities | - | - | 1,732 | 1,732 |
| Credit card facility | 95 | 55 | 61 | 61 |
| Hire purchase and leasing facility | 732 | 732 | 699 | 699 |
| | **827** | **787** | **2,492** | **2,492** |

## Note 11: Employee Provisions

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| Opening balance at 1 July 2023 | 12,335 | 8,861 | | |
| Additions through business combinations | - | - | | |
| Additional provisions raised during year | 10,019 | 7,329 | | |
| Amounts used | (9,903) | (6,948) | | |
| **Balance at 30 June 2024** | **12,451** | **9,242** | | |
| *Current liability for employee entitlements* | | | | |
| Annual Leave | 9,519 | 6,849 | 9,391 | 6,596 |
| Long Service Leave | 2,200 | 1,725 | 2,038 | 1,543 |
| **Current liability for employee entitlements** | **11,719** | **8,574** | **11,429** | **8,139** |
| *Non - Current liability for employee entitlements* | | | | |
| **Long service leave** | **732** | **668** | **906** | **722** |

As at 30 June 2024, the Group employed 1,531 full time equivalent employees. (2023: 1448). Employee provisions represent amounts accrued for annual leave and long service leave. The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the company does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

## Note 12: Lease Liabilities

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| Balance at 1 July 2023 | 6,673 | 4,950 | | |
| New leasing contracts signed | 1,287 | 514 | | |
| Lease payments during the year | (2,716) | (2,040) | | |
| Interest | 299 | 180 | | |
| **Balance at 30 June 2024** | **5,543** | **3,604** | | |
| *Cuffent liability for leases* | | | | |
| Lease commitments < 12 months | 2,739 | 1,536 | 2,271 | 1,395 |
| **Current liability for leases** | **2,739** | **1,536** | **2,271** | **1,395** |
| | | | | |
| *Non - Current liability for leases* | | | | |
| Lease commitments > 12 months | 2,804 | 2,068 | 4,402 | 3,555 |
| **Non - Current liability for leases** | **2,804** | **2,068** | **4,402** | **3,555** |

The lease liabilities are for property leases and for hire purchase agreements taken out to purchase motor vehicles. Interest is payable on the outstanding amounts on the individual hire purchase agreements at rates of between 2.54% and 7.91%. The individual agreements are held under a revolving bulk facility with Westpac Banking Corporation. At 30 June 2024 the limit on the facility was $950,000, of which $218,000 was drawn.

## Note 13: Financial risk management

### Financial Risk Management Policies

The Finance and Audit Committee is responsible for assisting the Board of Directors to fulfil their corporate governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems and the external audit functions. All members of the Finance and Audit Committee are appointed by the Board and are selected in order to provide complementary skills and experience in the areas of finance, audit and risk management.

The Group's financial instruments consist of short term deposits with banks, medium to long term deposits with JB Were, accounts receivable, accounts payable, lines of credit, leases and borrowings.

The totals for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies adopted in the preparation of these financial statements, are as follows:

| | 2024 | | 2023 | |
|---|---|---|---|---|
| | Group $000's | Parent Entity $000's | Group $000's | Parent Entity $000's |
| **Financial assets** | | | | |
| Cash and cash equivalents | 18,135 | 13,347 | 15,918 | 13,199 |
| Client fees and other trade receivables (net) | 5,839 | 4,823 | 4,150 | 3,515 |
| Other receivables | 569 | 2,118 | 687 | 3,042 |
| Investments | 3,790 | 3,095 | 3,414 | 2,906 |
| | **28,333** | **23,383** | **24,169** | **22,662** |
| | | | | |
| **Financial liabilities at amortised cost** | | | | |
| Lease liabilities | 5,543 | 3,604 | 6,673 | 4,950 |
| Current trade and other payables | 3,130 | 1,922 | 3,034 | 1,752 |
| | **8,673** | **5,526** | **9,707** | **6,702** |

## Note 14: Fair Value Measurements

**Net fair value of financial assets and liabilities**
All financial assets and liabilities have a net fair value equal to their carrying amount. Equity or debt instruments have been valued using quoted market prices in the active market.

## Note 15: Capital Expenditure Commitments

The Group has committed to a capital project in the next financial year with contracts to the value of $545,204 having been signed.

## Note 16: Related party transactions

In accordance with the Company's constitution, the members of the Board of Directors are entitled to be remunerated which is reviewable by the members at the Annual General Meeting. The Directors received remuneration totalling $162,485 during the financial year to 30 June 2024 (2023: $142,865).

There is a receivable of $1,711,000 (2023: $2,534,000) owing by related entities within the Group.

Transactions between the Group and related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated. The Parent Entity has incurred costs on behalf of related entities within the Group during the financial year. This sits as a loan on the Parent Entity's balance sheet at period end which is repaid over time and makes up the receivable balance disclosed above. All transactions are at arms' length value. Total transactional value excluding repayments incurred during 2024 was $22.8M (2023: $9.03M).

