



MultiLink

Community Services Inc.



36th Annual Report

2024-2025



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Acknowledgement of Traditional Owners

MultiLink acknowledges Aboriginal and Torres Strait Islander Peoples as the first people of this country. MultiLink respects and values Australia's Indigenous Peoples enormous resilience, courage, determination and often unrecognised contribution to this nation's development.

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MultiLink's Commitment

Purpose Statement

Supporting diverse communities and individuals to reach their potential.

Mission

Delivering culturally accessible and relevant services.

“Challenging Boundaries Together”

Values

Respect

We respect the rights of all people to be different, regardless of how they identify. We believe in a support culture where we defend the right for people to have their own opinions and we trust and dignify each other in an honest and humble way.

Professionalism

We will conduct all business transactions with honesty and to a high professional standard. We are accountable to our peers, clients, funding bodies and the organisation.

Quality

We agree to build, maintain and adhere to quality standards by providing both internal and external services, systems and processes of excellence.

Commitment

We are committed to making a positive impact in the lives of diverse consumers and communities. We take initiative and responsibility in providing support and advocacy for all stakeholders.

Creativity / Innovation

We thrive in creativity by allowing, applying and accepting innovative and alternate practice to all aspects of our business; permitting change in culture and new horizons.





What we intend to achieve

Lobbying and Advocacy

MultiLink is committed to be a voice for change for systemic advocacy to enable positive opportunities for all communities and individuals to be independent and participate equitably in the social, economic and civic life of society.

Governance

The MultiLink Management Committee and the Chief Executive Officer are committed to striving for high standards of governance. Governance in the context of MultiLink refers to the processes, activities and relationships of the organisation that ensure that the organisation is effectively and properly run. MultiLink recognises and complies with the five minimum standards set out in the Australian Charities and Not-for-Profits Commission Governance Standard.

Quality & Growth of Service Delivery

MultiLink is committed to consistently delivering high-quality care that is personal, effective, connected and safe for every person every time. MultiLink will continue to look for ways to expand our services so we can provide more support to more people. This includes broadening the reach of our services, as well as seeking opportunities to expand and grow our services to the community.

Stewardship of Resources

MultiLink will undertake responsible planning and management of all resources in a manner that is consistent with our mission and goals, and in a way that maximises the value of resources to current and future stakeholders. MultiLink will operate in a way that is financially viable and sustainable in the long term.

Partnerships and Collaboration

MultiLink has an extensive history of innovative, open, accountable and respectful partnerships and collaborations with government, non-government organisations and private enterprise. Sharing resources and expertise, bringing our various strengths together and value adding to our joint endeavours across the communities and goals for which we strive.

Enriching our Workforce

MultiLink will continue to develop our workforce, striving to be recognised as an employer of choice supported by frameworks and systems which enable us to attract and retain a diverse, inclusive, high performing, culturally competent and capable workforce. This includes ensuring our workforce is equipped and enabled to deliver services for current and future needs of the diverse communities and individuals MultiLink supports.

Chairperson

It is with great pride and deep appreciation that I present this year's Chairperson's Report for MultiLink Community Services Inc. As a Not-for-Profit multicultural service organisation, MultiLink continues to place the needs, aspirations and voices of diverse communities at the centre of all we do. This past year has been one of significant achievement, growth and transformation; both physically and strategically. At the forefront of these achievements stands the successful completion of our long-anticipated Community Hub: a vision three years in the making, now fully realised.



The opening of this purpose-built facility represents a defining milestone in MultiLink's proud history. More than a new building, the Community Hub is a tangible symbol of our organisation's evolution and our unwavering commitment to providing inclusive, accessible and culturally responsive services. Designed with the community in mind, the Hub expands our ability to support individuals and families across all life stages and circumstances; whether through social connection, advocacy, employment pathways, aged care, youth development or family and settlement support.

This expansion is not only about increasing physical capacity, it is a statement of intent. It signals that MultiLink is building not just for today, but for the generations to come. In a time of increasing complexity and shifting community needs, we are strengthening our foundations to ensure we remain relevant, responsive and resilient. The new Hub enhances our visibility and presence, while opening new doors for collaboration and engagement with partners, stakeholders and the broader public.

Our success this year reflects the dedication and collective effort of many. The commitment of our staff and volunteers, the guidance of our Management Team and the governance provided by our Management Committee have all contributed to a period of growth that is both strategic and values driven. From program innovation to continuous improvement in service delivery, MultiLink has demonstrated our ability to adapt, evolve and lead with integrity.

Looking forward, we remain focused on sustainable growth and measurable impact. Our priorities will include deepening our community engagement, building on our partnerships across sectors and investing in innovation that strengthens service outcomes. We understand that the challenges faced by our communities - from housing insecurity, cost-of-living pressures to mental health and social isolation - require not just programs, but a holistic, coordinated response. We are determined to be part of the solution, working alongside others to create a fairer and more inclusive society.

To everyone who has played a part in MultiLink's journey this year, to our staff at MultiLink, our CEO Kim Jones and her stellar team, to the members of the Management Committee and to the community we serve; I say "Thank You". Whether you are a frontline worker, behind-the-scenes volunteer, funder, supporter or a fellow Committee member - your belief in our mission fuels everything we do. Together, we are not just responding to community needs; we are shaping a future in which all individuals, regardless of background, have the opportunity to thrive.

With sincere gratitude and optimism for the year ahead,

Christine Mudavanhu
Chairperson



Management Committee

Christine Mudavanhu (Chairperson)

Christine Mudavanhu is an accomplished leader, strategist, and advocate dedicated to advancing diversity, equity and inclusion in Australia. She currently serves as the Chair of MultiLink Community Services, a leading organisation delivering aged care and disability services to multicultural communities across Logan and Southeast Queensland.

Christine is also the CEO of UC Compliance, a highly regarded health and human services consultancy that supports NDIS, Aged Care and DVA providers across Australia with compliance, governance and audit readiness. Under her leadership, UC Compliance has grown into a trusted name in the disability and community care sectors, championing best practice and cultural responsiveness.

As a Founding Partner of Migrant Women in Business, Christine empowers women from culturally and linguistically diverse backgrounds to build sustainable enterprises. Her work bridges systemic gaps in economic opportunity and representation for migrant women.

Christine also hosts the 'Sisters in Colour' podcast, a platform that elevates the voices of women of colour in leadership, business and advocacy. The podcast has become known for tackling complex conversations around identity, equity and power with empathy and authenticity.

Born in Zimbabwe and now based in Brisbane, Christine brings a unique intersectional lens to her work, informed by lived experience and over 20 years of leadership across government, nonprofit and private sectors in Australia, New Zealand and Africa.



Matthew Anderson (Deputy Chairperson)

Matt has over 26 years of leadership experience in the defence, private and public sectors, the last decade of which has been spent leading large service delivery organisations in the infrastructure and transport sectors.

Matt has significant Program Management experience in the delivery of both capital projects and infrastructure and asset maintenance and has a keen interest in change management and industrial relations.

Matt holds a Masters of Human Resource Management and a Bachelor of Arts (Politics) from the University of New South Wales. He is a graduate of the Australian Institute of Company Directors, the Australian Defence Force Academy and the Royal Military College Duntroon.

Management Committee

Samantha Rush **(Treasurer)**



Samantha has a breadth of experience across financial services, real estate, rail, leisure and other industries. She has worked with people, numbers, data, technology, risk, governance and regulators in the private sector.

Her qualifications include HR, Japanese language, psychology and an MBA; she is also a Justice of the Peace. Her passions include trying new things and making a positive difference.

Ben Coogan **(Secretary)**



Ben practices in all areas of intellectual property law including agreements and disputes, information technology, privacy, confidential information, competition and consumer law, and litigation in Australia.

Ben is also an experienced practitioner in the area of defamation and media law. Ben has completed his Master of Laws specialising in intellectual property law.

He is a long serving past and present member of many organisations including:

- Deputy Chairperson of the Queensland Law Society's (QLS) Technology and Intellectual Property Committee;
- QLS Competition and Consumer Law Committee;
- Treasurer of the Licensing and Executives Society of Australia & New Zealand (LESANZ) (Queensland Chapter);
- Intellectual Property Society of Australia & New Zealand (IPSANZ); and
- Law Council of Australia Intellectual Property Committee.



Paul Forghani **(Committee Member)**

Paul has extensive experience ranging across various sectors including infrastructure, mining and building. He specialises in commercial aspects of the industry with particular interest in contracts, procurement, financial reporting and risk and governance.

He has been involved in projects in Australia, Indonesia, Malaysia, India, New Zealand, Mongolia, Peru and Papua New Guinea. Paul has a keen interest in understanding how to respond to the different and complex aspects of business in various cultural environments.

Paul has a Master of Science Degree from the University of Salford (Manchester) and a degree in Construction Management from the University of NSW. He is a Fellow of the Australian Institute of Company Directors and runs his own business improvement consultancy.

Management Committee



Kristy Lee Hammond
(Committee Member)

Kristy has over 20 years' commercial experience across the education, media and Not-for-Profit sectors.

She has run a registered training organisation and apprenticeship centre and led large scale learning projects across Australia and the Tasman. Most recently she leads professional and executive education at QUT.

Kristy is a Graduate of the Australian Institute of Company Directors, has an Executive MBA and an Honours Degree in Marketing. She also serves on two school Boards and believes that education gives each of us a competitive advantage; something we all deserve.



