

MultiLink

Community Services Inc.

37th Annual Report

2025-2026

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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

Our Vision

A dynamic and diverse Logan where individuals and communities belong, contribute and thrive.

Our Mission

Serving as the heart of our community meeting individual needs, enabling informed choices and fostering personal and collective growth.

Our Values

Client Dignity

We are first and foremost client centred. Our service planning and delivery approach is to maintain the dignity of every client as a valued member of the community, as well as a client of one of our services. By maintaining a safe and welcoming space that is devoid of judgement, we make clients feel that they belong and that they are seen and heard.

Service Honesty

We are honest in the services we provide both directly and those we refer clients to. We collaborate with other organisations to achieve optimal service outcomes for clients.

Meaningful Connection

We believe that meaningful connection and engagement with the local community and its members are fundamental to our role as a community focused asset. We aim to connect with the local population to understand what they want and need and to work with them and other organisations to deliver services that meet those needs. At both the individual level and the broader community level, our connections define us and enhance our service capacity.

Positive Impact

Our purpose as an organisation is to develop programs and services that have a positive impact on the lives of our community members and the community as a whole. These impacts are personal, familial and community wide, and are designed to improve the lives and outcomes for our clients and the broader community.

Our Strategic Directions

- Positioning and promoting MultiLink as a true local.
- MultiLink meets the needs of the community across all stages of life, ensuring validity and sustainability.
- Delivering pathways for our communities to participate fully in creating social, economic and employment opportunities for themselves and their families.

Chairperson



It is my pleasure to present the MultiLink Community Services Annual Report for the year of 2025-2026 and reflect on what has been a period of significant change, challenge and achievement for our organisation and the broader community services sector.

The past year has been marked by substantial reform activity, particularly within the Aged Care sector. The introduction of new aged care legislation and the continued transition toward the Support at Home model have created considerable uncertainty for providers and consumers alike. Organisations across Australia have been required to adapt to evolving regulatory requirements, changing funding models and increased expectations regarding quality, transparency and consumer outcomes. Throughout this period, MultiLink has remained committed to providing high-quality, culturally responsive services while preparing for the future of aged care.

More broadly, the Community Services sector continues to experience significant transformation. Rising demand for services, increasing compliance obligations, workforce shortages and ongoing funding pressures are challenging organisations to operate in an increasingly complex environment. These sector-wide changes have reinforced the importance of strong governance, strategic leadership and organisational adaptability.

Like many organisations across the sector, MultiLink has also faced workforce challenges during the year, particularly at the Senior Leadership level. We experienced significant turnover within key management positions, creating periods of transition and uncertainty. I would like to acknowledge the dedication and resilience of our staff, management team and Chief Executive Officer, who worked tirelessly to maintain service quality and organisational stability during these changes. The Management Committee remains committed to strengthening organisational capability and ensuring MultiLink continues to attract and retain talented leaders who share our vision and values.

Despite these challenges, there have been many reasons to celebrate. One of the highlights of the year was receiving a commendation at the Logan Urban Design Awards for our Community Hub. This recognition reflects MultiLink's commitment to creating welcoming, inclusive and accessible spaces that foster community connection and belonging. The Community Hub continues to be a valuable asset for our organisation and the diverse communities we serve.

I would also like to acknowledge the retirement of Management Committee member Fu’ad Paul Forghani and thank him for his many years of dedicated service to MultiLink. We recognise his significant contribution to the development and construction of the Community Hub, which continues to provide lasting benefit to both our organisation and the wider community. We thank Paul for his commitment and wish him well for the future.

The year also saw the activation of our Strategic Plan, which was announced at the previous Annual General Meeting. The Strategic Plan provides a clear roadmap for the future and demonstrates our commitment to sustainable growth, innovation, community impact and organisational excellence. I am pleased with the progress made during the first year of implementation and look forward to seeing the positive outcomes that will continue to emerge from this work.

On behalf of the Management Committee, I would like to thank our Chief Executive Officer, staff, volunteers, members, funding partners and community stakeholders for their dedication and support. Their contribution enables MultiLink to continue making a meaningful difference in the lives of individuals, families and communities across our region.

As we look ahead, we recognise that change will remain a constant feature of the environment in which we operate. However, with a clear strategic direction, experienced governance and a passionate workforce, I am confident that MultiLink is well positioned to respond to future challenges and continue delivering services that strengthen and empower our communities.

Thank you for your ongoing support of MultiLink Community Services.

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, disability services, settlement support and employment and training 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



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) (Qld Chapter);
- Intellectual Property Society of Australia & New Zealand (IPSANZ); and
- Law Council of Australia Intellectual Property Committee.



Paul Forghani (Committee Member)

Resigned May 2026

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.



Jennifer Finch (Committee Member)

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.

Management Committee



Kristy Hammond
(Committee Member)

Kristy has over 20 years' commercial experience across the consulting, education, media and Not For Profit sectors. She has run a registered training organisation and apprenticeship centre, led large scale learning projects across Australia and the Tasman and professional and executive education at QUT and most recently, Kristy is a Partner in Davidson's Advisory practice.

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 one education board and believes that education gives each of us a competitive advantage and opportunity in life - something we all deserve.



Dr. Swarada Kotkar
(Committee Member)

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.



Dr. Samantha Rush
(Treasurer)

Dr Samantha Rush is a leader, advisor and community advocate who is deeply committed to helping people feel supported, connected and able to contribute in meaningful ways. Her work is grounded in the belief that strong communities are built through empathy, shared responsibility and thoughtful decision-making.

Samantha's background spans psychology, leadership and organisational development, and she holds a PhD in Decision Making that explored how people collaborate under pressure. She brings this lens to her community work, focusing on creating environments where people feel heard, valued and able to participate fully.

Across her career in both corporate and public settings, Samantha has prioritised building cultures of trust, clarity and care. She is recognised for her calm, considered approach and her ability to bring people together for shared purpose. Her qualifications in psychology, HR, industrial relations and her MBA reflect her commitment to understanding people and strengthening systems that support them.

Samantha is passionate about contributing her skills to organisations that make a positive difference. She brings compassion, curiosity and a strong sense of responsibility to the boardroom, working to ensure decision are fair community-minded and aligned with long-term wellbeing.

Chief Executive Officer



As Chief Executive Officer of MultiLink Community Services, I am pleased to present this Annual Report and reflect on a year of transformation, resilience and progress. While the operating environment has continued to evolve at a rapid pace, our focus throughout the year has remained clear: strengthening our organisation, supporting our people and ensuring we are well positioned to meet the needs of our communities now and into the future.

The Community Services sector continues to operate in an environment of significant change. Aged care reform, increasing compliance requirements, workforce shortages and growing community demand have created challenges for organisations across Australia. In response, MultiLink has remained committed to building a sustainable and adaptable organisation capable of responding to both current and future needs.

A major focus this year has been improving operational efficiency and establishing strong foundations for long-term success. Across the organisation, we have continued to review systems, processes and structures to ensure that MultiLink remains financially sustainable, operationally effective and positioned for future growth. These efforts are creating a stronger platform from which we can continue to deliver quality services and respond to emerging community needs.

Technology and systems improvement have also been key priorities. During the year, we commenced the implementation of a new CRM platform, ChilliDB, within our Community Services programs; providing a more integrated and efficient platform to support service delivery, reporting and data management. This investment will enhance our ability to capture outcomes, improve operational processes and make informed decisions that benefit both our staff and the communities we serve.

Like many organisations in the sector, MultiLink experienced significant change within its Senior Leadership team throughout the year. While leadership transitions can be challenging, they also provide valuable opportunities to review structures, strengthen capability and bring fresh perspectives to our organisation. I would like to acknowledge the commitment and professionalism of our staff and leaders who continued to deliver high-quality services and maintain organisational stability during these periods of change.

One of the highlights of the year was receiving a Commendation at the Logan Urban Design Awards for our Community Hub. This recognition is a testament to the vision, collaboration and dedication that brought the Hub to life. More importantly, it acknowledges the Hub's role as a welcoming and inclusive space where people can connect, participate and access support. The Hub continues to be a tangible expression of MultiLink's commitment to building stronger and more connected communities.

