



ANNUAL REPORT  
• 2020 •

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# About Montagu

Montagu Community Living (Montagu) is a community based, for-purpose organisation established in 1990. We exist to provide person-centred supports for people living with disability that will:

- enable people to progress their individual goals
- promote and develop independence, self-confidence, and connectedness
- facilitate active participation in community activities
- encourage people to exercise maximum control over their own lives.

## We believe in:

A fair and inclusive society where Human Rights are respected and upheld, participation is encouraged and supported, and lifelong learning leads to improved outcomes, independence, connectedness, and resilience.

## Our Mission:

Is to provide quality services that support people to live a life that they value and assists them to remain connected to their chosen community.



Edward



Emma & Adam



Mark



Stuart

# Montagu Core Values

Our values guide every action we take and every decision we make. They are the essential framework on which we base our work practice, behaviour, communication and interactions with the people who choose to receive services from Montagu, our colleagues and all stakeholders. Our core values are:

## Respect

We value the uniqueness of every individual.  
We treat people, their situation, and their choices,  
fairly, honestly and compassionately.

## Commitment

We do what we say we will do, stand up for  
what we believe in, and see things through.

## Quality

We provide services that exceed expectations.

## Accountability

We always act in the best interests of the person choosing to  
receive services through Montagu and are accountable to them.

## Responsibility

We are responsible for performing our duties  
to the best of our ability.

## Connection

We pride ourselves in knowing our service users,  
their families and friends and our employees.

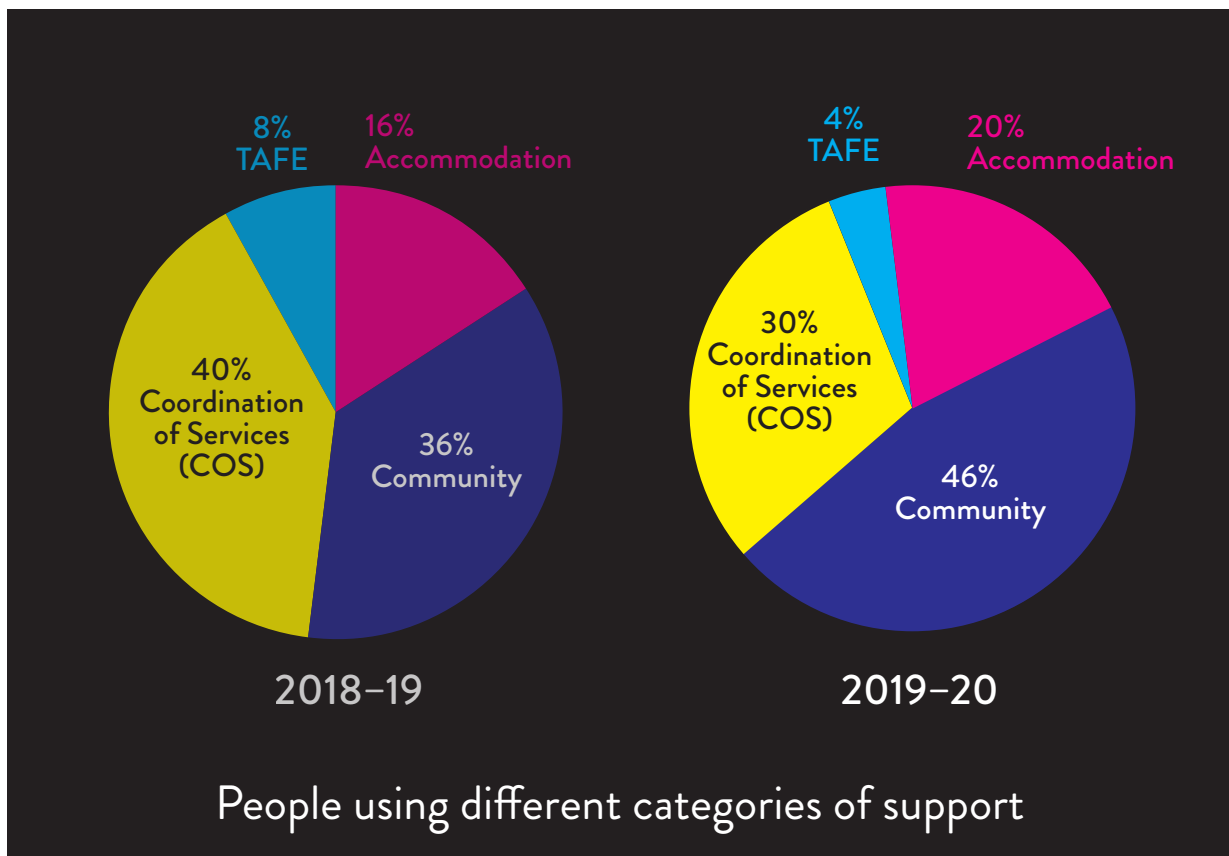
## Integrity

We exercise honesty, transparency and sincerity  
in all that we say and all that we do.





## Facts and figures 2019-20



# Chair's Message

It gives me great pleasure to present this report for Montagu Community Living (Montagu) for the financial year 2019/20, and what a year it has been!

The COVID-19 pandemic is a one-in-a-hundred-year global event that certainly challenged our organisation. Continuing to deliver support services, while also ensuring the safety of the people we support and their families/friends, plus our staff, all in an environment of confusion and uncertainty, is probably the greatest challenge Montagu has faced during its history.



Kimberley Martin  
CHAIR

Our response to the pandemic to date confirms that everyone involved with Montagu remains committed to our Mission to provide high-quality support services that enable people living with disability to lead a valued and meaningful life while remaining connected to their chosen community. Montagu's core values shone through as staff took steps to maximise the health and safety of the people we support and minimise the anxiety that being confined to home could cause. Initiatives such as the use of telehealth services, online shopping, and establishing regular online contact between the tenants of the Share Homes and their families/

friends, were all introduced to minimise the impact of the pandemic.

The Board is confident that this commitment to organisational values and our drive for excellence, coupled with ethical leadership and decision making, sets us apart from many other providers in the disability sector.

The Board is immensely proud of the efforts of the Management Team and Support Staff for their skills, dedication, commitment, flexibility, and professionalism in meeting the challenges of the pandemic head-on.

The pandemic also led to the Board taking decisive action to build a solid financial foundation to ensure our capacity to respond effectively to the risks associated with the pandemic, and to ensure the sustainability of Montagu after the pandemic. As we have seen in other areas around the world, second and third waves of the coronavirus can be devastating both socially and commercially, and the Board is committed to ensuring that Montagu can survive the ongoing impacts of the pandemic.

Apart from the pandemic, 2020 also saw disability organisations in Tasmania audited against NDIS Commission service standards for the first time. This comprehensive process reviews all aspects of the organisation and makes a recommendation to the National Disability Insurance Agency as to whether an organisation should continue to be registered as an NDIS service provider. At the time of writing, we are still awaiting a final outcome from this process, but have been advised by the auditors that they have recommended Montagu be re-registered for the maximum three years.

The Board has also maintained an active interest in the work of the Royal Commission into violence, abuse, neglect, and exploitation of People with Disability and has noted reports from other organisations facing costs of well over \$100,000 to prepare for an appearance before the Commission.

The NDIS continues to evolve each year with changes to prices, practices, and expectations an annual feature. This year has seen positive changes aimed at making it easier for Participants in the scheme to access the supports they reasonably require. I mentioned the challenge of addressing shared costs for people living in Share Homes in my last annual report and unfortunately this continues to present a challenge. Responsibility for meeting the costs of vehicle modifications and shared equipment remains a grey area and we continue to develop and consider creative solutions.