Justin Nahimana
(Committee Member)

Resigned June 2025

A strategic thinker and cultural intelligence Leader, Justin has over 9 years of senior executive leadership and Board experience encompassing a variety of industries, including the Private, Public and Non-for-Profit sectors.

Currently CFO at The Coghlan Group in Australia, Justin plays a pivotal role in the Community. His expertise spans Professional Financial Services, Strategic Advisory Services and Corporate Leadership Support.

Justin has an MBA major in Business Strategic Leadership and a Master's in Accounting and Finance, is a CFA Institute graduate, a member of the AICD, the IIA, the IPA and has completed the Duke University Public Finance Executive Program.



Jeremy Fernando
(Committee Member)

Resigned April 2025

Jeremy is a medical Doctor at the Gold Coast Health Service. He has a keen interest in addressing health inequity and the social determinants of poor health outcomes.

He is passionate about using technology to solve issues of healthcare access and is the founder of HealthTech Connect, an organisation that brings together clinicians with technical experts to solve clinical problems.

He has served as the Vice President of the Australian Medical Students' Association, the peak representative body for Australia's medical students.

He is a graduate of the Australian Institute of Company Directors. He is of Sri Lankan descent and is particularly passionate about the health of culturally and linguistically diverse populations in Australia.

Management Committee

New Members



Jennifer Finch
(Committee Member)
Commencing June 2025

Jennifer is a physiotherapist by background and is an accomplished health leader with over four decades of experience across Australia and internationally, including senior executive roles in Queensland Health, AusAID and UNICEF.

She has a strong track record in driving strategic health reform, allied health workforce development and value-based health care.

Jennifer is a published researcher and a respected non-executive director, currently serving on the boards of Cystic Fibrosis Queensland and the UQ Business School Future of Health Industry Advisory Board.

She is a Graduate of the Australian Institute of Company Directors and holds multiple postgraduate qualifications in health service evaluation, health international development and business.



Dr. Swarada Kotkar
(Committee Member)
Commencing June 2025

Dr Swarada is a Brisbane-based medical professional with extensive international experience across India, the UK, the Middle East and now Australia.

She has held senior roles in both public and private healthcare sectors, including government contracts, with a focus on medical administration.

A Fellow of the Australian Institute of Company Directors and Associate Fellow of the Royal Australasian College of Medical Administrators, Dr. Kotkar brings a strategic approach to clinical governance, risk management and healthcare leadership.

Her career reflects a strong commitment to upholding consumer rights and improving healthcare delivery systems. Passionate about quality care and accountability, she continues to advocate for safe, patient-centred services. With a global perspective and a solid foundation in medical and corporate governance, Dr. Kotkar plays a key role in shaping effective and ethical healthcare systems.



Chief Executive Officer

It is with great pleasure that I present the CEO's Report for this year, a year that marks a period of exceptional progress, transformation and renewed momentum for MultiLink.



Our operational priorities over the past 12 months have centred on building capability, improving systems and ensuring that our organisation is well-positioned to deliver services that are not only responsive, but sustainable. I am proud to say that this year we achieved many important milestones that will have a lasting impact on the communities we serve and on the way we operate as an organisation.

Foremost among these achievements was the completion of our purpose-built Community Hub; a three-year journey that has now come to fruition. This is far more than a new building; it represents a significant expansion of our service footprint and a tangible commitment to improving accessibility and integration across all our programs. The Hub has already begun enhancing the client experience, enabling more efficient coordination and delivery of services in one central, welcoming space.

From an operational perspective, we have strengthened our internal systems and processes to support growth. Key improvements this year include:

- Updating financial systems and reporting tools, allowing for more timely and transparent decision-making.
- Streamlining intake and referral pathways, making it easier for people to connect with services quickly.
- Investing in workforce development, with a focus on professional learning, leadership capability and staff wellbeing.
- Expanding of digital tools and data systems to track outcomes and measure the real impact of our work.
- Improving compliance and quality assurance processes, particularly in Aged Care and NDIS programs, to ensure we not only meet, but exceed, sector standards.

These operational enhancements have already yielded stronger outcomes for our clients and communities and they provide a strong foundation for MultiLink's future growth. As we look ahead, we remain focused on continuing to improve our services, scaling up our impact and ensuring that MultiLink remains a trusted, values-driven organisation in a constantly changing environment.

Our focus on sustainability, both financial and organisational, is central to our strategy moving forward. We will continue to explore opportunities to diversify funding, build stronger partnerships and innovate in the way we deliver services to ensure long-term benefits to the communities we serve.

I want to express my sincere thanks to our incredible team of staff, volunteers and the Management Committee for their commitment, care and resilience. Thank you to our clients and community members, whose trust in us inspires everything we do. Together, we are creating pathways to opportunity, belonging and hope.

Kim Jones
Chief Executive Officer



Treasurer

I am pleased to present the Treasurer's Report for the financial year of 2024-2025. Our Annual Financial Statement is presented as a General-Purpose Financial Statement (GPFS), which complies with the Australian Accounting Standards.

This year's financial overview highlights the significant impact of the completion of the MultiLink Community Hub, a project initiated in 2021 and finalised in late 2024.

Our total operational revenue for the year amounted to \$11,441,144. With the addition of a property revaluation gain for Garfield Road of \$209,219, the overall annual income reached \$11,650,363. Operational expenses totalled \$10,369,528 resulting in a surplus of \$1,280,835; an encouraging outcome for our organisation.

MultiLink's new Community Hub at Garfield Road, was developed at a total cost of \$5,415,155, with MultiLink contributing \$1,582,245. This investment underscores our commitment to providing essential services to the community.

In early 2024, in preparation for the 2024-2025 financial year, MultiLink conducted a strategic review of our Commonwealth Home Support Program (CHSP) targets. This included the decision to exit Cottage Respite and Nursing services, and a strategic reduction of funding in other select CHSP deliverables.

Although a planned funding reduction of \$770,000 was anticipated, other programs experienced growth, resulting in a net reduction in delivery grant funding of \$228,996, being significantly less than projected.