We also continued to progress the Strategic Plan that was launched at the previous Annual General Meeting. During its first year of implementation, the Strategic Plan has become the key driver of our operational planning and organisational priorities. It has provided a clear framework for decision-making, resource allocation and performance measurement, ensuring our activities remain focused on achieving meaningful impact for the communities we serve.

Supporting and developing our workforce remains fundamental to our success. During the year, our Human Resources team delivered a number of important initiatives, including the implementation of PULSE, our Human Resources Information System (HRIS), and the continued expansion of PULSE Academy, our Learning and Development Program. These initiatives are helping to strengthen workforce capability, streamline people management processes and create greater opportunities for staff growth and development. Investing in our people remains one of the most important investments we can make in the future success of MultiLink.

MultiLink has continued to maintain a strong presence in the community, working alongside partners, stakeholders and community members to identify needs, create opportunities and support positive outcomes. Our ability to create meaningful impact is strengthened through these connections and by remaining focused on our mission of empowering diverse communities to thrive.

I would like to sincerely thank our staff, volunteers, Management Committee, funding partners and community stakeholders for their dedication, support and commitment throughout the year. Their collective efforts have enabled MultiLink to navigate change while continuing to deliver quality services and meaningful outcomes.

While the challenges facing our sector are likely to continue, I remain optimistic about the future. We have strengthened our operational foundations, invested in our workforce and systems, and continued to embed a clear strategic direction across the organisation. These achievements position MultiLink strongly for the years ahead and give me great confidence in our ability to continue making a positive difference in the lives of the communities we serve.

Kim Jones
Chief Executive Officer



Treasurer



The 2025-26 financial year was one of significant challenge, reflection and strategic decision-making for MultiLink Community Services. Like many organisations across the Community Services sector, MultiLink experienced increasing financial pressures driven by rising wages, inflation, increased compliance/governance costs and escalating operating expenses. These increases significantly outpaced growth in funding across several programs, creating a challenging environment for sustainable service delivery.

Despite these pressures, the organisation remained focused on its mission and continued to provide high-quality services to the communities we serve. While the financial result for the year reflects these sector-wide challenges, it also provided a catalyst for important decisions that will strengthen MultiLink's long-term sustainability and position the organisation for future success.

Following a comprehensive review of program viability, the Board determined that the continued delivery of services under the National Disability Insurance Scheme (NDIS), Queensland Community Support Scheme (QCSS) and Community Transport (CT) programs are not financially sustainable in the long term. As a result, the organisation will cease delivery of these services during the first half of 2026-2027 financial year. Although difficult, these decisions demonstrate the Management Committee's commitment to responsible governance and prudent financial management. By taking action now, we are safeguarding MultiLink's ability to continue delivering impactful services and responding to emerging community needs in the years ahead.

Maintaining strong financial stewardship remains a core responsibility of the Management Committee. We recognise that financial sustainability is fundamental to achieving our mission and ensuring that resources are directed where they can deliver the greatest benefit to our communities. The strategic decisions taken this year provide a clear pathway towards improved financial performance and organisational resilience.

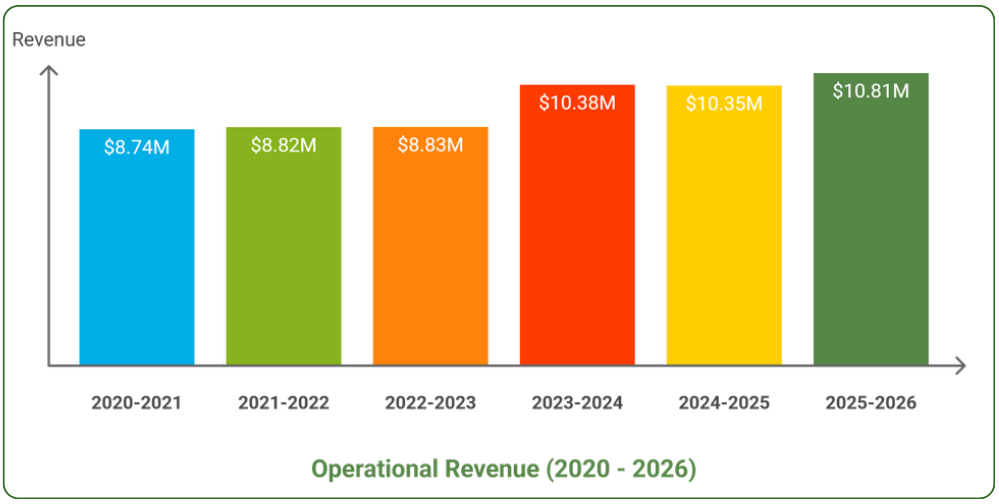
Our operational revenue for the year amounted to $**10,810,728.** Operational expenses totalled **$10,870,692**, resulting in an operational deficit of **-$59,964**. While this outcome is not where we aspire to be, the organisation has already commenced initiatives to improve operating efficiency, strengthen financial sustainability and align services with areas of greatest impact and opportunity.

Looking ahead, I am confident that MultiLink is well positioned for financial recovery and future growth. The organisation has a strong balance of dedicated staff, experienced leadership, valued partnerships and a clear strategic direction. The steps taken during the year, while challenging, provide a solid foundation for returning to a more sustainable financial position and ensuring that MultiLink can continue making a meaningful difference in the lives of individuals, families and communities.

On behalf of the Management Committee, I would like to thank our staff, volunteers, Management Team, funding partners and community stakeholders for their commitment, resilience and support throughout the year. Together, we are building a stronger and more sustainable future for MultiLink and the communities we serve.

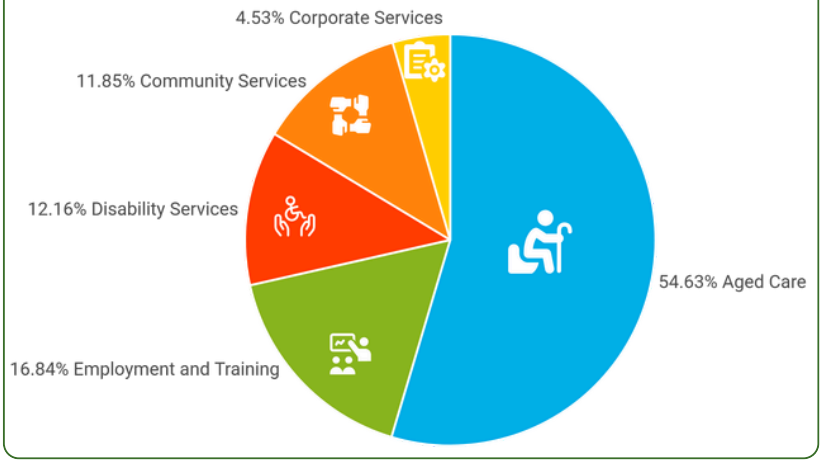
Dr. Samantha Rush
Treasurer

2025-2026 Financial & Key Metrics



Operational Revenue (2020 - 2026)

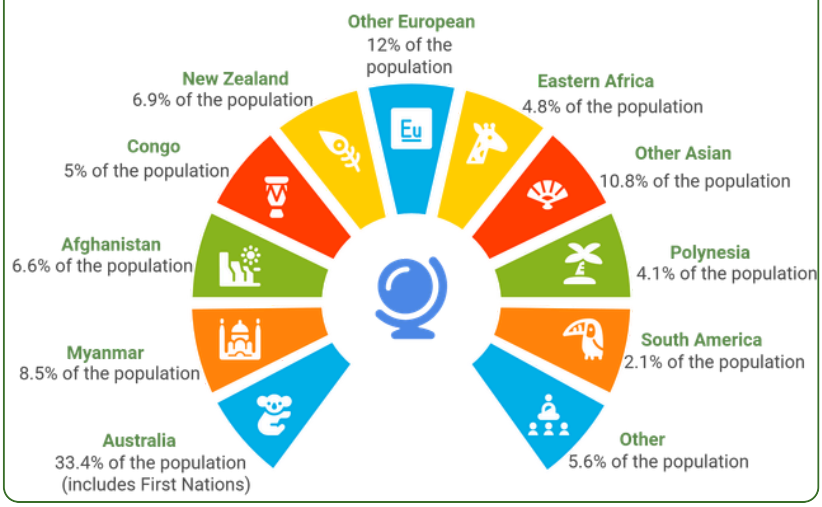
Revenue Distribution by Department



Client Languages (excluding English)