The year ahead will see the finalisation of a new industrial agreement that will see our staff continue to be paid above Award rates and enjoy better working conditions than the industry standard. We will also develop a new strategic plan to guide Montagu through the next phase of its evolution, and excitingly we will open a new Share-Home in Sorell. A new staffing structure will also be implemented to better support our staff to deliver the best outcomes for the people we support.

This year the Board farewelled Michael Fox from his role as a Director. Michael was a Board member for over 3 years, and I thank him for his contributions and wish him well in his future endeavours.

My sincere thanks to all Board members for the time and effort they contribute to Montagu. As a Board that balances skills, experience, and commitment, we can be proud to have such high-quality people working on a voluntary basis to promote the philosophy, objectives, and sustainability of Montagu.

I also want to acknowledge the leadership of our CEO Russell Penman. His leadership of the organisation through the pandemic has seen ethical, considered, and consistent decision making that has provided direction for staff while ensuring the continuation of high quality support services to the people we support.

Thank you to all support workers and management staff. Your skills and dedication make a real difference in the lives of the people we serve, and your professionalism promotes Montagu as an organisation of choice. We appreciate you choosing Montagu as your employer.

And finally, thank you to the people who choose to receive support services through Montagu. You are the reason we exist, and it is a privilege to be able to help you live the life you choose.

**Kimberley Martin**

CHAIR



# CEO Report

It's safe to say that the 2019/20 financial year didn't go quite as planned! This was the year that we planned for further growth in our services, a new staffing structure to meet the needs of a contemporary NDIS provider organisation, a new industrial agreement, and a new strategic plan. We were also due to undergo our first formal external audit against the NDIS Quality and Safeguard Standards. However, a little thing called COVID-19 came along and disrupted many of our plans, but not always in a negative way.



**Russell Penman**  
CHIEF EXECUTIVE  
OFFICER

While we saw some growth in our Coordination of Services and Community Supports areas, we saw a reduction in the number of people receiving services through our Accommodation Supports Team following the closure of the Bellerive House.

Planning for a new staffing structure commenced but was put on hold for over three months as we adjusted to the restrictions imposed by Public Health in response to the COVID-19 pandemic. It was a similar situation regarding the development of a new Industrial Agreement, with negotiations commencing with the Health and Community Services Union but being put on hold during the lock-down period.

Planning for a new Strategic Plan was also underway but had to be put on hold. As a result, the Board approved an extension of the 2017-20 Strategic Plan for up to 12 months to allow for a new plan to be developed and implemented.

Our Strategic Plan contains four key objectives which continue to guide the actions we take and the decisions we make. These are:

*Objective 1: Service User experience and outcomes*

*Objective 2: Community Profile and Reputation*

*Objective 3: Financial Sustainability*

*Objective 4: Right People, Right Job*

We build our understanding of Service User experience through direct engagement with the people we support and their families. We use surveys, meetings, emails and phone calls to elicit feedback and suggestions. We value all feedback as it provides us with the best guide of what we are doing right and the areas that we need to further improve.

It is sometimes said that the true values of an organisation are laid bare at times of crisis and I am extremely proud of the way Montagu management and support staff responded to the COVID-19 pandemic. Like most organisations, we had policies in place around business continuity and workplace health & safety, but we quickly discovered that we didn't have any plans for coping with a pandemic. We set about creating such a policy "on the run" with a clear focus on the health and safety of the people we support and the people we employ. Decisions were made with each supported person in mind as we all worked to ensure that service delivery continued almost seamlessly. The fact that we received over 20 messages of support and appreciation for our response to the COVID-19 pandemic reaffirms that Montagu did better than most services during this unprecedented pandemic. Comments noted the sensible approach taken by Montagu, the great work undertaken by Support Workers in times of uncertainty, and the regular communications to keep all stakeholders informed.

Comments were not just received from the people we support and their families. People external to Montagu also noted our considered, consistent, and calm approach to decision making, before and

during the lockdown period. It is worth noting that decisions taken by the Board in 2018 to enhance our IT systems enabled us to keep all administrative functions running despite having to close the office and have staff work from home for over 3 months.

I continue to represent Montagu on the State Committee of the peak body for Service Provider organisations, National Disability Services (NDS), which increases awareness of our organisation across the sector and keeps us informed of national developments. Over the past year we also provided a response to a national review of the NDIS pricing model which led to an invitation to participate on a national working party on this topic.

As you will see from the treasurer's report, Montagu is in an enviable financial position. The Montagu Board has acted to ensure that the organisation has the financial resources to survive the first wave of COVID-19 and to build our capacity to withstand a possible second wave of the pandemic. Delays in introducing a new staffing structure that will add at least \$400,000 to our salary costs each year, NDIS Participants seeking increased support hours through Montagu, the Commonwealth Government's \$50,000 stimulus payment, temporary funding increases by NDIA to offset the impact of COVID-19, and the introduction of Short Term Supports which is funded at a much higher level than standard support services, all contributed to much higher revenues than forecast. Meanwhile, delays in filling administrative positions, the transition of 30 staff from casual employment to permanent part-time employment, and reduced costs associated with office and vehicle running costs, all helped to reduce our expenses.

Montagu continues to attract quality people to work for this organisation. Their commitment, passion, and skills continue to make a difference in the lives of the people we support. Montagu remains committed to the ongoing development of our people. We make a significant commitment to staff training and this will increase again next year.

Comments received from staff during 2018/19 indicated that workers were not feeling well supported by their direct manager. Further exploration of this issue during late 2019 demonstrated that our current staffing structure was not serving the organisation, our staff, or the people we support, well. There was a clear lack of authority and accountability in the share houses, and an enormous workload for the Service Managers of Accommodation and Community Support Teams with each one of them having around 50 staff reporting to them. It was also clear that the lack of appropriate supervision and support for Key Workers and Support Workers was not in line with NDIS Quality and Safeguard Standards. Work has commenced on the development and implementation of a new structure which will address these issues and we expect the new structure to be implemented in early 2021.

We had two changes to the Management and Administration Team during the financial year. Roz Loveless left the organisation to take up an opportunity as a Coordinator of Supports. Roz was a staunch advocate for the rights of people living with disability and a champion for modernising service delivery. We wish Roz well in her new career. Dean Barker has taken over the role of Manager, Accommodation Support Teams. As you will read from his contribution to this report, it has been a steep learning curve for Dean, but he has quickly become a highly valued member of our Team.

Continuing our proud tradition of providing opportunities for our staff, Eliza Bedford accepted the opportunity to join our administration team and moved from her Support Worker position to become our full-time receptionist. Eliza has provided invaluable support to Samantha to ensure that shifts are covered and that the people choosing Montagu can access the support services they require.

### Looking Forward:

The next 12 months will see the finalisation of work disrupted by the COVID-19 pandemic, including a new Strategic Plan, new Industrial Agreement, and a new staffing structure.

In addition, we are keeping our eyes on some changes emanating from the NDIA. During the past year, NDIA have been highlighting what they regard as high levels of funding for Shared Independent Living supports. In recent times, some organisations are reporting that funding for Shared Independent Living in NDIS plans have been reduced by 10-15%. Now the NDIA are talking about having a clearer definition of what is regarded as “reasonable and necessary” when it comes to funding service needs through an NDIS plan. There is some fear in the sector that clarifying what is “reasonable and necessary” might be another way of trying to reduce eligibility to access the scheme and/or to reduce the range of supports that will be funded. Given the Commonwealth Government will be facing significant deficits for decades to come, it is unlikely that the NDIS will be protected from the need to identify savings.