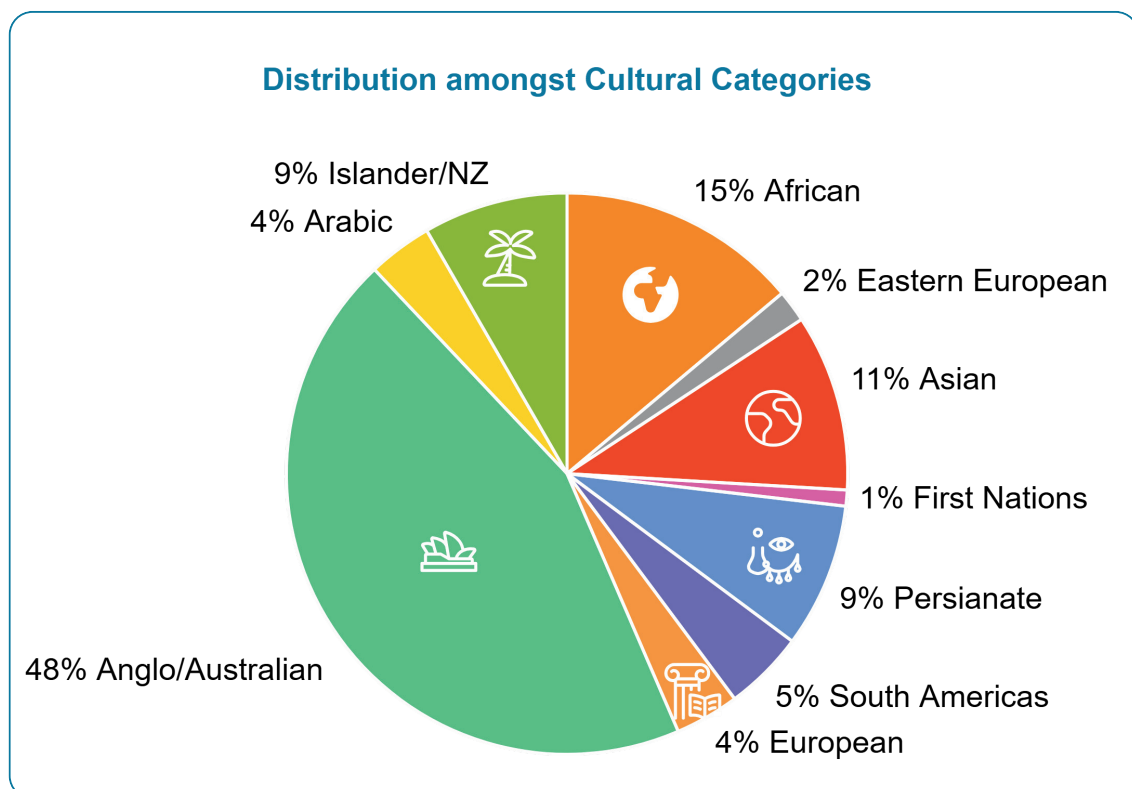
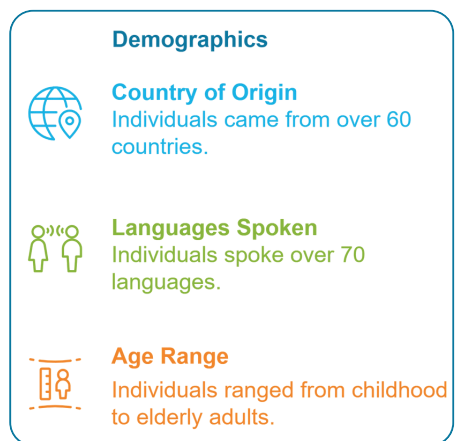
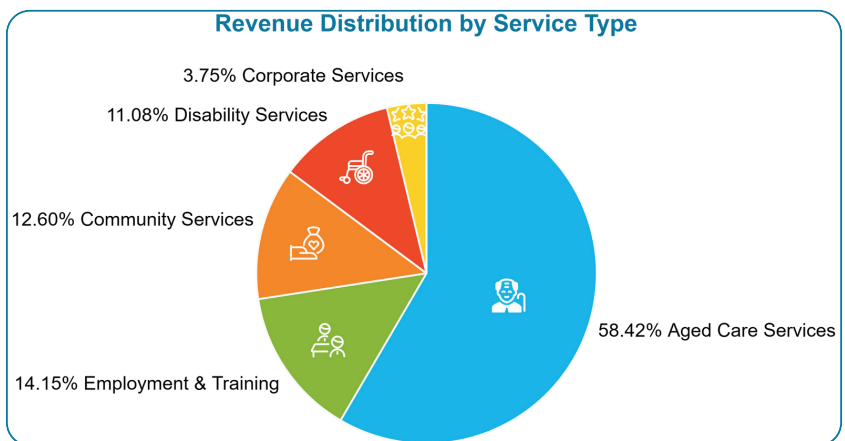
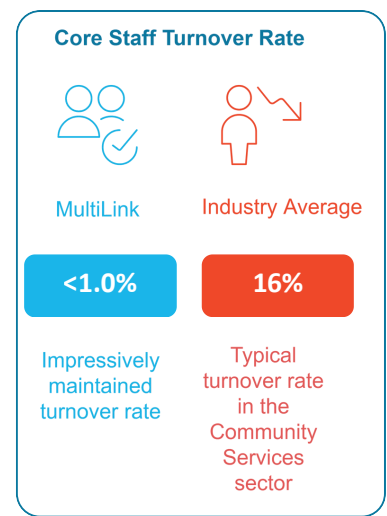
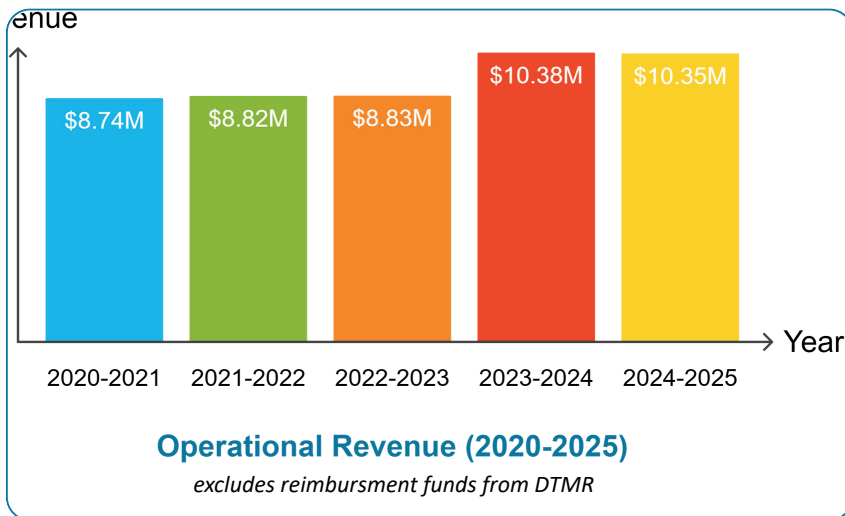
Looking ahead, our priorities remain focused on prudent financial management and expanding service delivery funding.

My sincere thanks go to our CEO, Corporate Services Manager, Finance Officer and Auditors for their unwavering support, fiscal diligence and commitment throughout the year.

Samantha Rush
Treasurer

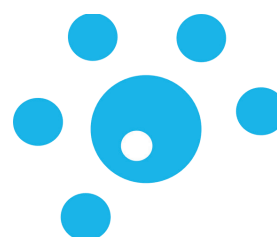


2024-2025 Financial & Key Metrics



2024-2025 Statement of Profit or Loss

	2025 \$	2024 \$
Revenue	9,817,775	10,040,138
Finance income	50,870	130,695
Other income	1,572,499	2,079,642
Employee benefits expense	(6,774,222)	(6,543,610)
Depreciation and amortisation expense	(168,734)	(149,847)
Motor vehicle expenses	(47,676)	(43,928)
IT Expenses	(233,443)	(204,052)
Client program expenses	(1,423,335)	(1,378,030)
Other employment costs	(297,646)	(246,834)
Property expenses	(327,915)	(193,217)
Client support	(74,636)	(58,822)
Insurance	(70,619)	(63,332)
Subscription & memberships	(83,273)	(53,852)
Other expenses	(868,029)	(1,124,051)
Surplus before income tax	1,071,616	2,190,900
Income tax expense	-	-
Surplus for the year	1,071,616	2,190,900
Other comprehensive income		
Revaluation increase in property	209,219	-
Total comprehensive income for the year	1,280,835	2,190,900



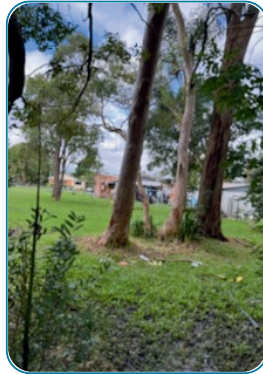
2024-2025 Statement of Financial Position

	2025 \$	2024 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	3,254,489	2,554,206
Trade and other receivables	448,445	2,280,829
Other assets	55,233	83,594
TOTAL CURRENT ASSETS	3,758,167	4,918,629
NON-CURRENT ASSETS		
Property, plant and equipment	7,998,907	5,450,042
TOTAL NON-CURRENT ASSETS	7,998,907	5,450,042
TOTAL ASSETS	11,757,074	10,368,671
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	368,728	290,454
Employee benefits	359,075	417,311
Other financial liabilities	1,261,208	1,173,678
TOTAL CURRENT LIABILITIES	1,989,011	1,881,443
NON-CURRENT LIABILITIES	-	-
TOTAL LIABILITIES	1,989,011	1,881,443
NET ASSETS	9,768,063	8,487,228
EQUITY		
Reserves	1,176,074	966,855
Retained Earnings	8,591,989	7,520,373
TOTAL EQUITY	9,768,063	8,487,228

MultiLink Community Hub

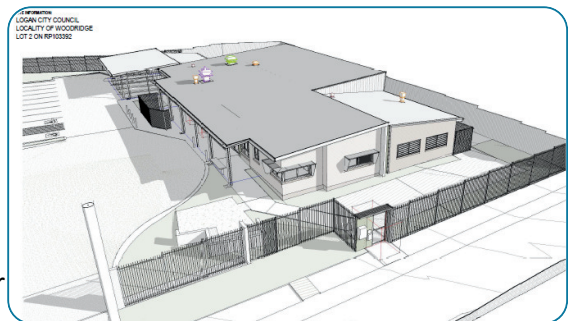
The journey to establish the new MultiLink Community Hub began in August 2021 when we received the notice of resumption from the Department of Transport and Main Roads for 61 Mayes Avenue, to make way for the Logan and Gold Coast Faster Rail Project.

After the resumption agreement was finalised in June 2022, attention turned to securing the ideal location. By August 2022, the property at 13-15 Garfield Road in Woodridge was purchased, marking the project's first significant step forward. This site, once home to longstanding domestic buildings, was cleared in November 2022, providing a blank canvas for the vision ahead.



With the groundwork laid, the following year was dedicated to refining the Hub's plans and blueprints. August 2023 saw the plans finalised after many months of consultation and design development, reflecting the needs and aspirations of the community.

The end of 2023 brought another milestone with the appointment of Herron Coorey as the project's builder in December, signalling readiness to bring the plans to life.



Construction officially began on 12 February 2024, transforming the plans into physical progress. The momentum continued with the concrete pour in early April, setting the stage for the structure to rise through the winter.



As the months passed, trades and specialists worked in tandem, overcoming challenges and celebrating each milestone. By late September 2024, the project reached practical completion, a testament to the dedication of all involved.



The transition from construction to community activation was smooth and enthusiastic. The move-in occurred in early October, and on the 14th October 2024, the Hub welcomed its first Social Support Group consumers for a soft opening, infusing the new space with energy and anticipation. Over the months that followed, the Hub grew into its role as a centrepiece for local connection, learning and support.



The 29th May 2025, marked the Official Opening by the Hon. Fiona Simpson MP, who delivered warm words that underscored the Hub's importance and its future. The Hon. Cameron Dick MP followed with an address, reflecting on his memories of MultiLink and the impact within the local community. Christine Mudavanhu and Kim Jones spoke from the heart, expressing gratitude for the support and dedication that transformed a shared dream into reality, weaving together the threads of community spirit that will define the Hub for years to come.



Aged Care Services

MultiLink Community Services Inc. continued to deliver Aged Care services that prioritised dignity, independence and community connection for older individuals across Logan River Valley, South Brisbane, and South Coast regions.

In 2024–2025, we strengthened our focus on service quality, workforce development and sector reform readiness through the delivery of three major programs:

- Commonwealth Home Support Program (CHSP)
- Home Care Packages
- Aged Care Volunteer Visitors Scheme (ACVVS)

Throughout the year we focused on expanding access, improving coordination and ensuring older people, especially those from culturally and linguistically diverse backgrounds (CALD), received timely, appropriate care in the setting of their choice.