	Percentage
Dari	14.0%
Burmese	12.3%
Somali	9.8%
Swahili	8.5%
Arabic	7.6%
Spanish	6.8%
Zomi	5.1%
Persian	4.0%
Other Asian	9.3%
Other European	8.1%
Polynesian	3.4%
Other African	2.5%
Other	8.6%

Nationality Profile of MultiLink Clients



Annual Service Statistics

Nationalities represented by clients	Languages spoken by clients	Languages spoken by staff	Client contact points	Neighbourhood Centre open hours
70+	88	30+	17,000+	1,960+

2025-2026 Statement of Profit or Loss

	2026 $	2025 $
Revenue	10,255,983	9,562,427
Finance income	39,224	50,870
Other income	515,521	1,827,848
Employee benefits expense	(7,335,332)	(6,774,222)
Depreciation and amortisation expense	(264,435)	(168,734)
Motor vehicle expenses	(47,476)	(47,676)
IT Expenses	(253,037)	(233,443)
Client program expenses	(1,381,038)	(1,423,335)
Other employment costs	(359,112)	(297,646)
Property expenses	(262,905)	(327,915)
Client support	(64,495)	(74,896)
Insurance	(74,768)	(70,619)
Subscription & memberships	(54,858)	(83,273)
Other expenses	(773,236)	(867,770)
Surplus before income tax	**(59,964)**	**1,071,616**
Income tax expense	-	-
Surplus for the year	**(59,964)**	**1,071,616**
Other comprehensive income		
Revaluation increase in property	(94,284)	209,219
Total comprehensive income for the year	**(154,248)**	**1,280,835**

2025-2026 Statement of Financial Position

	2026 $	2025 $
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	2,958,546	3,254,489
Trade and other receivables	406,819	448,445
Other assets	120,702	55,233
TOTAL CURRENT ASSETS	3,486,067	**3,758,167**
NON-CURRENT ASSETS		
Property, plant and equipment	7,754,262	7,998,907
TOTAL NON-CURRENT ASSETS	7,754,262	**7,998,907**
TOTAL ASSETS	**11,240,329**	**11,757,074**
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	290,296	368,728
Employee benefits	399,476	359,075
Other financial liabilities	936,742	1,261,208
TOTAL CURRENT LIABILITIES	**1,626,514**	**1,989,011**
NON-CURRENT LIABILITIES	-	-
TOTAL LIABILITIES	**1,626,514**	**1,989,011**
NET ASSETS	**9,613,815**	**9,768,063**
EQUITY		
Reserves	1,081,790	1,176,074
Retained Earnings	8,532,025	8,591,989
TOTAL EQUITY	**9,613,815**	**9,768,063**

Aged Care Services

MultiLink Community Services Inc.'s reputation and standing within the communities we operate within continues to be enhanced by the high level of care, professionalism and community connection that our team provides through our Aged Care in-home support services.

It is a very demonstrable indication of the level of trust and connection we have within the community when we continue to see people from culturally and linguistically diverse backgrounds who have had many decades of involvement with MultiLink and are now happily maintaining that connection as clients in our Aged Care programs.

Whilst we have maintained the scope of the programs we offer, there has been a significant amount of reform across the Aged Care sector which has provided significant challenges to our team.

The programs we provide are:

- Support at Home (previously known as 'Home Care Packages')
- Commonwealth Home Support Program (CHSP)
- Aged Care Volunteer Visitors Scheme (ACVVS)

The most significant change undertaken within this reporting year has been the transition of the 'Home Care Packages' scheme into the 'Support at Home' scheme, which bought with it a large effort to update systems, change processes and provide additional offerings. Through this our team has worked with great resilience and commitment to navigate the changes and maintain our wonderfully high level of care for our participants.

Further changes were planned for the CHSP cohort, but those changes have been delayed until 2029, causing some uncertainty, however even in this environment of change and uncertainty we have still seen a significant strengthening of the team with some wonderfully talented people joining the Aged Care team. They have been warmly welcomed and contributing quickly to evolving our service delivery. It is a great sign that we continue to be able to attract good people to join our mission of providing dignified care for our ageing CALD communities.





Commonwealth Home Support Program

The Commonwealth Home Support Program (CHSP) remains our largest touch point with our community as the initial entry point for our community elders into the Aged Care system, and this continues to be a great way to introduce more people to the great continuity of care we can provide as their needs grow. CHSP provides the support to help older individuals live safely and independently in their homes and communities.

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.

The Aged Care sector reforms were also originally planned to be rolled out throughout CHSP consumers to incorporate those clients into the one single Support at Home framework, but this transition has been delayed until at least July 2029.

Whilst the uncertainty of the CHSP transition has limited the growth in consumers we would otherwise anticipated to have seen, we have still been able to deliver greater efficiencies and enhance service offerings through the embedded culture of continuous improvement within the organisation and the commitment of our team members. Significant improvements have been made this year in our engagement with, and coordination of, associated providers which enables us to be positioned well for future changes and manage our compliance responsibilities.

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.

Program Impact:



Social Support Group

Our Social Support Group (SSG), conducted under the CHSP funding, remains a flagship program within MultiLink and is going from strength to strength. SSG is program designed to offer our clients a wonderful place to come and engage in social activities, support their continued independence, reduce isolation and maintain their resilience.



Our SSG team run a purposefuly designed program each week of various activities aimed at maintaining a high quality of physical and cognitive skills, as well as being engaging, fun and prompting social interaction.

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.



Some of the major activities run by the team this year have included a Multicultural Event Day, Celebrating Our Seniors Day, an International Food Festival, delivering a FlashMob to our colleagues at Blackwood Road and many other special events to mark the major festivals and holidays of various cultures and religions. These celebrations hold special meaning, bring happiness, shared memories and a sense of belonging.



Our participants also have started a new tradition with the making of individual photo albums highlighting the activities and events they have participated in so they have an evolving memento of the year.

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.



SSG remains a good avenue to introduce more people to MultiLink's Aged Care services. A number of promotional activities have been conducted through the year and our continued focus for the year includes showcasing the value of MultiLink in supporting our older populations from diverse backgrounds.

Program Impact:

Operated 243 days

87 participants

12,965 hours of support

2,455 participant days

Support at Home

MultiLink's Support at Home (previously Home Care Packages) 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.

In November 2025 the Australia Government began the first phase of their significant reforms within the Aged Care sector with the high care activities transitioning from Home Care Packages to the new Support at Home program. The intention was to create a single, more flexible framework for in-home aged care that may eventually incorporate CHSP clients.

The transition to Support at Home required a very significant amount of effort on behalf of our team due to the many changes to systems, processes and in-depth communications required to inform our consumers and placate any concerns they had with regards to the changes.

The successful transition to the Support at Home program has been a major achievement for the MultiLink team in this period, which is a wonderful testament to the dedication and service orientation of our team members.

With the new skills being bought into our Aged Care team our services are expanding into higher care clinical supports which gives us greater opportunities to extend our services to meet a greater range of the needs of the elderly and CALD communities of Logan.

Program Impact:



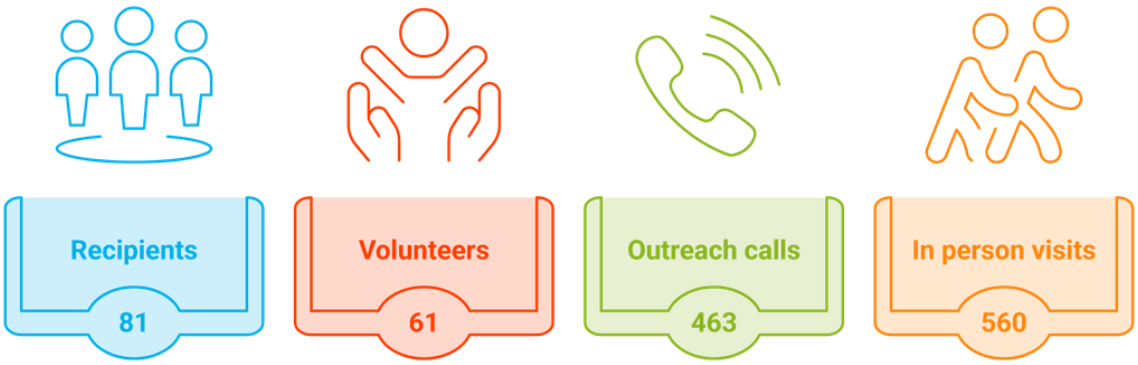
Aged Care Volunteer Visitor Scheme

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.