We will also continue to monitor the Royal Commission into Abuse, Neglect, and Exploitation of people living with disability. Organisations who have been called to appear before the Commission have spoken about having only 4-6 weeks to make a submission and incurring expenses of over \$100,000 to prepare for their appearance. The Montagu Board has approved the creation of a Project Officer role which will enable us to be better prepared in the event that we are called before the Commission.

We will be extending the range of accommodation options and associated supports with the opening of a new share-home in Sorell in early 2021. The design of this property provides for great flexibility in the range of services that can be offered and we are excited about the possibilities this property will provide.

### Finally:

Thank you to the people who select Montagu as their Provider of Choice. The only reason we exist is to provide supports that will enable you to live the life you choose. It is a privilege to work with you and you inspire us every day.

To the Support Staff who regularly go above and beyond in supporting the people who choose Montagu, I thank you for your skills, experience, passion, and resilience. The reputation of Montagu is created through the work that you do and the fact that Montagu is so highly thought of confirms the quality of your work.

The Management and Administration Team of Montagu are amazing. They are as dedicated a group of people as I have ever had the pleasure to work with. They work hard and put in long hours to keep everything ticking along, never losing sight of the fact that everything we do contributes to the lives of the people we serve.

The Directors on the Montagu Board are also a remarkable group. Their commitment to Montagu shines through each year. It is a privilege and honour to work with people of such high integrity who have fantastic skills and knowledge, and who help me to be the best CEO I can be. I thank them for their patience and support over the past year and for giving me the opportunity to lead this terrific organisation.

**Russell Penman**

CHIEF EXECUTIVE OFFICER



# Excellence & Standards Report

For the past 12 months my role has been to lead our preparation for the NDIS Certification Audit. Under NDIS rules, every registered provider must undergo an independent audit against the NDIS Service Standards as part of the re-registration process. This has involved me in attending several webinars and roundtable discussions with senior staff from the NDIS Quality and Safeguards Commission and many meetings with the Senior Management Team and support staff.



Rita Sharma  
COORDINATOR  
EXCELLENCE &  
STANDARDS

In line with our mantra of “excellence in all that we do”, we reviewed and analysed the NDIS Quality and Safeguarding Framework and gathered evidence of the excellent work our staff are doing to support Participants and employees. We reviewed and revised almost 200 policies, organised training sessions for support staff and kept everyone up to date with audit process via our fortnightly newsletters.

While we are still waiting for the formal outcome of this audit from the National Disability Insurance Agency, we were very pleased to be advised that the auditors have recommended that Montagu be re-registered as an NDIS provider for the

maximum period of three years.

In line with suggestions made by the external auditors, we have created a Quality Management Register to record our quality improvement projects and developed a continuous quality improvement plan.

Additionally, we have created an Internal Audit Schedule to further strengthen our compliance requirements. As Montagu’s compliance and audit officer, I regularly check NDIS and other relevant sites for emerging information related to quality, excellence, safeguards, and compliance. I am fortunate to be supported to join several groups and associations connected with the disability support industry, attend training and events, and have access to newsletters that provide alerts regarding any changes to service standards.

Another part of my role is to monitor the satisfaction of Participants and their family members/nominees, as well as our staff. We conduct surveys throughout the year as well as inviting feedback and suggestions. We consistently seek to identify opportunities to improve what we do and how we go about delivering great support services.

We recently conducted a staff satisfaction survey acknowledging every staff member and their contributions to the positive reputation of Montagu and asking for feedback and suggestions on how we can support them in their respective roles. Respondents rated Montagu from 1-5 stars against each question in the survey. The table on page 10 represents the star ratings from the 2020 survey and compares the results to the 2019 star ratings.

[\[Some results are shown here >>\]](#)

## Service Users’ Satisfaction

Survey was not done in 2020 due to COVID.

## Staff Satisfaction

91%

Feel committed and engaged with Montagu’s purpose and values

81%

Support Montagu’s drive for excellence

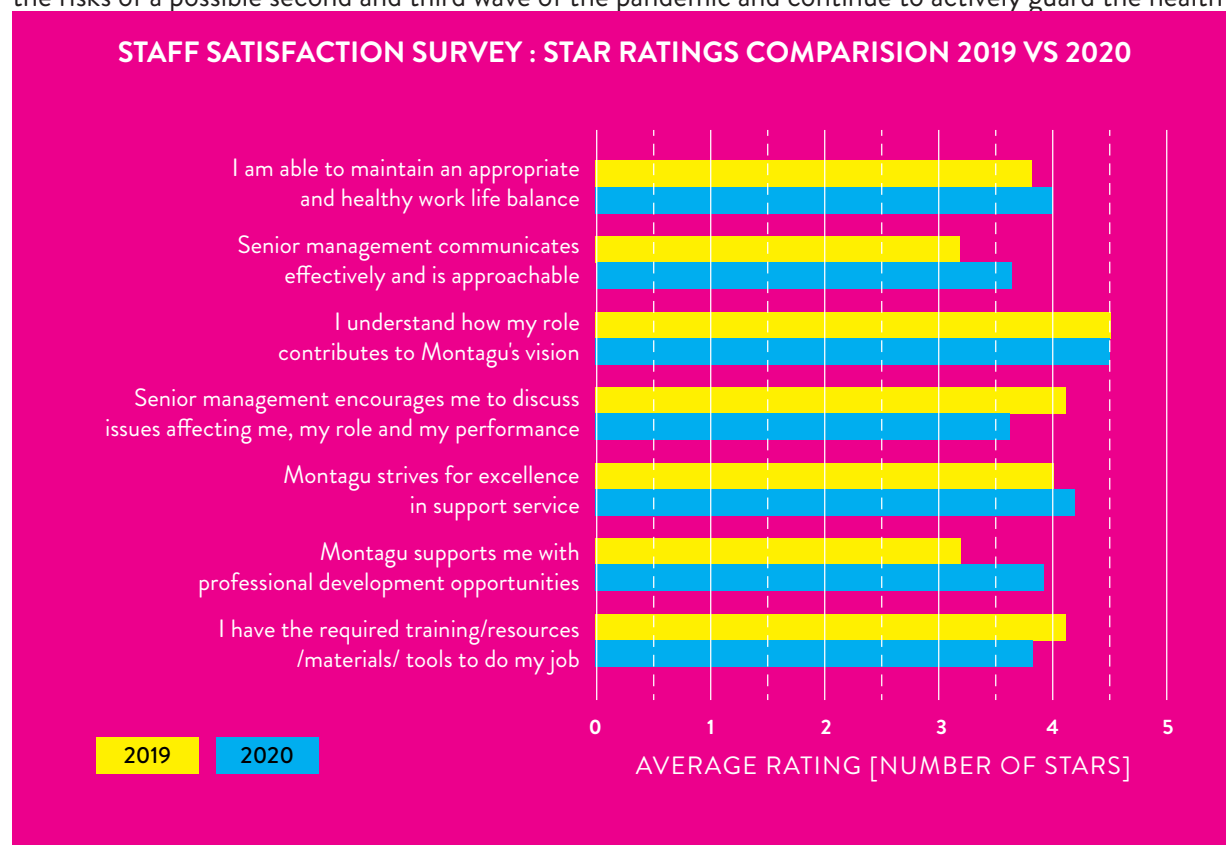
50%

Receive adequate supervision, support and guidance from their manager

54%

Feel enough development opportunities are provided

Of course, 2020 also saw us responding to the threat of the COVID-19 pandemic. Like most, if not all, organisations, we had to develop policies and practices on the run as we responded to advice from Public Health and learned more about the risks presented by the Coronavirus. We remain vigilant to the risks of a possible second and third wave of the pandemic and continue to actively guard the health



and safety of the people we support and the people we employ.