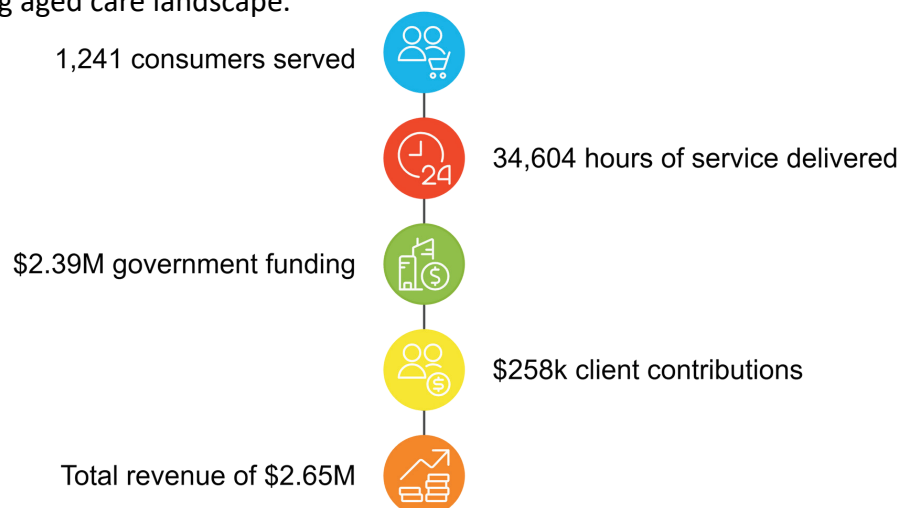
Commonwealth Home Support Program

The Commonwealth Home Support Program (CHSP) remained the cornerstone of our Aged Care service delivery, providing vital entry-level support to help older individuals live safely and independently in their homes and communities. Over the year, the program experienced significant growth and progress, reflecting our commitment to improving access, coordination and quality of care.

Service delivery was strengthened across all areas, including domestic assistance, personal care, allied health, individual social support, group social support, home maintenance and transport. These services play a crucial role in supporting older people to remain connected, active and safe in their preferred living environment.

A number of strategic improvements contributed to the program's success. Enhanced intake and assessment processes enabled more efficient onboarding of new consumers, while stronger communication across teams improved the coordination and delivery of support services. Our teams also emphasised regular consumer follow-up, ensuring individual needs were continuously monitored and addressed.

We are proud of the progress made in restoring and strengthening CHSP performance. As we look ahead, our focus remains on maintaining high levels of service delivery through proactive planning, ongoing staff development and continuous improvement initiatives. These efforts will ensure MultiLink is well-positioned to meet the needs of our community and respond effectively to the evolving aged care landscape.



Social Support Group

Our Social Support Group, conducted under the CHSP funding, remains a vibrant and welcoming space where our Aged Care consumers can engage in community life, strengthen friendships and nurture the social connections so vital to their wellbeing. It offers opportunities to enjoy life, prevent isolation and maintain emotional resilience.

Through a diverse range of physical and cognitive activities, the program helps clients preserve their independence, build confidence and stay active. Group sessions encourage conversation and companionship, whilst regular outings provide a refreshing change of scenery and a chance to connect with the world beyond home.

We have celebrated many joyful moments together; smiling, laughing and dancing during occasions such as the Melbourne Cup, EKKA, Christmas and Easter. These celebrations hold special meaning, bringing happiness, shared memories and a sense of belonging.

This year, the International Food Festival was a highlight, offering consumers the opportunity to feel valued and contribute their skills. They proudly prepared traditional dishes, shared their cultural heritage and played an active role in the event's success.

Looking ahead, we remain committed to making life enjoyable for our consumers by supporting independence and fostering connections. Along with creating moments of laughter, achievement and purpose, we will continue to inspire confidence, encourage participation and celebrate all that our consumers are capable of achieving.

Operating 235 days



2,312 participant days



Home Care Packages

MultiLink's Home Care Program supported older people to live safely, confidently and independently in their homes. The program is built on a flexible, personalised approach that honours individual choices, cultural identity and changing care needs over time.

Our Home Care team has worked closely with older individuals and their families to understand their goals and preferences, ensuring our services are both practical and meaningful. From help around the home to more complex care needs, our staff have remained responsive, respectful and dedicated to ensuring each person is supported and in control of their care.

What sets MultiLink's Home Care apart is our focus on building strong, trusting relationships. We listen carefully, adapt quickly and treat every interaction as an opportunity to make a positive difference in someone's life. Our inclusive approach ensures that care is delivered in ways that reflect and respect each person's cultural background, language and values.

As care needs evolve, our team supports clients in navigating their options with dignity and confidence. By offering continuity, compassion and professional guidance, we help older people maintain their routines, stay connected to their communities and remain in their homes for as long as possible.

We are looking forward to the transition to the Support at Home Program from November 2025. We remain focused on partnering with consumers to deliver high-quality, person-centred services and we are working to support our clients through the transition process. This milestone is part of the broader Aged Care Reform, encompassing the Aged Care Act 2024 and Strengthened Aged Care Quality Standards, which aim to enhance safety, accountability and consistency of care across the sector. We are excited about the opportunities this program will bring to further strengthen the care and support we provide.

119 Consumers Supported



\$2.89M Grant Funding

21,386 Services Hours Delivered

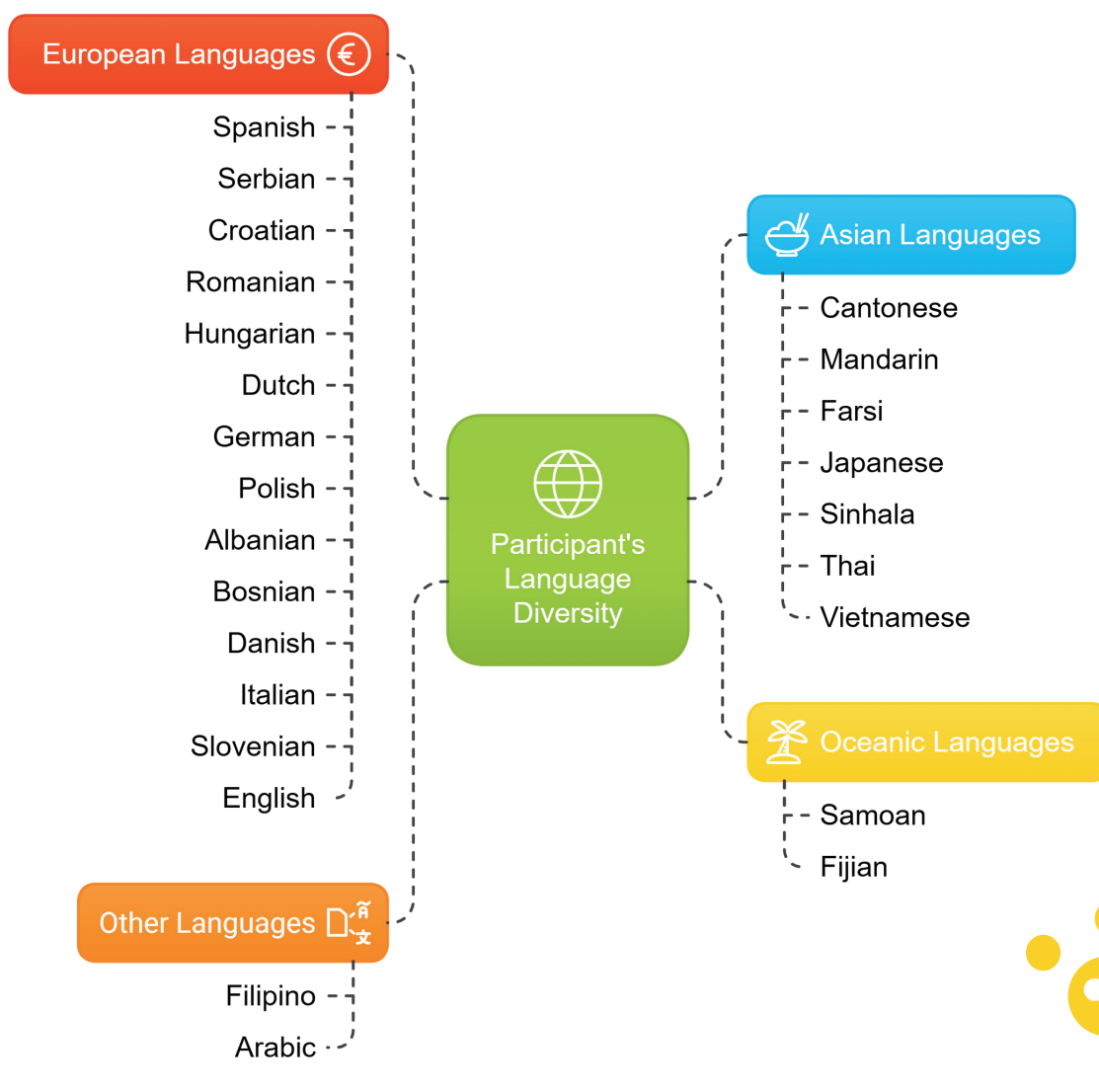
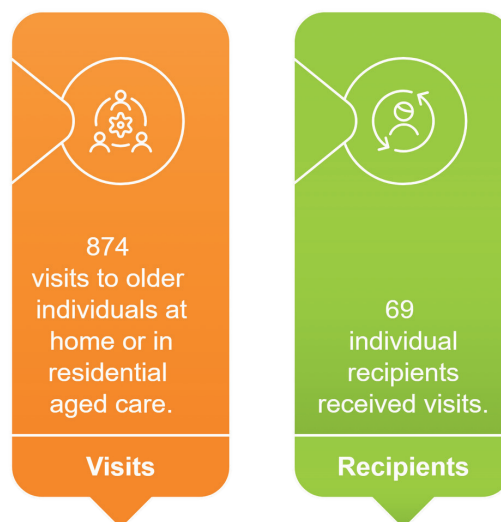


Aged Care Volunteer Visitor Scheme

The Aged Care Volunteer Visitors Scheme (ACVVS) played a vital role in supporting the emotional and social wellbeing of older people who may be at risk of loneliness or social isolation. Through meaningful relationships, the program offered companionship, connection and a sense of community to older individuals living at home or in residential aged care facilities.