## Note 17: Key management personnel

The Group's key management personnel are those persons who have the responsibility and authority for planning, directing and controlling the day to day activities and strategic direction of the Group.

In addition to the Directors (refer Note 16) the Group's key management personnel consists of the Group Chief Executive Officer, the Group Chief Financial Officer, the Chief Executive Officers, the Chief Corporate Services Officer and the Chief Clinical and Practice Officer.

The remuneration of other key management personnel consists entirely of short-term employee and post employment benefits. The total remuneration of the Group's key management personnel, which is included in the statement of comprehensive income under the heading of employee benefits is:

| | 2024 | 2023 |
|---|---|---|
| | $000's | $000's |
| Short term employee benefits | 2,195 | 2,110 |
| Post employee benefits | 181 | 195 |
| **Total employment benefits** | **2,376** | **2,305** |

## Note 18: Auditors remuneration

| | 2024 | 2023 |
|---|---|---|
| | $000's | $000's |
| Audit fees | 72 | 79 |
| **Total auditors remuneration** | **72** | **79** |

## Note 19: Contingent liabilities

Some of the Group's properties and other assets were acquired with federal and state government capital grants. In some cases the Group may be required to relinquish ownership of these assets, or repay a proportion of the grant, if the terms and conditions of the grant agreement are not complied with. Typically this would occur if the Group disposed of the asset within a specified time, or used the asset for a purpose contrary to the terms of the grant agreement. The Group is not aware of any such circumstances existing as at the date of the financial statements and does not intend to act in a manner that would allow such circumstances to arise in the future.

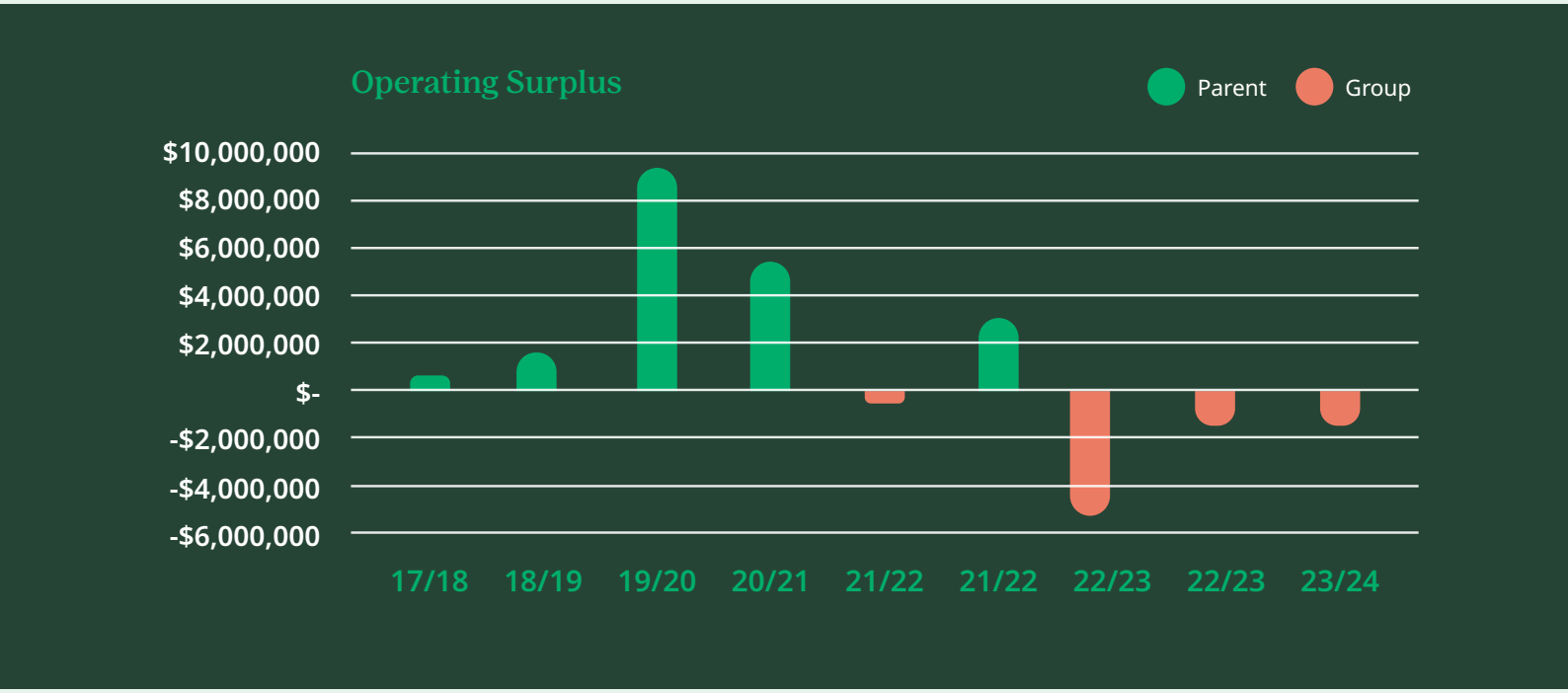
Some of the Group's land and buildings disclosed in Note 6 are secured by a mortgage to the Queensland Housing Commission. There is uncertainty relating as to when the Group will dispose of these properties. As any future liability would be dependent on the market value of the property at the time of disposal, it is not practical to make an assessment of the potential financial effect of this contingent liability.