While we all hope that 2021 will be less challenging than 2020 has been, the introduction of new audit process and evolving new service standards means that the next couple of years will continue to present challenges as well as new opportunities for Montagu to grow. We intend to continue to strive for excellence in all that we do so that we can provide even better support services in the years ahead.

I'd like to acknowledge the support and commitment of my colleagues (or, as I like to call them, my Montagu family) for their continued dedication in the quest for excellence.

**Rita Sharma**

COORDINATOR EXCELLENCE & STANDARDS

# Accommodation Supports Report

The last 12 months have presented a number of challenges in the accommodation space, culminating in the pandemic shutdown and response from March onwards. This presented a steep learning curve for a new manager working within an NDIS framework for the first time, but it has been incredibly rewarding to see how the scheme supports participants to achieve their goals and to live their lives as meaningfully and as well connected as possible.



**Dean Barker**  
MANAGER,  
ACCOMMODATION  
SUPPORT SERVICES

Some of the challenges included restrictive practice reporting that seemed incredibly onerous (taking up to two days per week). Since working through the process required to relieve us of such burdensome reporting, I now embrace the spirit of putting restrictive practices under a spotlight in order to eliminate or minimise the use of such controls. While some limiting practices need to remain in place for duty of care reasons, the connection between fundamental human rights and restrictive practices is being promoted to support workers as a really positive feature of the NDIS rather than as a burden, and as something that informs our

practices generally.

A new resident came to live at our Granton House, filling the vacancy left by the sad passing of Mathew, a long term and obviously much loved member of the household. The new participant has a very different profile to the other three housemates and has created an environment where choice and control has been facilitated with very much a “dignity of risk” principle in place. Granton is a transitional arrangement for this participant who now has support through our community team to build her independent living skills and family connections with the goal being moving on to a more independent accommodation option located closer to her family.

Installation of an updated tracking system was planned for the Granton house at Sanctuary Road for March 2020 with all four residents being relocated temporarily at the Paraquad units in Glenorchy. We were advised that the works should take two weeks to complete but we should plan to vacate the property for four weeks as a contingency measure. Avoidable delays on the part of the contractors led to a situation where minimal progress was made in the first week and a half and a stepped up schedule was promised such that the works could still have been expected to be completed on time. However, the shutdown as a result of the COVID-19 pandemic put another spanner into those plans. The installation could only be completed by an accredited installer based in NSW and the border restrictions prevented him travelling to Tasmania to complete the work. An attempt to recommence the job was organised for May with the contractors applying for an exemption to allow the essential worker to travel but was declined. We are looking forward to having this work completed as soon as practicable and are using mobile hoists in the meantime.

We worked through some quite challenging issues at the Bellerive house with the two young women participants there. One of the participants had deteriorating mental and physical health needs that were causing concern in the latter part of 2019. This culminated in a stay in hospital and specialised training for the support team to enable her to return home. We are grateful to Watson and Blanch the nurse educators who made time between Christmas and New Year to provide the training that made it possible for the participant to be discharged from hospital and able to go home.

As a result of the COVID-19 pandemic, the parents of each participant at Bellerive decided to take their children back to the respective family homes in order to minimise exposure risks. As the property was privately rented, this meant that we had to redeploy the support team. This was incredibly disappointing to the team but understandable given the situation. This team had weathered some



stressful times in their support for the two participants and had been facilitating real personal growth and increased independent living skills with energy, enthusiasm and creativity. One of the participants has elected to continue to receive some support through the Community Supports Team.

The shutdown period from March to June was a busy period with many daily decisions needing to be made about what could and could not be done in a fast-changing environment. We did expect that some participants would struggle with the limitations being placed on their usual activities, and that “cabin fever” would result in some disruptions and frayed tempers. In fact, the reverse was true in many instances – i.e. some participants seemed to thrive in the more “chilled” lifestyle without having to rush around getting to other activities each day. Others who were not so happy with the situation showed their resilience and adaptability by coping very well indeed, and learned how to maintain social distancing, wash hands more rigorously and more often etc, and to try new activities including house renovation! Some neighbourhood relationships were formed as a result of new outdoor activities. The response to the COVID-19 shutdown is testimony to participants’ capacity to adapt, and to the Support Teams who found creative ways to manage the boredom resulting from such a situation. Many participants became more truly connected to their respective households than they had been prior to the pandemic.

We have been steadily recruiting new support workers to meet both natural attrition and business growth needs. The calibre of applicants has been really pleasing with many people bringing a variety of skills and experiences to their work with Montagu. Under the current structure there is simply not time to provide for proper professional supervision of staff but I have made efforts to put time into new workers to ensure that they are on the right track at the outset, particularly around their work practices and understanding concepts such as choice and control, person centred care, strengths based approach, empowerment and capacity building. I look forward to an organisational structure that enables all team members to receive the coaching and support required to facilitate best practice and creative support work.

It has been pleasing to see some Key Workers showing more initiative and leadership in the houses in which they work. Naturally the restructure process is unsettling for staff, but many look forward to the increased opportunities and support that will result, particularly with regard to the proposed Team Leader roles.

Next year will see an extension of our Accommodation services through a brand new property at Sorell. We are excited by the opportunities to contribute to the local community there and to demonstrate best practice by facilitating greater independence for the people who will become tenants there.

Finally I would say that although the workload has been difficult to manage, I have been well assisted by Rose Riley and occasionally supported by Tania Browning and Allison Vernon who have all worked at the office to streamline the management and reporting of participants’ finances. It has been a pleasure to work with such a supportive and well principled team at Bowen Road, and with such a committed frontline workforce across the organisation. And more than anything it has been a joy to get to know participants and their families and to become a part of the support background in their journeys.

Thanks to all Support Workers for their efforts over the year. Your versatility, dedication, and skill makes such a difference in the lives of the people who choose to receive supports through Montagu. I look forward to working with you all as we face the challenges that next year will no doubt present.

**Dean Barker**

MANAGER, ACCOMMODATION SUPPORT SERVICES

# Community Supports Report

I am pleased to provide the Community Services report for 2019/20, and what an interesting 12 months it has been. Montagu's Community Supports participant referrals and numbers continue to increase, as do our staff numbers. Most new staff are now supporting people in both the Community Supports Team and the Accommodation Supports Team. This move is allowing participants to become familiar with a variety of staff, and for staff to gain more experience supporting a vast range of people with varying levels of independence. During COVID Restrictions, Montagu were mindful when rostering to ensure staff movements across teams were kept to a minimum.



Ange Evans  
MANAGER  
COMMUNITY  
SUPPORT SERVICES

Recruiting seems to be an ongoing process, and at the time of writing this report, we are actively recruiting, again. Our Coordinators of Support, Kirsten and Tash, continue to do a great job in connecting Participants to various supports, including allied Health Professionals, Training Organisations, and Community Housing. In the past year, they have assisted three participants to transition to more appropriate accommodation and to access the supports they need to progress their NDIS goals. They are also kept busy gathering participant information and compiling reports as part of annual NDIS plan reviews. These reviews support the NDIS planner to ascertain the level of

supports required by the participant and the associated funding to be included in their next NDIS Plan. The role of a Coordinator of Supports has two objectives; to connect Participants to appropriate services that will assist them to meet their goals, and to build the Participant's capacity to manage their own NDIS plan and supports. Some examples of Kirsten and Tash's successes this year are:

Molly\*, a young woman who relies on communication devices but lacked confidence in their use has been supported to build her confidence and is now a strong self-advocate.