Our dedicated team of volunteers continued to make a positive impact by providing regular social visits and building trusted relationships with care recipients. These visits were often a highlight in the lives of older people, offering warmth, conversation and a consistent connection to the community.

Our approach to volunteer coordination is grounded in flexibility, teamwork and a shared commitment to supporting older individuals. MultiLink remains focused on enhancing and strengthening volunteer engagement and continuing to create connections that enrich the lives of care recipients and volunteers.



Community Services

In 2024–2025, MultiLink’s Community Services team delivered tangible, high-impact outcomes for individuals and communities across Logan and surrounding regions. Guided by our commitment to equity, inclusion and culturally responsive practice, we worked alongside people from over 60 cultural and ethnic backgrounds to build stronger futures.

We identified and responded to the needs of vulnerable individuals and families in the local community, and provided a universal entry point for information, referral and direct support for over 16,000 individuals across the reporting period.

Our eight Community Services programs provided tailored, wraparound support for more than 7,000 people, addressing needs across housing, employment readiness, financial resilience, settlement and community connection. Through partnerships with employers, service providers and cultural leaders, we delivered programs that were both practical and transformative; supporting people to thrive in education, employment, family life and community participation.

The year saw not only strong program delivery, but also innovation in how services were connected, ensuring clients could move seamlessly between programs to receive the right support at the right time. From targeted outreach in under-represented communities to large-scale cultural celebrations, MultiLink’s impact was both broad and deeply personal.

This year was a year of measurable growth, strengthened partnerships and lasting community impact for our Community Services portfolio. Our programs worked together to deliver holistic, people-centred support, improving lives while building community capacity and resilience.

As we look to the year ahead, our focus remains on deepening connections with under-represented communities, growing employer partnerships to create sustainable employment pathways and strengthening the wraparound nature of our services. Through this integrated approach, we will continue to ensure that individuals, families and communities not only access support but have the opportunity to thrive.



Community Action for a Multicultural Society

The Community Action for a Multicultural Society (CAMS) program played a pivotal role in building social cohesion, strengthening cultural leadership and improving access to services for culturally and linguistically diverse (CALD) communities across Logan. Through targeted projects, forums, cultural events and sector collaboration, CAMS worked with over a dozen core cultural groups to enhance inclusion, resilience and participation in community life.

Key Activities and Outcomes:

- Community Leaders Connect Forums: Delivered four forums on Disaster Preparedness, Coercive Control, Youth Leadership and Skills Recognition, resulting in strengthened leadership pipelines, advanced advocacy for overseas skill recognition and enhanced collaboration.
- Connected with Labour Initiatives (PALM/PEV): Provided essential settlement supports including school materials, food and clothing vouchers to newly arrived workers and families. This improved integration, fostered belonging and ensured early access to key services.
- Logan Pasifika and Māori Network: Partnered with Marsden SHS and MultiLink's Youth team to support youth engagement and crime prevention initiatives, to strengthen collaboration and broadened youth support pathways.
- Community Konnect Program: Delivered 31 sessions (target: 20) covering English literacy, housing rights, DFV awareness, disaster recovery, renter empowerment and civic engagement. This improved service literacy and boosted community resilience.
- Connecting Cultures: Delivered eight Cultural Awareness Training sessions for Afghan, Karenni, Chin communities and MultiLink staff, providing enhanced community and organisational cultural competency.
- Events: Co-ordinated high profile events including Waitangi Day 2025, Multicultural Women's Empowerment Gala Fashion Show and Loganlea TAFE's Health and Wellbeing Expo, resulting in increased cultural visibility and new service connections and sector partnerships.

The CAMS program elevated the voice and visibility of CALD communities, supported culturally informed leadership and strengthened relationships between community members and service systems. By addressing barriers to participation and embedding cultural knowledge in service delivery, CAMS helped create a more inclusive and connected Logan.

Leadership in Action

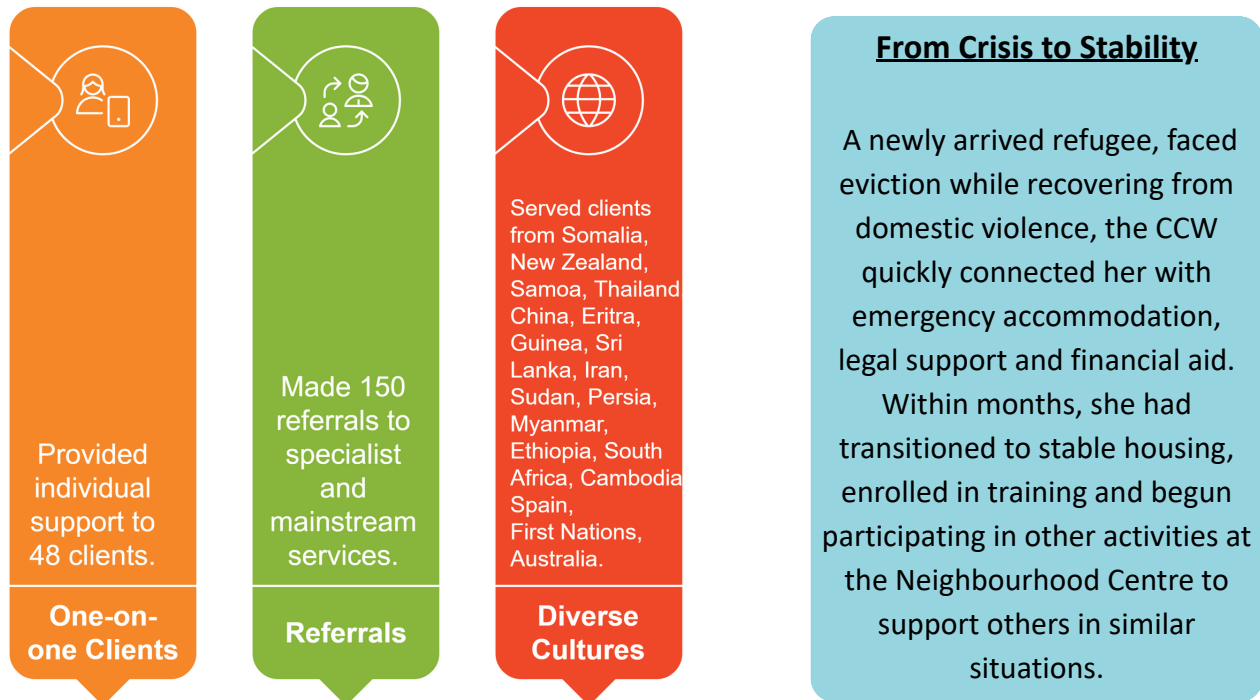
Following the CAMS' Disaster Preparedness Forum, several community leaders collaborated to develop in-language disaster recovery resources, ensuring that CALD communities could respond quickly and effectively in the wake of Ex-Cyclone Alfred.



Community Connect Worker

The Community Connect Worker (CCW) program provides targeted, personalised support to individuals and families in Logan who are experiencing complex challenges, including financial hardship, housing instability and family and domestic violence. Operating as both a rapid-response and long-term connection point, the CCW role ensures that vulnerable community members can navigate the service system with confidence, access practical supports and take steps toward stability and participation in community life.

Program Reach:



Key Activities and Outcomes:

- **Personalised Case Support:** Delivered targeted, one-on-one assistance to address immediate and longer-term needs, resulting in improved client safety, greater financial stability and stronger links to legal and justice services.
- **Housing and Homelessness Support:** Connected clients to transitional and longer-term housing options, resulting in increased housing security and reduced homelessness risk.
- **Social and Community Inclusion:** Facilitated participation in Neighbourhood Centre activities and local events, reducing isolation and improving community connections.
- **Culturally Responsive Practice:** Delivered services in a culturally safe environment, using interpreters where needed, resulting in increased trust and engagement amongst CALD and community clients.