## Note 20: Limitation of members liability

The Company is a company limited by guarantee and in accordance with the Constitution, in the event of Multicap Limited being wound up, the liability would not exceed $2 per member. At 30 June 2024 the number of members was 58 (2023: 61).

## Note 21: Events subsequent to reporting date

Other than as stated elsewhere, no matters or circumstances have arisen since the end of the financial year which significantly affect or may significantly affect the operation of the Group, the results of those operations, or the state of affairs of the Group in future years.



# Our Supporters

## Partners

- Coffs Harbour Neighbourhood Centre
- Country to Coast PHN
- Cherbourg Regional Aboriginal and Islander Community Controlled Health Services (CRAICCHS)
- Cultural Healing Sunshine Coast
- Darling Downs West Moreton PHN
- Brisbane North PHN
- End Street Sleeping Collaboration – Byron Bay
- Flourish
- Galambila – Coffs Harbour
- Healthy North Coast PHN
- Ipswich City Council
- Jullums: Rekindling the Spirit - Lismore
- Kambu Health
- Queensland Corrective Services
- Queensland Department of Child Safety, Youth and Women
- Queensland Department of Housing, Local Government, Planning and Public Works
- Nimbin Neighbourhood Centre Collaboration
- New South Wales Department of Communities and Justice
- New South Wales Ministry of Health
- North Queensland PHN
- QuIHN
- South Burnett CTC
- Stride
- Refocus
- The Buttery
- Wellways

## Governance and Service Delivery Partners

- Amplar Health
- Bric Housing
- Darling Downs Hospital and Health Service
- EACH
- Gold Coast Hospital and Health Service
- headspace National
- Liverty Housing
- Metro North Hospital and Health Service
- Mid North Coast Local Health District (including Mental Health and AOD Services)
- Northern New South Wales Local Health District
- Peach Tree Perinatal Mental Health Service
- Sunshine Coast Hospital and Health Service
- Wellways Northern New South Wales
- West Morton Hospital and Health Service

## Alliances

- Ability First Australia
- Ability Forum
- Ability Roundtable
- Australian Psychosocial Alliance
- Easterseals
- Mental Health Australia
- Mental Health Coordinating Council
- National Disability Services
- Queensland Alliance for Mental Health
- Queensland Leaders

## Charity Partners and Sponsors

- Aussie Broadband
- Black and White Cabs
- CheckUP
- Gallagher Bassett
- headspace
- HESTA
- Intelligent Pathways
- Office of Industrial Relations
- Queensland Alliance for Mental Health
- Queensland Country Bank
- Queensland Mental Health Commission
- Queensland Health
- Richmond Fellowship Queensland
- The Royal Australian and New Zealand College of Psychiatrists
- WorkCover Queensland

## Research and Practice

- SafeSide Prevention Australia
- Griffith University
- University of Queensland

## Patron

Her Excellency the Honourable Dr Jeannette Young AC PSM, Governor of Queensland

## Company Secretaries

Sue McDonald and Sandra Williams

## Previous Life Members

1965 Rev S B Ford

1965 Brisbane Caledonian Society & Burns Club

1967 LS Frost Pty Ltd

1967 CTO Staff, Brisbane

1967 Mrs U Mulholland

1972 Rev S R Ramsden

1972 Mr N P Scott

1974 Mr L N Saunders

1979 Mrs M Ramsden

1984 Mr A E Walker

2003 Mr D Kenway

2009 Dr R J Andrews MBE OAM

2013 Mrs Gwen Easlea

2013 Mr Glen Easlea

2016 Prof John McAuliffe AM

## Life Members

1996 Mr N Rendell

2001 Mrs M Rudken

2001 Dr N Heather

2004 Mr M Sprenger

2007 Mrs D Wilkinson

2013 Mrs Donna Bock

2017 Mrs Sandra Williams

2017 Mr John Gallimore

## Auditors/Legal Partners

Bentleys Brisbane (Audit) Pty Ltd

Corrs Chambers Westgarth

Seneworth Legal Partners

KPMG Law

Church and Partners Lawyers

Herbert Smith Freehills

## Banking and Investment Partners

Commonwealth Bank of Australia

Westpac Banking Corporation

JBWere

## Bequests

When preparing your Will, after considering your immediate family, you may want to consider a bequest to Multicap.

Our passion for every individual's right to connect to and realise the possibilities available to them, drives us to always believe there is a way. Your gift or bequest will ensure we can respond to these needs.

For more information, please contact us on **(07) 3340 9000** or visit multicap.org.au.

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