We have a strong pool of dedicated volunteers who feel a strong link to Multilink and share our mission of supporting people from diverse backgrounds. Some of the visits are conducted with clients in residential facilities, whilst others occur at their home. These visits are 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. Our program is structured to ensure a volunteer and client match to create connections that enrich the lives of care recipients and volunteers.

Program Impact:





Community Services

Throughout 2025-2026, MultiLink's Community Services team continued to create meaningful change across Logan and neighbouring communities. Driven by our commitment to inclusion, equity and culturally responsive service delivery, we supported individuals and families from more than 67 cultural and ethnic backgrounds to strengthen their wellbeing, independence and sense of belonging.

Over the reporting period, MultiLink served as a trusted first point of contact for more than 17,000 people seeking information, services, referrals and practical assistance across our organisation. By identifying emerging community needs and responding with timely support, we helped individuals and families navigate challenges and access opportunities to improve their circumstances.

Across our eight Community Services programs, more than 7,300 people received tailored support designed to address a broad range of needs, including housing stability, employment preparation, financial wellbeing, settlement support and social connection. Working closely with employers, community organisations and cultural leaders, we delivered services that empowered people to build confidence, achieve personal goals and participate more fully in community life.

A key focus during the year was strengthening integration across our service portfolio. By enhancing collaboration between programs, we made it easier for people to access coordinated support that addressed multiple needs at once. Whether through targeted engagement with under-represented communities or vibrant community events and cultural celebrations, our work reached people in ways that were both broad in reach and meaninful at an individual level.

The year was marked by strong outcomes, growing partnerships and increased community impact. By taking a holistic, person-centred approach, our programs worked together to improve individual outcomes while fostering stronger and more resilient communities.

Looking ahead, we will continue to expand our reach into under-represented communities, strengthen partnerships with employers to create sustainable pathways to employment and further enhance the connected nature of our services. Through this approach, we remain committed to ensuring that individuals, families and communities not only receive support when they need it, but are equipped with the opportunities, skills and connections they need to thrive long term.





Community Action for a Multicultural Society

Multilink's Community Action for a Multicultural Society (CAMS) program continued to foster economic and social inclusion for culturally and linguistically diverse (CALD) communities across Logan. By strengthening cultural leadership and improving access to essential services, the program has enhanced opportunities for participation and inclusion.

Through targeted project activities, community forums, cultural events and collaboration with sector partners, we engaged with key cultural communities to build resilience, promote inclusion and support greater community participation throughout the Logan region.

Key Activities and Outcomes:

- Community Leaders Connect Forums: MultiLink strengthened cross-sector collaboration through the Community Leaders Konnect Forums, delivered in partnership with SSI, Logan City Council and IWA. Four forums engaged community leaders, faith representatives, academics and stakeholders to address Child Safety, Family and Domestic Violence, Social Cohesion and Housing Stability.

- Connected with Labour Initiatives (PALM/PEV): Strengthened partnerships with the Pacific Australia Labour Mobility (PALM) Scheme and Pacific Engagement Visa (PEV) stakeholders to improve employment outcomes through information session delivery and referrals. Collaboration with employment providers resulted in six PEV individuals securing ongoing employment, improving financial stability, independence and successful settlement. Additional support, including the provision of bicycles to PALM workers, enhanced access to employment, reduced transport barriers and improved community participation.

- Community Konnect Program: A total of 44 Community Capacity Building Community Konnect sessions were delivered across culturally diverse communities providing language assistance and culturally appropriate engagement. Topics included health promotion, cancer screening, domestic and family violence, financial wellbeing, citizenship, mental health, disaster readiness and recovery, navigating the health system, Centrelink, English language, healthy eating and community inclusion.

- Logan Pasifika and Māori Community Network: The Logan Pasifika and Māori Community Network (LPMCN) continued to provide a culturally safe platform for collaborations through quarterly meetings. The kick off interagency meeting occurred in December 2025, and following meetings focused on NDIS access and housing and homelessness, connecting community members with specialist services and identifying barriers experienced by Pasifika and Māori communities.

- Cultural Awareness and Community Connection: Targeted cultural engagement activities strengthened relationships and social cohesion across Karenni, Rwandan and Pasifika communities. These activities improved MultiLink's understanding of emerging community needs while reinforcing culturally responsive service delivery.

- Community-led initiatives including Embracing New Arrivals, Karenni Open Circle, and Uniting Matua Through Culture created opportunities to celebrate culture, reduce social isolation, support settlementand strengthen intergenerational connections.

- Maintained strategic partnerships and community engagement by actively participating in major multicultural initiatives, including Waitangi at Twilight 2026, attended by approximately 5,000 people, strengthening relationships with Pasifika and Māori communities and government stakeholders.

- Somali and Eritrean communities strengthened relationships and informed recruitment of additional bicultural workers to improve service accessibility. Community feedback demonstrated increased awareness of available services, improved confidence navigating systems and greater community trust.

- TAFE Health and Wellbeing Expo: Through the Logan Multicultural Collaborative Network, MultiLink also contributed to planning and delivery at the TAFE Health and Wellbeing Expo, engaging approximately 920 culturally diverse students and 24 service providers. Interactive activities promoted spoken English, increased awareness of support services and employment pathways, and strengthened social inclusion.

Program Impact:

4 Konnect Forums engaging 333 community leaders

6 Pacific Engagement Visa holders secured employment

44 Community Capacity programmes conducted

123 participants at Pasifika and Maori Community network events



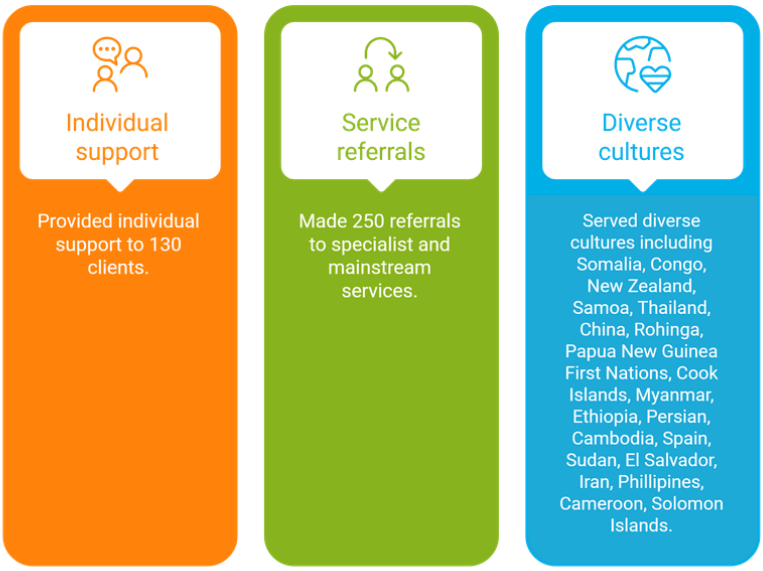
During 2025-2026, the CAMS program significantly strengthened community capacity through strategic partnerships, culturally responsive engagement and community-led initiatives. By addressing barriers to participation and embedding cultural knowledge in service delivery, MultiLink helped create a more inclusive and connected Logan.

Community Connect Worker

The Community Connect Worker (CCW) Program delivers targeted, personalised support to individuals and families across Logan experiencing complex challenges, including financial hardship, housing instability and family and domestic violence.