Joanne\*, was in hospital with complex health challenges. She had inadequate supports to enable her to return to her own home. With the support of our COS workers, Joanne was able to have her NDIS plan reviewed and ensure that additional supports were provided. She is now back in her own home and able to access a team of Allied Health Professionals to help her manage her health needs.

Barry\* was dissatisfied with his day support program. With the assistance of his COS worker, he has been able to design a home based program that provides him improved access to his local community, and the opportunity to try new areas of interest such as brewing his own ginger beer, upcycling furniture, and growing his own vegetables and herbs. He is also accessing speech therapy services and trialling a communication device that will enhance his independence.

Katie\* spent most of her time in a wheelchair and had a range of outdated assistive technology. With the support of her COS worker, Katie was able to update all of her assistive equipment, develop a range of home based supports that provided more stimulating options, and increase her mobility to the point that she now spends significantly less time in her wheelchair.

(\*Not their real names)

The NDIS Quality and Safeguards Commission came into effect in Tasmania from 1st July 2019. The Commission is responsible for improving the quality and safety of the NDIS through regulation of scheme providers, the promotion of quality and safety, dispute resolution, and scheme review. As an organisation Montagu was as prepared as we could be for the transition to new standards and processes. While the transition was relatively smooth, the additional administrative workload has been difficult to manage at times. Montagu is required to report to the Commission on any restricted practices that are in place. From a locked gate to prevent someone running onto the road, through to the use of

medications that could be considered to be a form of chemical restraint, everything had to be reported to the Commission regularly.

Montagu continued to provide Community Supports and Coordination of Support services during the COVID-19 lockdown restrictions. There were various challenges in this space, and Community Supports had to be quickly aligned with the direction from the Government on where people could go and for what purpose. Staff had many discussions (and continue to) with Participants regarding social distancing, great hand hygiene, and the impact of Public Health restrictions on the activities of each participant.

Visual guides were provided to participants, along with support to access the internet to access the latest information and guidelines. During the first 12 weeks of community restrictions, my mobile phone was constantly ringing as Staff, Participants, and Family Members sought clarification on what supports were allowable. I commend the Community Supports staff for their dedication and efforts to provide supports in such a dynamic and challenging time. At all times, staff placed the health and safety of participants as the highest priority. Russ, Dean and I worked together as a Management Team to assess all requests for participant activities to ensure that the activity and/or reason for the participant wanting support to go into the community was in accordance with directions from Public Health. This system worked very effectively and for several weeks as Russ, Dean and I met by phone at 5pm each day to reflect on the challenges faced, achievements reached, and to prepare for the next day.

During the year, Montagu received 30 new referrals for Community Supports. Feedback from my peers in the Sector, Coordinators of Supports, Participants and their Family Members, and Allied Health Professionals revealed that our intake process is quite unique within the local Disability Sector. Montagu's focus is aligned with the Participant having Choice and Control of selecting Staff to work with them.

This process involves me receiving and responding to referrals, ascertaining if we have the capacity to provide the requested Support, meeting with the NDIS Participant to discuss their NDIS Goals and how they are hoping to achieve these goals. We discuss their attributes, interests and Hobbies, and the desired attributes of their ideal Support Workers along with their schedule of supports. I then match this information, with the profiles and capacity of our Support Workers, and email staff profiles though to the Participant for consideration. Once staff have been selected, a "Meet and Greet" is scheduled with the participant having full choice and control regarding the time / day / venue. This meeting involves the Participant, Support Workers, Coordinator of Support, Family member/s and me.

At the conclusion of the meeting the Participant will advise me which staff they would like on their team. Throughout this process, I always encourage the participant to 'shop around' to ensure they have looked at more than one support organisation. Throughout the year, feedback is sought from the participant both formally and informally, and through surveys conducted by Rita, our Coordinator of Excellence and Standards. This feedback is then used to adjust any aspect of the Support the Participant is receiving.

Another area where very positive feedback is received from Participants, their family members and Coordinators of Support, is the process undertaken when there is a requirement to introduce new staff member/s to an already established team. We follow a very similar process to that outlined above and it is always interesting to hear Participants, Family members, and Coordinators, who comment that they have not had this positive experience with other providers. During COVID-19 restrictions we managed to still hold "meet and greets" through the use of Zoom meetings.

Feedback (both positive and negative) is always important and taken into account to ensure Montagu is

providing excellence in all that we do. Some of the feedback from NDIS Participants / Family Members / Coordinators of Support during the last twelve months is below:

Feedback from a family member:

*Hi Ange, Thanks for providing Golder to support Sophie over the last few months. She is a delightful young lady and they got on extremely well. Sophie finishes TAFE this week but has been given the opportunity to work at Woolworths through her contact at APM.*

*We would like to thank you and Montagu for providing Sophie with her support workers. They have all helped Sophie move forward to where she is today.*

(Montagu supported Sophie to attend TAFE and scheduled Job Network Appointments. These connections assisted Sophie in gaining employment).

Feedback from a Coordinator of Supports:

*The quality of support you provide will always make Montagu a top choice as an option for supports.*

More feedback from a Coordinator of Supports:

*Yesterday I visited Josh to see how things are going with him and during my visit Bruce came onto shift. It was lovely to see the good, positive relationship Bruce and Josh have developed, Bruce engaging (talking, joking, and discussing what they could do for the 2 hrs) he is a very good male role model for Josh.*

*I had a good chuckle when Josh greeted Bruce with 'hello Big Ears' at the door! 😊*

It is always a pleasure to be able to provide an insight into the impact our organisation has on the lives of Participants. Participant achievements during the last twelve months include, but are not limited to, Gaining Employment, Volunteering, Making and sustaining community connections by attending regular activities at Community Houses such as sewing, art, and cooking, accessing their local community more independently, and becoming more comfortable and independent when accessing Public Transport. NDIS Participants have been supported with activities including Swimming, Gardening, Fishing, Lawn Bowls, Ten Pin Bowling, attending Gyms to maintain their physical health, Bike Riding, attending sports events, and family get-togethers, as well as holidays intrastate. Staff continue to provide support to participants to attend health and other appointments, as well as teaching domestic skills so they can maintain their home (inside and out).