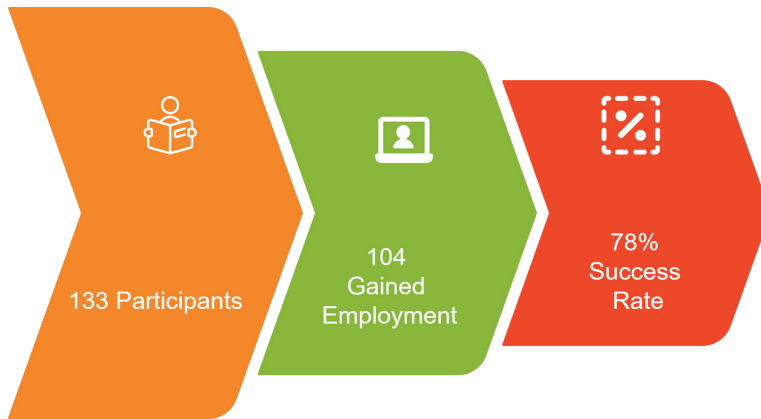
The CCW program acted as a lifeline for people in crisis, combining immediate support with longer-term solutions. By working closely with clients and service partners, the program not only addressed urgent needs but also built pathways toward stability, safety and participation.

Employment & Training

Logan Diverse Workforce Hub

Our Logan Diverse Queensland Workforce (DQW) program supports migrants, refugees and international students to gain employment. Services included tailored case management, targeted pre-employment training and proactive employer engagement. The program also connects employers and potential employees to align participants with industry demand.

Program Reach:



Key Activities and Outcomes:

- Delivered targeted, one-on-one support to address individual barriers and link participants to relevant services and training.
- Individual intake assessments to identify skills, barriers and goals to generate personalised support plans.
- Employment pathways established across hospitality, retail, warehousing and community services.
- Focus on sustained outcomes, with ongoing post-placement support to ensure retention.
- Partnered with local employers to promote inclusive recruitment, workplace adjustments and job sharing to suit participant strengths.
- Facilitated introductions and work trials, leading to direct job offers.
- Provided pre-employment workshops on interview preparation, communication skills and time management.
- Supported participants to complete Certificate qualifications, enhancing industry-specific employability.
- Delivered all core contractual KPIs and met all compliance requirements.
- Strategically matched participant readiness with identified labour market opportunities.
- Strengthened employer partnerships for increased accessibility and sustainable hiring practices.

Overcoming Barriers to Employment

A participant joined the Diverse Workforce Hub program in October 2024 with no interview experience and uncertainty about workplace accommodations. Our team guided the individual through structured case management and attendance at pre-employment workshops. The participant was assisted with completing a Certificate II in Retail Services and undertook a work trial at a local supermarket. The trial converted to ongoing part-time employment, sustained over many months, and they received continued post-placement support from our Diverse Workforce Hub program.

Skilling Queenslanders for Work

The Skilling Queenslanders for Work (SQW) program remained a cornerstone of MultiLink's employment and training portfolio, delivering targeted, industry-relevant qualifications with wraparound mentoring and strong employer connections. Designed to meet local labour market needs, SQW provided a pathway for job seekers from culturally and linguistically diverse (CALD) backgrounds, long-term unemployed and disadvantaged groups to gain the skills, confidence and networks needed for sustainable work.

Training was delivered in partnership with industry and Registered Training Organisations (RTOs), ensuring every participant had access to practical, hands-on experience alongside classroom learning. The program's integrated model linked participants directly with employers, bridging the gap between training and real jobs.

Program Reach and Engagement:



* At 30 June 2025, figure not inclusive of those who gained employment within the 3 month grace period after June graduations.



Program Achievements:

June to December 2024

- Certificate I in Hospitality – 86% completion, with job placements into local cafés, hotels and catering services
- Certificate II in Automotive – Delivered with Australian Trade Training College, leading to immediate entry into workshop and dealership roles
- Certificate II in Security Operations – Licensing preparation and simulation training producing direct industry hires
- Early Childhood Education and Care – High graduate uptake by local childcare centres, supported by structured placement pathways.



January to June 2025

The 2025 program year launched with multiple cohorts across industries including Automotive, Cleaning, Driving Operations, Early Childhood, Food Processing, Hospitality, Individual Support, Retail, Security and Supply Chain.

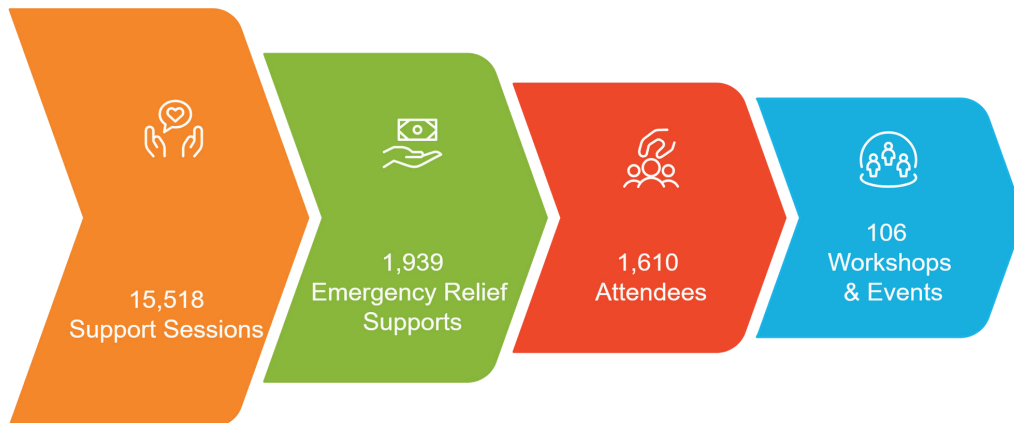
While many courses were still in progress at the close of the reporting period, early completion and employment data from finalised cohorts shows outcomes on track to meet or exceed previous year benchmarks. Employer engagement also increased, with more businesses offering work trials and direct recruitment as a result of positive prior experiences with SQW graduates.



Neighbourhood Community Centre

In 2024–2025, the MultiLink Neighbourhood Centre continued to serve as a vital hub for the Logan community, offering a welcoming, inclusive space where people can access information, referrals, emergency relief and gain opportunities for social connection. Guided by the Queensland Neighbourhood Centres Model, the Centre promoted inclusion, resilience and empowerment through community-led projects, targeted programs and local partnerships. We engaged with individuals from a broad range of backgrounds, ages and life circumstances. We worked closely with residents, volunteers and service providers to strengthen networks, address emerging needs and create pathways for long-term wellbeing.

Program Reach:



Key Activities:



Key Outcomes:

- Improved access to essential services for thousands of residents, including those experiencing crisis or isolation.
- Provided emergency relief including food, materials goods, crisis aid and connection with formal services and informal community assistance.
- Strengthened community belonging through culturally inclusive events and activities.
- Increased volunteer participation, fostering leadership and civic engagement.
- Greater coordination between service providers, enhancing the effectiveness of local responses to need.
- Collaborated with local charities, government services, health agencies and community organisations to co-deliver programs, share resources and create integrated referral pathways.

No Interest Loan Scheme

The No Interest Loan Scheme (NILS), funded by Good Shephard Microfinance, provided critical financial assistance to individuals and families experiencing vulnerability, enabling them to access essential goods and services without the burden of high interest-based debt. By partnering with local NILS providers and maintaining a client-focused approach, the program addressed urgent needs, improved financial resilience and supported participation in community life.

Requests for loans included funds for car repairs, phones, laptops, whitegoods, medical expenses and essential household needs. There is a notable proportion of repeat applicants, reflecting both ongoing needs and trust in MultiLink's program accessibility. We supported clients to maintain transport, communication and digital access which are critical factors for employment, education and social connection.

MultiLink's NILS program strengthened collaboration with providers such as Kingston East Neighbourhood Group, Shelter Housing Action Cairns, and Logan East Community Neighbourhood Association to ensure efficient, localised services.

The NILS program demonstrated a reliable and responsive model of microfinance support in 2024–2025, sustaining strong performance despite fluctuating demand. The combination of skilled staff, solid provider partnerships and an unwavering focus on client needs ensured timely and effective delivery for financially vulnerable community members.

114 Approved Applications



Average Amount: \$1,450



Highest Amount \$2,000



65% of applicants received internal or external referrals



Connecting in Crisis

A single mother newly arrived in Logan, faced unexpected financial hardship, the Neighbourhood Centre provided emergency food support and connected her to housing assistance. Through introductions to a local mothers' group and budgeting workshops, she not only stabilised her situation but built a supportive network of friends. She now is a program participant who helps others navigate the same pathways she once relied upon.