Acting as both an immediate response service and a long-term connection point, CCW provides a vital link between community members and essential support networks. The program enables vulnerable individuals and families to navigate service systems with greater confidence, access practical assistance and build pathways towards greater stability, resilience and meaningful participation in community life.

Program Impact:



Key Activities and Outcomes:

- Personalised Case Support: Delivered tailored, one-on-one support to individuals and families experiencing complex challenges, addressing immediate concerns while supporting longer-term goals. This approach contributed to improved client safety, increased financial stability and stronger connections to legal, advocacy and support services.
- Housing and Homelessness Support: Assisted clients to access appropriate housing pathways by connecting them with transitional and longer-term accommodation options, strengthening housing stability, improved access to essential services and reduced the risk of homelessness.
- Social and Community Inclusion: Supported community participation through engagement with Neighbourhood Centre activities, local events and community programs. These opportunities helped reduce social isolation, build confidence and strengthen connections within the community.
- Culturally Responsive Practice: Provided culturally safe and inclusive services that responded to the diverse needs of community members. Access to interpreters and culturally appropriate support approaches helped build trust, improve engagement and enhance accessibility for CALD clients.

The CCW Program provides a vital support pathway for individuals and families experiencing vulnerability and crisis, combining immediate assistance with longer-term support strategies. Through collaborative partnerships and client-centred practice, the program helped address urgent needs while creating pathways towards improved safety, stability, resilience and meaningful participation in community life.

Employment & Training

Logan Diverse Workforce Hub

2025-2026 was exceptionally busy and productive for our Logan Diverse Workforce Hub program, which assists migrants, refugees and international students to secure employment. The 2025-2026 period marked the fourth year of our Diverse Workforce Hub's operations, showcasing its success as a crucial employment support service for our CALD community.



118 total clients



105 secured employment



89% success rate

Services offered included tailored case management, targeted pre-employment training and proactive employer engagement. The program also facilitates connections between employers and potential employees to match participants with industry needs.

We established valuable relationships with major local manufacturing and food processing companies, creating new employment pathways for these businesses. Notably, some companies' HR teams have reached out directly to MultiLink to identify potential candidates, bypassing the usual channels and delays associated with traditional job postings on employment websites.

Participant Feedback

"I would definitely recommend MultiLink to anyone seeking employment support. Their help goes beyond resumes and interviews - they offer encouragement, advice and real tools that can change lives."

Notable achievements during the reporting period included the extension of the Logan Diverse Workforce Hub project through to December 2026, providing continued opportunities to connect employers with diverse job seekers. MultiLink remains optimistic that the State Government will continue this program into 2027 and beyond, allowing us to keep supporting migrants, refugees and international students on their journey to employment.

Key Activities and Outcomes:

- Delivered targeted, one-on-one support for 118 people with 105 people gaining employment and addressed individual barriers and linked participants to sustainable jobs.
- Undertook individual intake assessments to identify skills, goals and barriers to generate personalised support plans.
- Established employment pathways across aged care, disability, food processing and warehousing, accounting, cleaning services, community services and more.
- Partnered with local employers to run presentations about their business, as well as site tours see first-hand how the business operates and provided the opportunity for participants to make informed decisions about employment options.
- Facilitated introductions and work trials, leading to direct job offers for clients.
- Provided pre-employment workshops on interview preparation, communication skills, work-place expectations, time management, pay rates and more.
- Supported participants to complete short qualifications, gain probity cards to enhance industry-specific employability and boost skills on their CV. (e.g., First Aid, Blue Card, Police Check, etc.).
- Performed above all core contractual KPIs and met all compliance requirements.
- Strategically matched participant readiness with identified labour market opportunities.

Skilling Queenslanders for Work

MultiLink's Employment and Training services experienced another productive and successful year, supporting community members to secure employment across a diverse range of industries and establish new career pathways. The E&T team continued to provide consistent, high-quality support, with staff bringing extensive experience and a strong understanding of the complex needs of participants.

Through a commitment to personalised, wraparound assistance, the team helped individuals overcome significant barriers to employment, including social, economic and personal challenges. Securing meaningful employment often represents a transformative milestone for participants, creating opportunities for increased financial independence, confidence and long-term stability.

During the year, participants successfully transitioned into a variety of rewarding roles, including positions with Aged Care providers across Logan, a school supporting disadvantaged young women in Sunnybank, hospitality venues including a café within Logan Hospital, and a range of transport, warehousing and logistics employers. These outcomes demonstrate the positive impact of tailored employment support and the value our participants bring to the workforce.

The Department of Trade, Employment and Training also recognised the success of MultiLink's Skilling Queenslanders for Work programs by filming three projects and interviewing participants for use across the Department's promotional and social media channels. In addition, Hospitality Trainee Jolie Keza was honoured with the Rotary Clubs of Logan Trainee of the Year Award at the annual Workmanship Awards in Beenleigh, highlighting the outstanding achievements of participants supported through MultiLink's employment pathways programs.

Program Impact:

- 8 Qualifications Offered
- 15 Separate Intakes
- 188 Enrolled Students
- 142+ students secured employment
- 188 First Aid qualifications attained
- 27 Industry and Community Partnerships









Program Achievements:

- Certificate III in Cleaning Operations - 15 students in one intake, developing skills in commercial and quality cleaning with a 73% employment rate.
- Certificate III in Food Processing - 24 students in two intakes, learning the skills for food manufacturing and food safety with an impressive 96% employment rate.
- Certificate I in Hospitality - 24 students in two intakes, with job placements into local cafés, hotels and catering services with an interim employment rate of 70%.
- Certificate II in Security Operations - 24 students across two intakes, undertaking licensing preparation and simulation training producing direct industry hires at an interim rate of 75%.
- Early Childhood Education and Care - 15 students across one intake with a high graduate uptake by local childcare centres, supported by structured placement pathways with an interim employment rate of 60%.
- Certificate II in Supply Chain Operations - 26 students across two intakes, undertaking warehouse logistics activities and forklift training with an interim employment rate of 73%.
- Certificate III in Driving Operations - 24 students in two intakes, developing crucial skills in medium and heavy rigid driving and truck loading/unloading with an interim employment rate of 88%
- Certificate III in Individual Support - 36 students in three intakes developing skills in one-on-one care to support aged care and disability individuals with an interim employment rate of 67%.

Most courses only ended in June 2026, and interim employment figures are continuing to improve as the latest graduates attain employment after the end of the reporting period.

Participant Impact

Sana was born in Pakistan as the youngest of seven children. Seeking greater safety and opportunity for their family, her parents made the difficult decision to build a new life in Australia. Her father arrived in Australia by boat in 2009, a difficult journey as an accompanying similar vessel sank with no survivors and this tragedy had a lasting impact on the family. In 2017, following the approval of their visas, the rest of the family were finally reunited with Sana's father.*

The family's early years in Australia were marked by significant hardship. Upon arrival, ten family members shared a very small apartment while they worked to establish themselves. They later relocated to rural Queensland, and without access to government assistance, every member of the family contributed to supporting the household through farm work. During this time, Sana balanced school commitments with weekend and holiday work to help her family.

Adapting to a new culture brought unexpected challenges for Sana, including experiences of racism and bullying that affected her confidence and sense of belonging. Eventually, the family moved to Logan, where Sana completed her final school years, graduating in 2022. Following school, she faced several uncertain months of being unable to find employment, she sought support through her job provider, which referred her to MultiLink's Traineeship program.

Throughout her traineeship she developed new skills, built lasting friendships and gained valuable workplace experience. One of her favourite responsibilities was as a barista at MultiLink's Hole in the Wall Café, where her friendly nature and strong customer service skills made her a popular and valued team member.

Sana's resilience, positivity and determination to overcome challenges were evident throughout her journey. Her passion for hospitality and commitment to providing excellent customer experiences positioned her strongly for future success.

At the completion of her traineeship, Sana secured employment with a local coffee shop in Logan, marking an important milestone in her journey and demonstrating the life-changing opportunities that meaningful training and employment can create.