*Therese learning to cook a new recipe*



## Community Supports Report continued

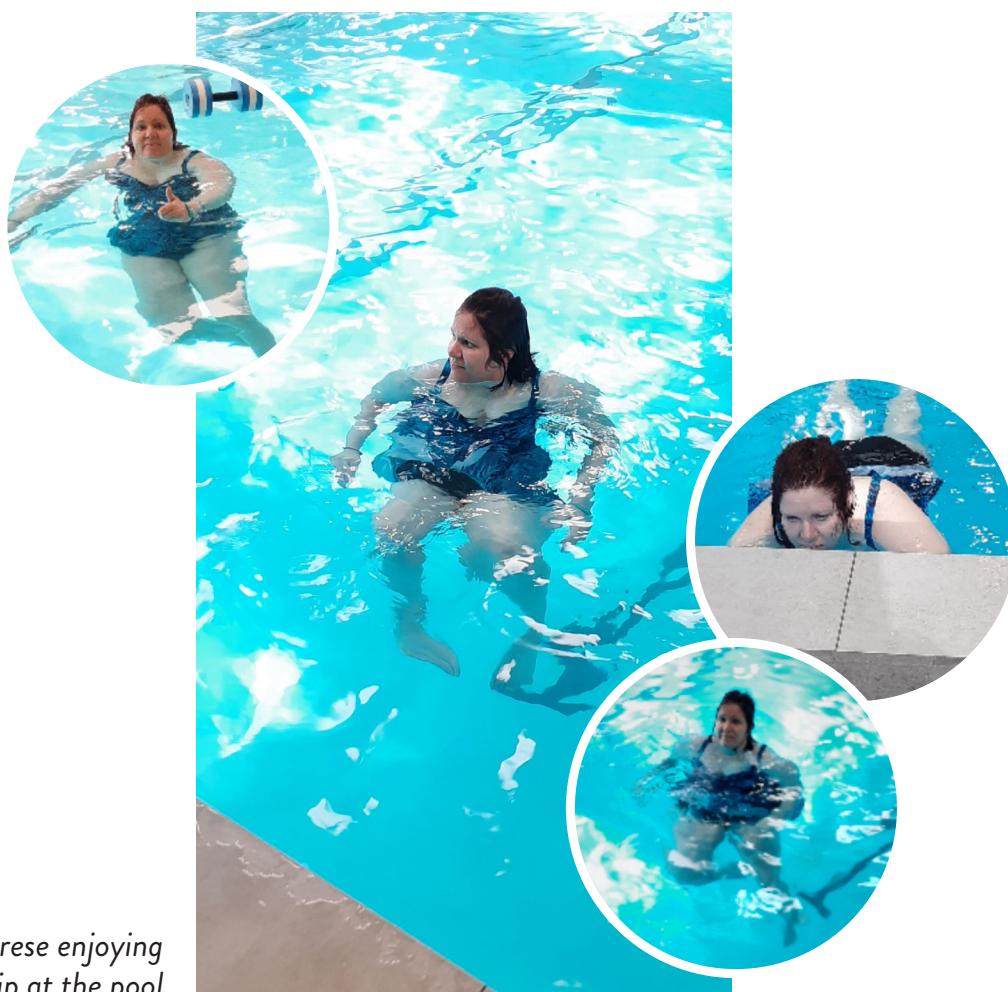
One Participant Montagu has supported is Adam. Adam wanted to do some woodwork and was supported to connect with a local carpenter. Adam had been wanting to buy a new CD Cabinet, however with help from his support team and the carpenter, Adam decided to design, and build one for himself. Adam works on his Cabinet once a week, and at the time of writing this report, Adam is in the final stages of painting the Cabinet.

I would like to take this opportunity to congratulate all Staff on a successful year of Supports. The connections you are supporting NDIS Participants to make in accessing their community along with the supports you are providing to enable NDIS Participants to increase their capacity and independence is invaluable to our wider community. I would like to make special mention of the way every staff member 'got on with the job' during COVID restrictions, your commitment to the NDIS Participants goals; your professionalism, and positive attitudes are what makes Montagu such a great place to work and a provider of choice.

The next 12 months will be another busy one at Montagu, and I look forward to the challenges we will face. I am proud to work for Montagu and look forward to further opportunities to enhance my Professional Growth while working as a member of a great Management Team.

**Ange Evans**

**MANAGER COMMUNITY SUPPORT SERVICES**



*Therese enjoying  
a dip at the pool*

# Employee Experience and Culture Report

I am delighted to present the Coordinator, Employee Experience and Culture's report for the financial year 2019/2020. As always, recruitment and training remain a strong focus for our workforce development and this underpins my report.



**Bec Eldridge**  
COORDINATOR,  
EMPLOYEE  
EXPERIENCE AND  
CULTURE

There were several changes within the Management team in the first half of this financial year as we farewelled three core team members. Roz Loveless resigned from her role as Manager, Accommodation Support Services, in October. Roz's expertise around the NDIS, and her commitment and dedication to Participants, staff and to person centered practices and active supports will be missed. Dean Barker commenced as the new Manager, Accommodation Support Services and has been a fantastic addition to the team.

Jacqui Hickman, a long standing, highly valued and experienced Key Worker and more recently, member of the Coordination of Supports (COS) team resigned leading up to Christmas. Tash Hellesey was successful in joining the COS team bringing with her a strong understanding of the NDIS and the values of Montagu.

We also farewelled Holly Wilson, who was providing some much needed and valued support in Reception. Eliza Bedford was successful in filling this position in a full-time capacity and has been a great addition to the Admin team with her knowledge of the organization, the workforce dynamics and rostering gained through her three years as a support worker prior to this appointment.

Across our direct support teams this year, we have welcomed 27 new employees to our workforce and bade farewell to 17 employees. Most of these new employees to Montagu were attracted via two major recruitment rounds leading up to Christmas. As the New Year unfolded, the COVID-19 pandemic impacted heavily on workforce development where we faced having to strike a balance between ensuring the safety and wellbeing of all participants and staff and ensuring the continuity of service delivery. Formal recruitment was put on hold and a focus on closely monitored internal inductions across worksites to increase work force flexibility was maintained throughout lockdown. These internal inductions also assisted in us ensuring we maintained the contracted hours of staff whose work was affected by either the pandemic or the closure of the Bellerive house in May.

Despite the challenges this year has brought us, we have still been able to offer an additional 627 hours of permanent work a fortnight to our workforce this financial year. This is through both the conversion of many casuals to permanent part-time status and the increase of contracted hours to current permanent employees.

With the support of our industry colleagues, particularly Medecs Learning and Watson and Blanch, and the dedication of our staff, we have made strong progress with our workforce training. Additional resources within the management team have ensured that we are now in a more



*Stuart and Carolina*

## Employee Experience and Culture Report *continued*

proactive space with our workforce training requirements. Stronger, more efficient and effective processes have meant over 1500 hours of training have been provided to our workforce across first aid, medication, manual handling, driving orientations, inductions, positive behavior support, mental health first aid, COVID-19 infection control and client specific complex care training such as PEG administration. Capacity to undertake training was also impacted by the pandemic and we thank Medecs Learning and Watson and Blanch for their professionalism and adaptability in tailoring their training courses to meet the requirements of COVID-19 restrictions in place at any given time. Our focus for the coming year is to extend further with our training plan with the addition of universal mental health first aid training, the correct use of PPE, active support training and annual CPR reaccreditations, as well as a range of targeted training in areas such as Epilepsy and Dementia.

This financial year also saw the commencement of negotiations for a new EBA. This is an extremely important piece of work to ensure the best conditions for our workforce and our operational requirements as referenced in the CEO's report. These negotiations are still ongoing.

Another focus for the coming year will be developing our relationships with specific RTO's (Registered Training Organisations), where Montagu can support the industry by providing students undertaking relevant qualifications with practical experience through work placements. This in turn can serve as an additional recruitment stream for our organization where we have the capacity to shape the development of new workers to the sector. This was an area I began to focus on this financial year but was put on hold with the COVID-19 restrictions.

This year has certainly had its challenges, however what I have come away with, is nothing but admiration and pride for the organisation I work for, the leadership our CEO has provided us over an incredibly uncertain and unpredictable few months, my amazing supportive Management team colleagues and our resilient, professional, flexible and skilled direct support staff. I thank you all!