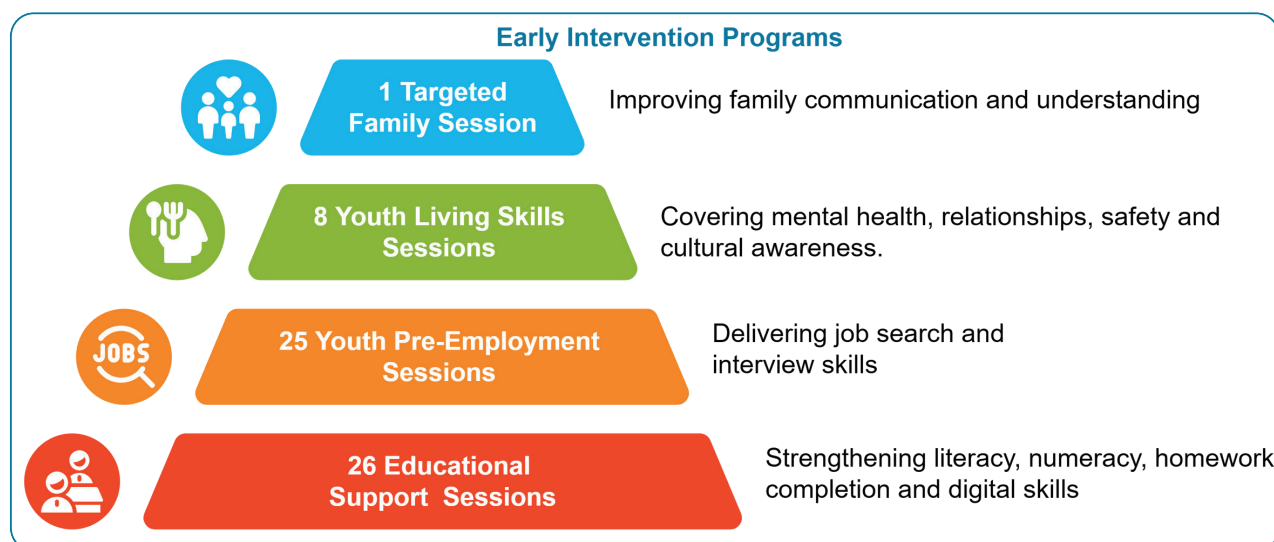
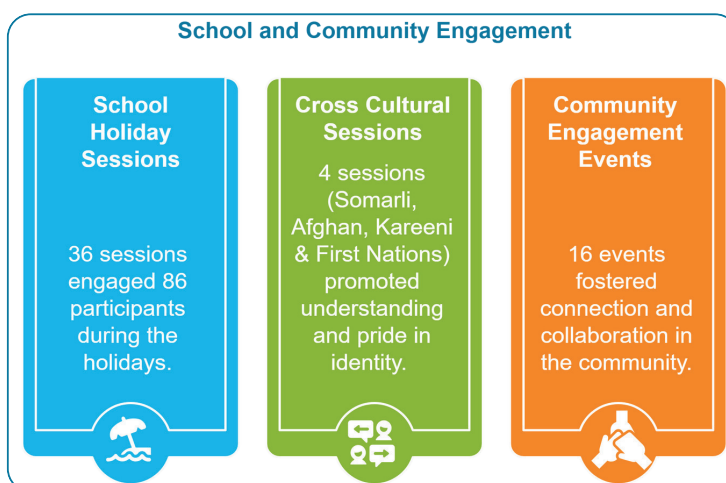
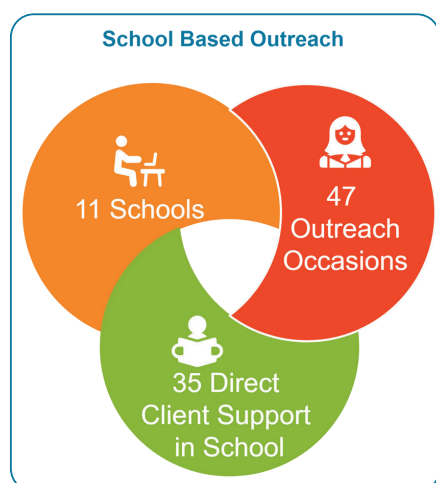


Reconnect New & Emerging Communities At Risk Youth Support

The Reconnect New and Emerging Communities At-Risk Youth Support (NAYS) program delivered targeted, culturally responsive early intervention for young people from culturally and linguistically diverse (CALD) backgrounds who were disengaged, or at risk of disengagement, from education, employment, family and community life. The service combined intensive casework, proactive school outreach and skill-building group activities to strengthen resilience, cultural identity and participation in community. Program delivery consistently exceeded core performance targets while building trusted relationships across education, employment, health and community sectors.

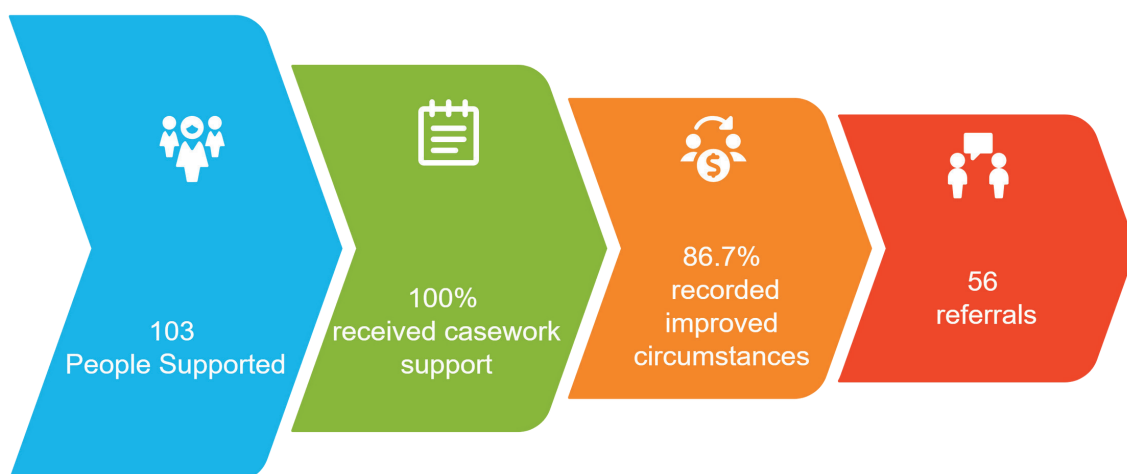
The NAYS Program increased participation in education, training and employment among CALD youth and strengthened cultural identity and social connection, reducing the risk of isolation. The program showed a high participation in cultural and recreational activities, increasing youth connection and self-esteem. Additionally, the program improved life skills, resilience and readiness for independent adulthood and sustained strong partnerships with schools and community organisations, embedding early intervention as a shared responsibility.

Program Reach and Engagement



Key Outcomes

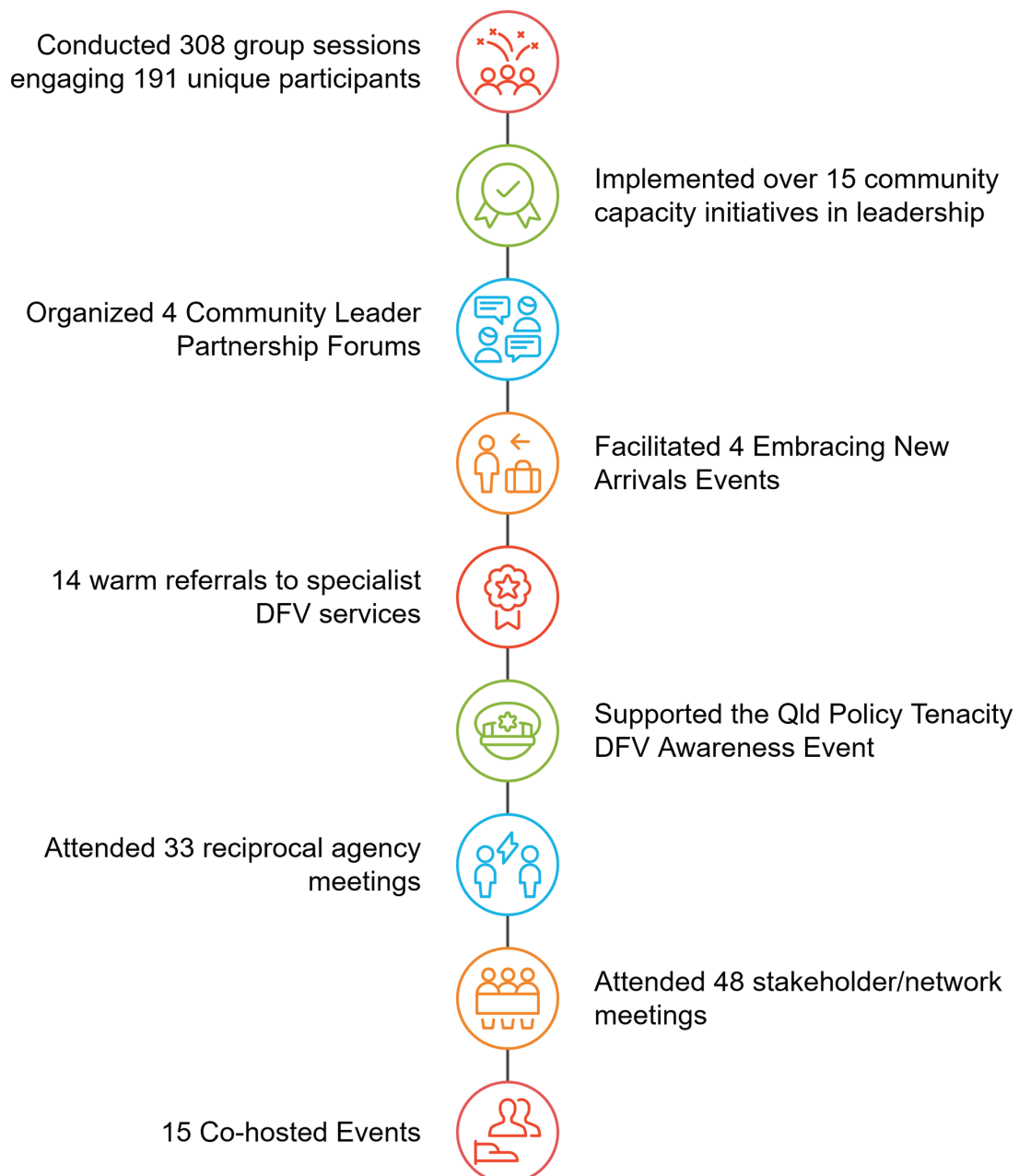
- Exceeded targets in outreach, youth pre-employment and community engagement.
- Significant above target attainment in all deliverables and measurables.
- Provided individualised pathways to education, employment and wellbeing.
- Strengthened school based referral pathways and teacher engagement, resulting in earlier identification of at-risk youth, improved student retention and increased cultural responsiveness in school settings.
- Improved work readiness, academic engagement and increased life skills for independent living.
- Strengthened relationships with over 60 stakeholders across education, employment, health, youth and community services.
- Enabled warm referrals, reduced wait times and delivered wrap-around supports through co-ordinated service delivery.
- Delivered 29 refurbished bicycles through Bikes4Life, boosting independence and community engagement.