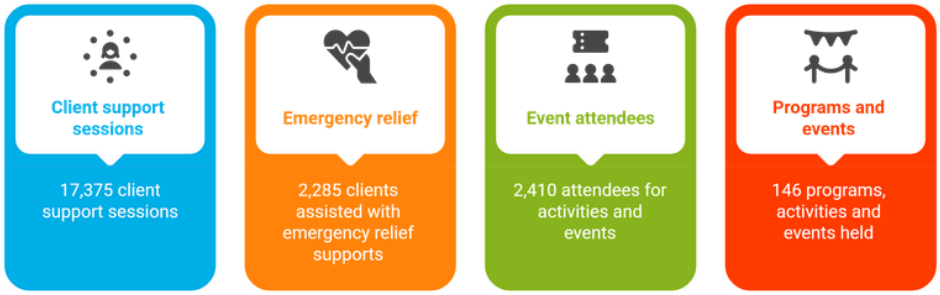
**Name changed for privacy.*

Neighbourhood Community Centre

In 2025–2026, the MultiLink Neighbourhood Centre continued to serve as a vital community hub for the Logan region, providing a welcoming and inclusive space where people could access information, support, referrals, emergency relief and opportunities for social connection, learning and community participation.

Guided by the Queensland Neighbourhood Centres Model, the Centre remained committed to fostering inclusion, resilience and empowerment through community-led initiatives, targeted programs and strong local partnerships. We engaged with people of all ages, backgrounds and circumstances, working collaboratively with residents, volunteers, community groups and service providers to strengthen local networks, respond to emerging community needs and create pathways to improved wellbeing and social inclusion.

Program Impact:



Key Activities:





Key Outcomes:

- Greater improvement of access to essential services for thousands of Logan community members, including those experiencing crisis or isolation.
- Provided emergency relief including food, materials and crisis aid including food vouchers.
- Internal and external referrals to formal services and informal community networks for appropriate support.
- Strengthened community belonging through culturally inclusive events and activities (including Harmony Week celebrations, Mother's Day celebrations, etc.).
- Increased volunteer participation in the community and fostering leadership and civic engagement of local participants through events and programs held at the MultiLink Neighbourhood Centre.
- Strengthened coordination between service providers, enhancing the effectiveness and responsiveness of local support for community needs.
- Greater networking and collaboration with local charities, government services, health agencies, law firm (DLA Piper) and community organisations to co-deliver programs, share resources and create integrated referral pathways.

Impact Story: Securing income through practical support

Thiri, a community member originally from Myanmar, came to MultiLink for support after experiencing difficulty accessing her Tax File Number. Although she had been living in Australia for more than five years, she did not have a proper record of her TFN. This created a significant barrier when she wanted to apply for an Australian Business Number so she could begin earning income through Uber Eats.*

MultiLink's Neighbourhood and Community Worker worked alongside Thiri to explore every possible way to locate her TFN. When it became clear that the only available record was her original TFN application reference number, we explained the next steps and helped her understand what information the Australian Taxation Office would need to verify her identity. With limited English and uncertainty about what to say, Thiri needed both practical assistance and reassurance. MultiLink arranged contact with the ATO through TIS National, with a Burmese interpreter supporting the call. Our Neighbourhood Centre Officer stayed beside Thiri throughout the two-hour call, helping her provide the correct information, understand the process and feel confident to keep going.

Over a considerable time of identity verification processes, the ATO was able to confirm Thiri's identity and provide her Tax File Number. Her contact details were also updated with the support of the interpreter, helping to reduce future barriers when dealing with government services.

Two days later, Thiri returned to MultiLink for a follow-up appointment. With her TFN now available, MultiLink supported her to apply for an ABN, enabling her to progress her plans to work with Uber Eats and create a pathway to income. What began as a stressful administrative issue became a practical step towards greater financial independence, confidence and participation in the workforce.

** Name changed for privacy.*



No Interest Loan Scheme

The No Interest Loan Scheme (NILS), funded by Good Shepherd, continued to provide essential financial assistance to individuals and families experiencing financial vulnerability during 2025–2026.

The program enabled eligible clients to access essential goods and services through safe and affordable no-interest loans, reducing the need to rely on high-interest credit, payday lenders or other unsuitable lending options.

Through a client-focused approach and strong partnerships with NILS loan providers, MultiLink supported clients to manage essential expenses and maintain their participation in employment, education, family and community life.

The strong level of applications and approvals demonstrates the continued demand for safe, accessible and affordable financial assistance within the community. The program maintained consistent service delivery throughout the year while responding to changing levels of client demand, documentation requirements and provider assessment processes.

NILS loans supported clients to access a range of essential goods and services that may otherwise have been unaffordable. Common items and expenses supported through the program included whitegoods, furniture, car repairs, transport expenses, mobile phones, laptops, education-related items and medical costs. Access to these goods and services supported clients to maintain reliable transport, communication, digital access and safe living conditions. Loans for transport and technology were particularly important for clients attending work, education, medical appointments and other essential services.

Program Impacts:

- Enabling clients to access essential goods and services without taking on interest-based debt.
- Providing a safer alternative to payday lenders and other high-cost credit products.
- Supporting employment and education through access to reliable transport, mobile phones and technology.
- Improving household stability through access to whitegoods, furniture and other essential items.
- Supporting clients to manage repayments through an affordable and structured lending arrangement.
- Assisting sole-parent households and people relying on government payments to manage essential or unexpected expenses.
- Identifying broader client needs and creating opportunities for internal and external referrals.
- Maintaining effective partnerships with Shelter Housing Action Cairns, Logan East NILS and other NILS providers.



164 approved applications



$259k overall approved loan value



$1,600 average loan amount



$3,000 highest loan amount

The program primarily supported clients across Logan and surrounding South East Queensland communities. All approved applications recorded during the reporting period were from Queensland residents.

The available demographic information showed that:

- 69% of approved applicants were women,
- 20% identified as First Nations,
- 33% were sole parents with dependants,
- 82% relied primarily on government payments, pensions or allowances, and
- 18% reported a disability or health condition.

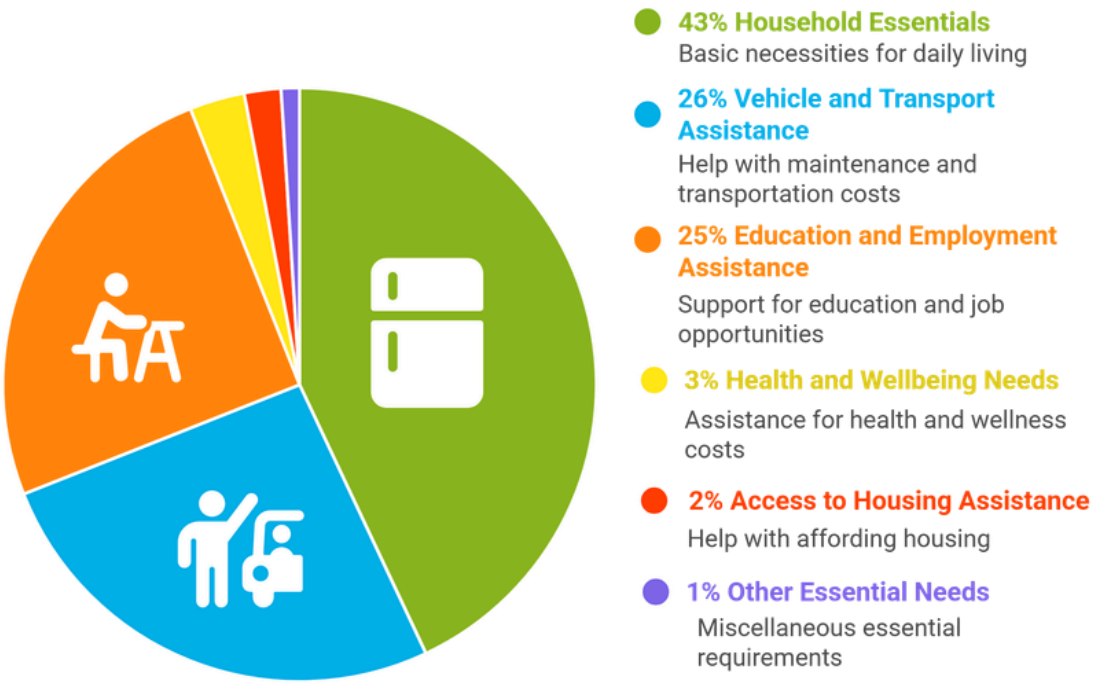
These figures demonstrate the importance of NILS for households experiencing financial vulnerability, particularly women, sole-parent families, First Nations clients and people relying primarily on government income support.