### Bec Eldridge

COORDINATOR, EMPLOYEE EXPERIENCE AND CULTURE



*Paul and Rebecca enjoying a day out*



# Governance Statement

Montagu Community Living Inc. is incorporated under the Associations Incorporation Act and operates under the rules of association adopted by the members in November 2005, amended in 2011 and 2018. Ultimate responsibility for the governance of the organisation rests with the Board of Directors. This governance statement outlines how the Board discharges that responsibility. The Board's primary role is to ensure that Montagu achieves its objectives.

The board must ensure that these objectives are achieved in the most efficient and effective way. The Board, which comprises of the Chair, Vice-Chair, Public Officer, Treasurer, and up to eight ordinary members, is elected each year at the Annual General Meeting. The role of a Board Director is undertaken on a voluntary basis. The Board meets at least six times per year and fulfils its primary role by:

- ✓ Selecting, appointing, guiding and monitoring the performance of the Chief Executive Officer (CEO)
- ✓ Ensuring Montagu complies with relevant legislation, regulations, and contractual obligations
- ✓ Formulating and endorsing Montagu's strategic plan
- ✓ Monitoring progress against the strategic plan
- ✓ Approving the operating and capital budgets and monitoring performance against these
- ✓ Development of a risk statement, endorsement of the risk management plan, and evaluation of performance against this plan
- ✓ Ensuring the integrity of internal controls
- ✓ Ensuring stakeholders receive regular reports
- ✓ Acting as an advocate for Montagu whenever and wherever necessary
- ✓ The Board has formally delegated responsibility for Montagu's day to day operations and administration to the CEO.

## More facts and figures 2019-20



# Board of Directors

Information on Directors as at 30/06/2020

## Kimberley Martin

### CHAIR & DIRECTOR

Kimberley Martin B.A. LL.B. (Hons), LL.M, TEP is an estate planning, tax and trusts lawyer, and partner at Worrall Moss Martin Lawyers in Hobart. Kimberley has a state, national and international presence in her field. In 2017, Kimberley completed her Master of Applied Law in Wills & Estates and was awarded dux of her class. She was awarded the Young Practitioner of the Year Award at the 2018 Global STEP Private Client Awards.

Kimberley has a strong involvement in the wider community. In addition to her role as Chair of Montagu, she regularly presents to community and professional groups. She volunteers her time mentoring high school and university students and is the Secretary of the Tasmanian Committee of Women Chiefs of Enterprise International. She is a member of an international steering committee for issues surrounding digital assets (including what happens to your online assets when you die).

## Byron Nicol

### DIRECTOR

Byron has been a Montagu Board Member since 1992, having served various terms in the position of Chair. Byron is a parent of Rebecca and is a retired teacher and administrator. Byron is also a Board member of VCES (Veterans' Children Education Scheme) and past Chairman of same (3 terms), President and Treasurer of the Gemmological Association of Australia (Tasmanian Division), a past Federal Director of the GAA, and past Federal Treasurer. A member of Lions for almost 40 years, and a recipient of the Melvin Jones Fellowship Award.

## Chris Rees

### PUBLIC OFFICER & DIRECTOR

Chris is a graphic designer with over 25 years' experience working in Hobart and Melbourne. He has a Bachelor of Fine Arts. Chris has been recognised nationally with several National Awards for his screen based and interactive designs. He has done voluntary and pro bono work with Amnesty International, Environmental Defenders Office Tasmania, Wikipedia, and South Hobart Primary School. Chris joined the Montagu Board in 2015.

## Elisabetta Faenza

### DIRECTOR

Elisabetta joined the Board in July 2018. She is the CEO and Co-Founder of LEAFCANN Group, a qualified clinical hypnotherapist, leader, and strategist. She has a Bachelor of Arts degree in Foreign Languages and Public Relations, Master of International Relations, Diploma in Direct Marketing, and is a member of the Australian Institute of Company Directors. Elisabetta brings a rich tapestry of experience to the role of Director including senior roles in the health sector, fundraising roles, strategic planning, relationship management, author, and change management in the not for profit sector.



## Rick Baxter

### DIRECTOR

Rick has worked in the human services field for over 45 years and joined the Montagu Board in August 2018. He has worked across government, non-government and private sectors primarily working with children, young people, families, and people with disability. More recently, he established his own consulting firm and is regarded as a leader in service coordination and planning.

## Judi Reid

### DIRECTOR

Judi and her family are founding members of Montagu. She has a Bachelor of Education and a Graduate Diploma in Environmental Management. Judi has previously run several Child Care Centres, enjoys getting away to the family shack, and has recently returned to quilting. She joined the Board in October 2018 and along with her extensive knowledge of Montagu, brings her passion for people and the environment to the role of Director.

## Selena Reynolds

### DIRECTOR

Selena has a Graduate Diploma of Chartered Accounting and a Bachelor of Commerce. She joined the Board in July 2019 and brings skills and experience in financial management, strategic thinking and analysis, leadership, and Salsa dancing to her role with the Board! In her spare time, Selena enjoys travel, music, and mentoring of girls/young women.

## Ben Gu

### TREASURER & DIRECTOR

Ben is an experienced Chartered Accountant with a Graduate Diploma of Chartered Accounting, Master of Practising Accounting, and a Bachelor of Computer Science. He is actively involved in several not-for-profit organisations and cultural clubs in Melbourne, Adelaide, and, now, Tasmania.

## Montagu Life Members

John Dean (deceased)

Cora Dean

Rien de Vries (deceased)

Di Fuglsang (deceased)

Allan McKinlay

Byron Nicol

Judi Reid

## Even more facts and figures 2019-20

**98**   
**PARTICIPANTS (100%)**  
**have active plans**

**Total number of goals  
being progressed**

**314** 

# Treasurer's Report

It is my pleasure to present the Treasurer's report for the year ending 30th June 2020.

Montagu Community Living's Net Surplus for the year to 30 June 2020 was \$1,005,672 which is significantly higher than the 2018/19 surplus of \$67,582.

In 2019/20, revenue increased by \$1,576,181 to \$6,234,934. This compares to revenue of \$4,658,753 for the previous financial year. The increase in revenue is a result of several factors including:



Ben Gu  
TREASURER

- ✓ A temporary 7.5% increase in the hourly NDIS rate claimable for a range of NDIS supports to supplement the costs of organisations still transitioning to meet the requirements of an approved NDIS provider
- ✓ Additional hours of support being added to the NDIS plans of most people living in the share-houses
- ✓ The introduction of a temporary 10% increase in the hourly support rate of some NDIS services in response to the COVID-19 pandemic
- ✓ New Participants receiving supports through the Community Supports Team having a higher average number of support hours than in previous years
- ✓ Several people living in the share homes choosing to receive 1:1 supports through the Montagu Community Supports Team in preference to other providers
- ✓ An increase in the hours of Supports Coordination provided to eligible participants
- ✓ Receipt of the first tranche of the Commonwealth Government's stimulus payments
- ✓ While revenues increased by 34%, expenses only rose by 14% to \$5,229,262. Our people are our greatest asset and quite rightly represent by far the largest expense to the organisation. Salaries and related costs, along with other staff expenses, accounted for over 95% of the total annual expenditure which is up from 90% in the previous financial year.
- ✓ Expenses were also reduced due to some anticipated expenditure being delayed due to the impact of the COVID-19 pandemic. Examples include:
  - ✓ a new staffing structure that will add over \$400,000 annually to salary expenses was expected to be in place before June 30th but has been delayed until the 2020/21 financial year
  - ✓ the external review of our services against NDIS Quality and Safeguards Standards relied on auditors based interstate and was also delayed until the new financial year
  - ✓ a new industrial agreement that would increase some staff costs has also been delayed