Settlement Engagement & Transition Support

The Settlement Engagement and Transition Support (SETS) program provided culturally responsive settlement assistance to humanitarian entrants and eligible migrants in Logan and surrounding areas. Guided by the National Settlement Outcomes Standards (NSOS) and Settlement Sector Quality Framework (SSQF), SETS applied a strengths-based, client-led approach that built self-reliance, strengthened connections to essential services and promoted full social, cultural and economic participation. Clients represented a broad spectrum of cultural and linguistic backgrounds, with tailored responses to individual needs.

The SETS Program increased CALD community self-reliance and reduced dependency on crisis services and provided expanded opportunities for civic participation, employment and leadership. Additionally, the program embedded culturally responsive practice across all service delivery points and exceeded targets in medium-intensity casework and community engagement.



Program Reach:



Key Activities and Outcomes:

- Achieved full compliance with grant deliverables and DEX reporting and delivered timely, needs-based assessments ensuring accurate eligibility, risk identification and responsive case planning.
- Delivered an array of community education programmes covering financial wellbeing and literacy, health and wellbeing, language and digital literacy, housing and transport information sessions, DFV awareness, citizenship classes and electoral engagement.
- Facilitated social connection opportunities including Chai & Chat, art therapy, cultural celebrations and creative activities.
- Supported 143 women through driving programs, financial literacy, digital literacy, English language support and employment readiness, leading to greater independence, improved household financial management and increased workforce participation.
- Continued strengthening strategic partnerships with Multicultural Australia, Settlement Services International, Islamic Women's Association Australia, Queensland Program of Assistance to Survivors of Torture and Trauma, and domestic and family violence service providers leading to stronger referral networks, coordinated service responses and broadened access to support pathways.
- Engaged eight Pasifika leaders and five organisations in pre-arrival preparation and mapped 12 Pasifika referral partners and adapted intake processes for cultural responsiveness to ensure culturally safe onboarding processes for future arrivals.



Disability Services

National Disability Insurance Scheme

MultiLink Community Services Inc. continued to deliver high-quality, person-centred support through the National Disability Insurance Scheme (NDIS), enhancing the lives of individuals living with disability across our community.

In 2024–2025, we supported 27 NDIS participants, offering a range of services including assistance with daily living, household tasks, community access and support coordination. Our commitment to culturally responsive care remained at the forefront, ensuring our participants from diverse backgrounds felt heard, respected and empowered.

Highlights:

- Introduced new programs or activities such as art therapy, equine assisted therapy, automotive garage skills, supportive work placement and youth health and well-being services.
- Strengthened partnerships with local health services, schools and housing providers.
- Co-designed initiatives with participants, families and carers to enhance person-centred care.
- Successfully completed external NDIS Practice Standards audit with no non-conformities and positive commendations.
- Successfully registered for Support Coordination services under the NDIS, expanding the organisation's capacity to deliver Level 1 & Level 2 Support Coordination.
- Commenced Support Coordination with a growing caseload, helping participants navigate and optimise their NDIS plans and achieve their personal goals.

NDIS Audit Summary:

We were successful in our NDIS Certification Audit this year, reflecting our commitment to continuous improvement, transparency and accountability in the delivery of supports to people with disability.

The audit was conducted efficiently, with our team providing timely and comprehensive documentation. We were commended for our responsiveness and collaborative approach throughout the process.

27 Participants supported



10,603 hours of service delivered



\$808k revenue

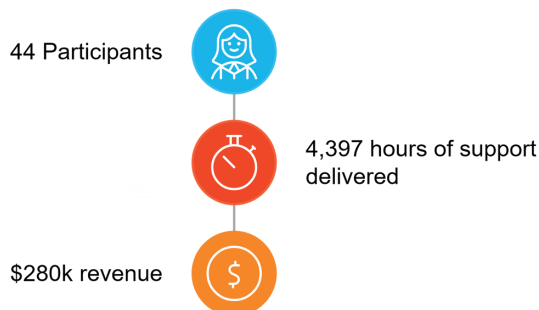


Queensland Community Support Scheme

Multilink's Queensland Community Support Scheme (QCSS) program maintained a strong presence in the community by supporting people who are not eligible for NDIS but require ongoing assistance to remain living independently.

This year, we supported our clients with:

- Support to appointments and shopping;
- Domestic tasks and home maintenance;
- Social inclusion activities;
- Wellness checks and in-home support;
- Emergency Relief;
- Housing & accommodation support; and
- Linking to Community Connect supports.



We continued to prioritise flexible, client-directed services that respond to individual needs, particularly for vulnerable community members aged under 65 who may be living with chronic illness, disability or mental health conditions.

Collaborations with local healthcare providers and mental health services helped ensure seamless support pathways for clients, especially during transitions in and out of hospital or whilst awaiting access to more intensive programs

Queensland Community Transport Scheme

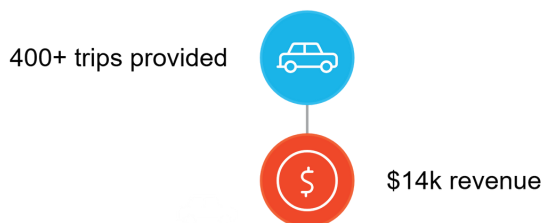
Community Transport remains one of the most valued services Multilink offers, particularly for clients who are socially isolated, ageing or without access to safe, reliable travel options.

In 2024–2025, our Community Transport program:

- Supported safe travel to medical appointments, shopping centres, social outings and day programs.
- Reduced social isolation and increased participation in community life.

The Community Transport team continued to be a vital connector in linking individuals to services, activities, and most importantly, to each other.

We acknowledge the hard work and compassion of our frontline workers, facilitators, coordinators, drivers and support staff whose dedication makes a tangible difference in the lives of so many.



Staff & Volunteers - Awards and Recognition



Annual Alaa El-Makawi Employee Award

Mr Alaa El-Makawi gave 21 years of continuous and meritorious service to MultiLink Community Services Inc. Alaa unfortunately passed away suddenly in 2012. In honour of Alaa's memory, and with the blessing of his family, MultiLink created an Annual Employee Award and each year our staff are invited to nominate a staff member for the award which has a criteria that is focused on one of MultiLink's Core Value Statements

At the 2024 Annual General Meeting the award was presented to **Ms Teddy Geri** for the value of **Creativity or Innovation**.

Congratulations Teddy!

Catherine Clark Volunteering Award

In 2013 one of our administration volunteers, Cathy Clark, passed away suddenly whilst volunteering at MultiLink. Cathy came to us at a time when she was finding it difficult to gain work experience elsewhere and MultiLink was able to offer Cathy the opportunity to volunteer for our organisation. In honour of Cathy's memory, and with her family's blessing, MultiLink created the Annual Catherine Clark Volunteering Award to be presented to a volunteer each year in recognition of their service with us.

This year the award was issued to **Elizabeth Camay** as the Lifetime Volunteer award, for her steadfast advocacy in championing the needs of those she serves. Her advocacy and dedication have strengthened our community and her unwavering commitment to social justice, migrant support, women's health, and humanitarian efforts have made a lasting impact on our society.



Jim Chalmers MP Local Legends Award

Each year the Hon. Jim Chalmers MP, Member for Rankin, awards Local Legends awards to well-deserving individuals to recognise their service to the local community.

This year MultiLink was proud to see four of our employees be recognised:

Snezana Maxwell, Emmanuel Nkurunziza, Jasmin Rogers and Hniar Sung.

Congratulations to you all!



2024-2025 Milestones

Service Pins

In 2025, we proudly introduced service pins as a way to recognise and celebrate the dedication of our team members. The pins serve not only as a token of appreciation but also as a visible symbol of our commitment to quality care and community support. Staff feedback has been overwhelmingly positive, and the pins have quickly become a valued part of our organisational culture.

30 Years of Service

Irma Gladis Cabrera

15 years of Service

Tina Harris

Ilona Jozsa

10 years of Service

Snezana Maxwell

Kaveh Navaei

5 years of Service

Fu'uad (Paul) Forghani (Management Committee)

Colleen Karaitiana

Amanda Mackinnon

Eleitino Penese

Samantha Rush (Management Committee)



Funding Partners & Supporters

MultiLink Community Services Inc. gratefully acknowledges and thanks our various funding partners and supporters over the course of the reporting period.

- Department of Health & Aged Care
- Department of Home Affairs
- Department of Human Services
- Department of Social Services
- National Disability Insurance Agency (NDIA)
- Department of Trade, Employment and Training
- Department of Families, Seniors, Disability Services and Child Safety
- Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
- Logan City Council
- Queensland Mental Health Commission
- Good Shepherd Microfinance
- Settlement Council of Australia (SCOA)



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