The NILS program demonstrated strong and consistent performance throughout 2025–2026, with 164 applications approved, with impacts reaching an estimated 488 people.

Through dedicated staff, effective provider partnerships and a client-focused approach, the program enabled financially vulnerable individuals and families to access essential goods and services without the burden of interest-based debt.

The continued demand for NILS reflects the important role the program plays in improving financial resilience, supporting household stability and helping clients remain connected with employment, education, essential services and their communities.

Loan Distribution by Category:



Reconnect New & Emerging Communities At Risk Youth Support

The Reconnect New and Emerging Communities At-Risk Youth Support (NAYS) program continues to deliver 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 program combined individual casework, proactive school outreach, educational and employment support, life skills development and social and community activities to strengthen resilience, cultural identity, independence and participation in community.

Clients were supported with education and training, employment, material wellbeing, financial resilience, physical and mental health support, community participation and family-related needs. Internal and external referrals provided clients with access to MultiLink's wrap-around services and specialist community supports.

The program continued to maintain and strengthen relationships across schools, employment services, housing and homelessness services, health and mental health providers, settlement organisations, community groups and youth services. Key partnerships included local schools, Logan Diverse Workforce Hub, Logan Youth Foyer, QPASTT, Multicultural Australia, PCYC, SSI, Bikes4Life and a range of multicultural and youth networks.

Throughout 2025-2026, the program continued to exceed a number of core performance targets while strengthening relationships across education, employment, housing, health, settlement and community sectors.

Program Impact:



Key Outcomes

- Supported 137 young people, exceeding the annual client target.
- Exceeded targets for school outreach and direct school-based client support.
- Significantly exceeded targets for youth pre-employment, living skills and educational support sessions.
- Delivered six cross-cultural sessions, including Somali, Afghan, Karenni, First Nations, Burmese, Congolese and Rwandan youth, strengthening cultural identity, inclusion and understanding among young people.
- Strengthened employment pathways, with three young people gaining employment through collaboration with Logan Diverse Workforce Hub.
- Continued to provide culturally responsive, strengths-based support to young people from diverse new and emerging communities.
- Improved access to services, reduced barriers to participation and provided more individualised pathways to education, employment, wellbeing and community participation.
- Facilitated earlier identification and support of young people experiencing challenges, strengthened relationships with schools and improved access to culturally responsive support within education settings.
- Provided greater social connection, cultural awareness, pride in identity, stronger peer networks and increased confidence participating in the broader community.
- Improved employment readiness, stronger educational engagement, increased practical life skills and improved confidence and connections between young people and their families.
- Developed stronger referral pathways, improved access to specialist support and coordinated responses to the education, employment, housing, health and settlement needs for young people and their families
- The partnership with Bikes4Life provided 90 refurbished bicycles distributed to young people and community members experiencing transport barriers.

Early Intervention Program Outcomes:





Settlement Engagement & Transition Support

The Settlement Engagement and Transition Support (SETS) program continued to provide culturally responsive settlement assistance to humanitarian entrants and eligible migrants in Logan and surrounding areas throughout 2025–2026.

Using a strengths-based and client-led approach, SETS supported individuals and families to build independence, navigate Australian systems and services, strengthen social and community connections and improve their social and economic participation.

Support was delivered through individual casework, referrals, targeted group activities, community capacity building and strong collaboration with settlement, multicultural and mainstream service providers.

MultiLink continued to work closely with organisations including Multicultural Australia, QPASTT, Settlement Services International, Islamic Women's Association Australia, Metro South Health, Queensland Police Service, Logan City Council, Karakan and a broad range of settlement, health, financial wellbeing, DFV and mainstream services.

Collaboration included referral pathways, worker-to-worker engagement, information sharing, joint activities, community engagement and participation in networks including the HSP Local Area Collaborative, Refugee Health Network Queensland, Logan Integrated Service Response, Logan Community Suicide Prevention Network and Logan Financial Literacy Action Group.

Group activities and community education included:

- Language and digital literacy: 65 bilingual English classes across Burmese/Chin, Dari/Farsi, Karenni and Swahili groups, as well as digital literacy and online learning activities.
- Financial and economic participation: Tax and superannuation information, financial literacy and Australian banking sessions.
- Health and wellbeing: In-language health information, women's health, nutrition and NDIS awareness.
- Housing and transport: Private and public housing information, rental applications, vehicle insurance and driver licensing support.
- Civic and community participation: Citizenship classes, Australian Electoral Commission information, First Nations cultural awareness and Harmony Day activities.
- Social connection: Afghan Women's Chai & Chat, Community Support Groups, sewing, art therapy, belonging activities and community celebrations.
- Safety and security: Healthy relationships, DFV awareness, severe weather preparedness and scam awareness.
- 5 DFV-related group information and awareness sessions were delivered that covered healthy and unhealthy relationships, coercive control, Australian law, legal rights and pathways to specialist assistance.

MultiLink continued relationship-building with relevant new priority communities (including Palestinian, Israeli and Ukranian clients) and supported cultural and community engagement activities, including sponsorship of the Ukrainian Film Festival.

Program Impact:



Key Activities and Outcomes:

- Provided clients with improved access to services, strengthened self-reliance and coordinated pathways across education, housing, employment, health, financial wellbeing, family support and community participation.
- Increased knowledge of Australian systems and services, improved language and digital confidence, strengthened social connections and independence in managing everyday settlement needs.
- Through Community Capacity building we fostered stronger community leadership, increased participation, improved access to settlement information and strengthened capacity for emerging communities to identify and respond to local needs.
- Strengthened culturally responsive approaches to DFV through increased understanding of rights and available supports, raised awareness of healthy relationships and improved pathways to specialist assistance.
- Advanced women's social and economic inclusion through targeted skills and participation opportunities, providing greater independence, improved English and digital skills, increased financial confidence, strengthened social connections and increased awareness of education, employment and training pathways.
- Stakeholder Engagement and Partnerships provided stronger referral pathways, improved service coordination, reduced duplication and strengthened access to culturally responsive mainstream and specialist support.
- Increased program readiness, strengthened community connections and improved pathways for responding to emerging settlement cohorts.





Disability Services

National Disability Insurance Scheme

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

In 2025-2026, we supported 35 NDIS participants from a variety of cultural and linguistic backgrounds. The broad cultural representation within the Disability Services program demonstrated MultiLink's commitment to fostering inclusion and ensuring equitable access to support for people from diverse backgrounds. Through tailored and individualised assistance, participants from migrant, refugee and multicultural communities were supported to enhance their independence, strengthen their wellbeing and engage with services, networks and their local communities.

During the year, MultiLink delivered more than 13,000 hours of NDIS-funded support, including domestic assistance, personal care and community participation services. Supports were provided by a dedicated team who worked closely with participants to meet their individual goals and needs. The program helped participants develop daily living skills, increase their independence and stay connected to their communities. Flexible and responsive supports enabled participants to build confidence, make choices about their lives and improve their overall wellbeing.

Through tailored support, participants were better able to manage everyday activities, attend appointments, access services and take part in community life. Community participation supports gave people opportunities to attend recreational activities, cultural events and social groups; helping to reduce social isolation and build meaningful connections with others.

All supports and services were provided in line with NDIS Practice Standards and organisational policies, ensuring participants received respectful, reliable and person-centred care.

In 2025–26, MultiLink conducted its first Participant Experience Survey across the NDIS, Queensland Community Support Scheme (QCSS), and Community Transport programs. Participants reported positive experiences with the respect, dignity, safety, communication and support they received from MultiLink staff. Participants identified caring, respectful and professional staff as one of the organisation's greatest strengths. Many respondents spoke positively about their relationships with support workers and highlighted the benefits of flexible support, clear communication and assistance that helped them become more independent, participate in their communities and improve their quality of life.

Program Impact:



Participant Feedback

"What stands out most about our MultiLink Support Worker is her ability to be both intuitive and thoughtful, knowing exactly when to step in and when to give space. She is always proactive, taking the initiative to anticipate needs without being prompted and her natural sense of timing is invaluable.

The disability support workers have been such a blessing to us, we are so lucky to have them caring for Mum. We appreciate MultiLink more than you will ever know."

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 maintain their independence, wellbeing and connection to the community.

The program focused on supporting vulnerable community members under the age of 65 who are living with chronic illness, disability or mental health conditions. Through early intervention and tailored ongoing support, clients were able to remain safely in their homes, maintain their independence and strengthen their connections with family, community and support networks.

This year, we supported our clients with:

- Accessing medical appointments;
- Domestic tasks and essential shopping;
- Home maintenance;
- Social and community participation activities;
- Emergency Relief, housing and accommodation support;
- Wellness checks and in-home support; and
- Linking to Community Connect supports.



A key strength of the program is strong partnerships with local providers, hospitals and mental health services. These collaborative relationships improved service coordination and streamlined referral pathways, ensuring that clients received timely and consistent support during periods of increased vulnerability. This was particularly valuable for individuals transitioning from hospital care, recovering from illness or awaiting access to more intensive or long-term support services.

MultiLink made meaningful contributions to the wellbeing, resilience and social inclusion of individuals and families across the community. By providing practical assistance, coordinated support and pathways to essential services, the QCSS program helped clients achieve greater stability, independence and quality of life.

Queensland Community Transport Scheme

The Queensland Community Transport Scheme (QCTS) helped people who have difficulty accessing transport to stay connected to their local community. During the year, MultiLink continued to provide safe, reliable and accessible transport for people who are older, living with disability, experiencing social isolation or unable to use other transport options.

In 2025–2026, the program supported safe travel to medical appointments, shopping centres, social outings, day programs and community programs. Access to QCTS reduces social isolation, increases participation in community life and maintains connections with family, friends and support networks.

The programme was a vital connector in linking individuals to services, activities, and most importantly, to each other. Our team was an important link between people and the services, opportunities and social connections that improve quality of life and wellbeing. By providing safe, respectful and responsive support, the program delivered positive outcomes for service users and helped build a stronger, more connected community.



People and Culture

Our people are central to MultiLink's ability to support individuals, families and communities. Throughout the year, we continued to invest in the systems, capability and wellbeing of our workforce, while strengthening the organisational foundations that enable our people to do their best work.

PULSE and PULSE Academy

A significant achievement during the year was the consolidation and expansion of MultiLink's PULSE Human Resources Information System, and PULSE Academy Learning Management System. This was a substantial organisation-wide initiative that has modernised the way we manage employee information, onboarding, learning, compliance and performance development.

We reduced reliance on manual processes, improved consistency and visibility, and provided our people and leaders with greater access to the information and resources they need.

As learning and development remained an important component of MultiLink's people strategy, PULSE Academy, provided a centralised approach to learning and development, allowing us to support, coordinate and monitor staff training across the organisation. With the introduction of a more structured training calendar, staff were provided with opportunities to develop knowledge and capability across diverse areas including complex behaviours, feedback, AI in the workplace, front line crisis management, child safety, trauma-informed practice and many others.

This approach recognises that workforce capability is not static but requires ongoing investment, particularly within a community services environment where employees operate across complex client, regulatory and social contexts.

Performance Development

During the year, MultiLink continued to evolve its approach to performance development. The Probation and Performance Appraisal (PPA) framework was redesigned to move beyond a predominantly task-based or compliance-oriented process towards a more developmental model focused on competencies, behaviours, growth and contribution.

The revised approach provides greater alignment between individual performance, role expectations and capability and reflects a broader shift towards viewing performance management as a mechanism for development, recognition, accountability and retention, rather than simply assessment.

These adaptations reflect MultiLink's commitment to transitioning our people and our culture, towards a Growth and Contribution mindset for all our employees.



Employee Wellbeing

Employee wellbeing was also a key focus during the year. The MultiLink Wellness Expo provided staff with an opportunity to engage with wellbeing information, resources and practical activities in a dedicated setting. Beyond the event itself, the initiative reinforced the importance of wellbeing as an organisational responsibility and a component of sustainable workforce performance.



This work has been complemented by broader attention to psychosocial health, including the development of practical resources for leaders to identify, understand and respond to psychosocial hazards within the workplace. Our approach acknowledges that psychosocial wellbeing is influenced not only by individual resilience but also by the way work is structured and managed. This includes factors such as workload, role clarity, organisational change, relationships, recognition, job control and workplace culture.

Governance and Compliance

The year also saw continued development of MultiLink's people governance and compliance framework. Workforce probity processes were strengthened through greater integration with PULSE, providing improved visibility of required checks, registrations and other employment compliance requirements. This has supported a more systematic approach to workforce risk management and reduced reliance on manual monitoring. These initiatives contribute to a more mature people governance framework, one that supports both regulatory compliance and responsible organisational practice.

Volunteer Engagement

MultiLink also continued to strengthen its approach to volunteer engagement, including the development and implementation of improved volunteer recruitment, screening, onboarding and induction processes. The refreshed approach provides greater structure and consistency across the volunteer lifecycle, while recognising volunteers as an important component of MultiLink's broader workforce and community engagement model.

The work undertaken during the year has established stronger foundations for volunteer participation and provides a more scalable framework for future volunteer initiatives across the organisation.

Collectively, these initiatives demonstrate MultiLink's ongoing commitment to building a capable, supported and well-governed workforce that is equipped to meet the changing needs of the communities we serve. By investing in stronger systems, clearer processes, meaningful development opportunities and a continued focus on wellbeing, we have strengthened both our day-to-day operations and our capacity for future growth. As we look ahead, MultiLink will continue to build on this foundation, ensuring our people, volunteers and leaders are supported to deliver safe, responsive and culturally inclusive services that reflect our purpose, values and commitment to the community.

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 2025 Annual General Meeting the award was presented to **Ms Denise Aisa** for the value of **Respect.**

Denise was nominated by multiple staff and was recognised for consistently fostering a culture of inclusion, humility and dignity. In her role as Receptionist, she demonstrated unwavering respect through every interaction - whether with clients, colleagues or visitors. Her calm, patient approach helped de-escalate challenging situations, and her ability to listen deeply and respond with empathy created a safe and welcoming environment for all.

Denise consistently went above and beyond her role, ensuring clients felt valued and understood, while also maintaining their privacy and dignity. Her respectful communication and thoughtful service enhanced the organisation's reputation and contributed to a positive workplace culture. Denise is a daily reminder of the power of kindness, integrity and trust.

Congratulations Jolie Keza

Former trainee Jolie Keza, who graduated from MultiLink's Certificate I in Hospitality in December 2025 was the Winner of the Logan Trainee of the Year Award, 'Pride of Workmanship' organised by the Rotary Club of Logan.



A well-deserved accolade and congratulations to Jolie! Pete Hutton, Employment & Training Co-ordinator and Katrina Lazari, Trainee Facilitator were pleased to be invited to attend the event and support Jolie in her win.

We are thankful for the Queensland Government's Skilling Queenslanders for Work initiative, which allows us to provide such valuable programs to our Logan community members and assist them in finding employment.

2025-2026 Milestones

15 years of Service

Silvia Doja
Haydee Paz

5 years of Service

Peter Hutton



Logan Urban Design Award



A highlight was Multilink receiving a Commendation at the Logan City Council's **Urban Design Awards 2025** in the **People Focused and Connected** category for our Community Hub at Garfield Road.

This recognition is a true honor, especially considering the other outstanding projects in the category. Thank you to everyone who contributed to making this possible, and in particular our Building partner, Bickerton Masters and Herron Coorey Building Contractors.



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, Disability and Ageing
- Department of Home Affairs
- Department of Housing and Public Works
- Department of Social Services
- 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
- Good Shepherd
- Logan City Council
- National Disability Insurance Agency (NDIA)
- Queensland Mental Health Commission
- Settlement Council of Australia (SCOA)
- Services Australia

Thank you for a great year!















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