In addition, the Montagu Board prudently acted to protect Montagu from the impact of the COVID-19 pandemic. The uncertainty faced by all businesses as a result of unprecedented restrictions; the uncertain viability of other organisations providing Day Programs and the possible flow-on effect of Montagu having to provide additional supports to Participants with no certainty of being reimbursed; the likely short and long-term impact of any COVID-19 infection

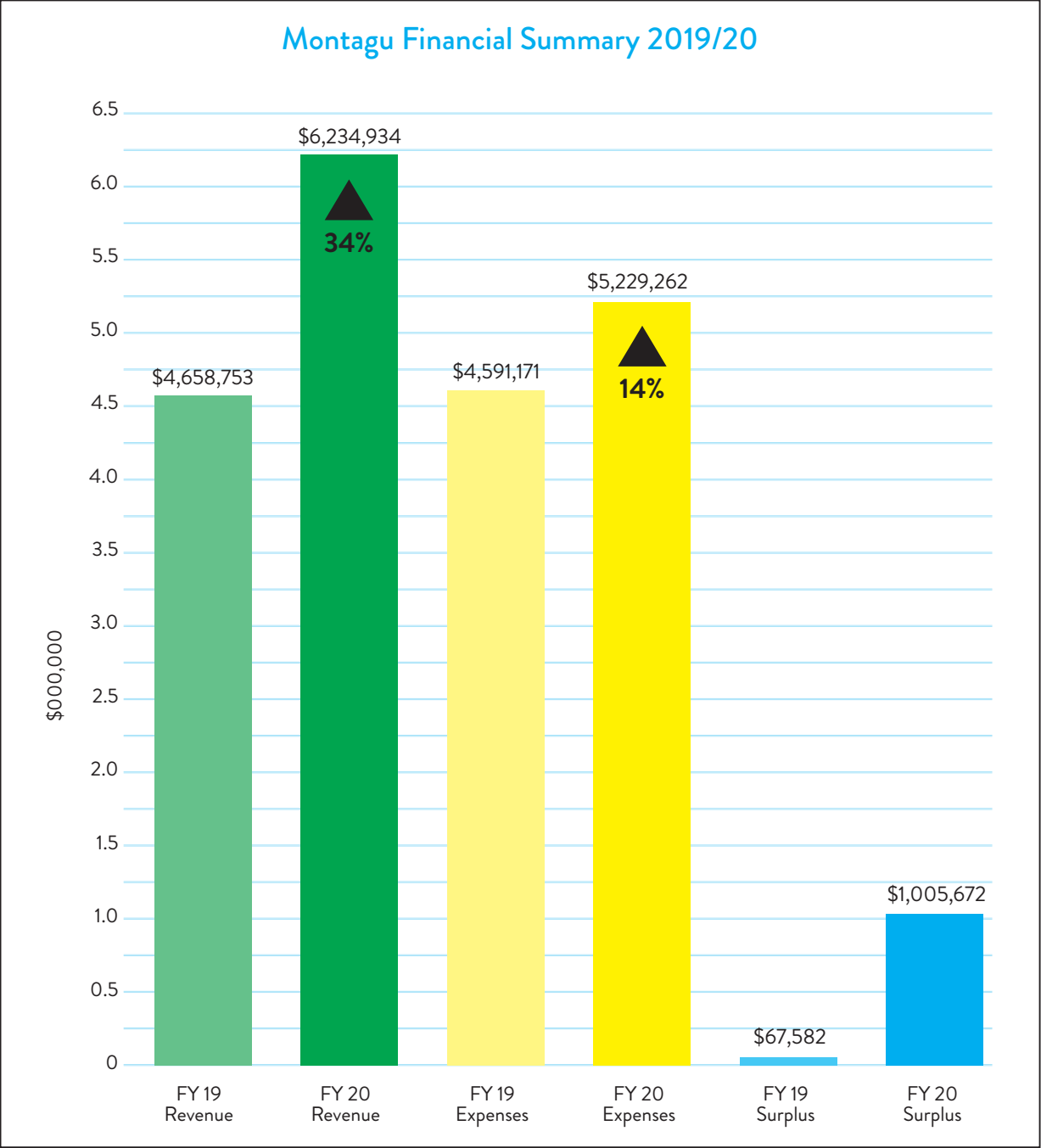
across the operations of the entire organisation; the uncertainty of how long the pandemic would continue; the likely need to provide large quantities of expensive Personal Protective Equipment; the possibility of a second and even third wave of infections; the risks posed by the reality that most of our staff work across several locations, and even across different organisations, could all have threatened the ongoing viability of Montagu. The Board believed that the best protection against all these risks was

for the organisation to have a strong balance sheet and sufficient liquid reserves. This approach has been a key strategy to ensuring service continuity and ongoing operations.

This will be my final Treasurer’s report as I am stepping down from the Montagu Board due to business and family demands largely driven by the COVID-19 pandemic. It has been an absolute pleasure to work with the talented Directors of Montagu. I thank them for their diligence and camaraderie and wish them, and the organisation every success in the years ahead.



**Ben Gu**  
TREASURER



# **Montagu Community Living Inc**

## **Financial Report**

**For the Year Ended 30 June 2020**

# Financial Report

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# Montagu Community Living Inc.

## Board's Report

**30 June 2020**

The Board members submit the financial statements of the Association for the financial year ended 30 June 2020.

### 1. General information

#### Board members

The names of Board members throughout the year and at the date of this report are:

Kimberley Martin	Chair
Judi Reid	Director and Deputy Chair
Ben Gu	Director and Treasurer
Chris Rees	Director and Public Officer
Selena Reynolds	Director
Elisabetta Faenza	Director
Byron Nicol	Director
Rick Baxter	Director
Michael Fox	Director (Resigned February 2020)

#### Principal activities

The principal activities of the Association during the financial year were to provide support to people with a disability. Montagu provides services to people living within shared housing, people living in their own home in the community and to people accessing the community for social or educational support or skill development.

#### Significant changes

No significant change in the nature of these activities occurred during the year.

### 2. Business Review

#### Operating result

The net surplus/(deficit) of the Association for the financial year amounted to **\$1,005,672** (2019: \$67,582).

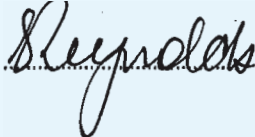
### 3. Other Items

#### Significant changes in state of affairs

No other significant change in the Association's state of affairs occurred during the financial year.

Signed in accordance with a resolution of Members of the Board.

Board member: 

Board member: 

Dated this 29<sup>th</sup> day of September 2020

## Montagu Community Living Inc.

# Board's Declaration

**Per section 60.15 of the Australian Charities and Not-for-profits Commission Regulation 2013**

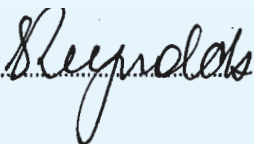
The Board declare that in the Board's opinion

- there are reasonable grounds to believe that Montagu Community Living Inc. is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Signed in accordance with a resolution of the Board:

Board member: 

Board member: 

Dated this 29<sup>th</sup> day of September 2020

# Financial Statements

## Montagu Community Living Inc.

### Statement of Comprehensive Income

For The Year Ended 30 June 2020

	2020	2019
	\$	\$
Income		
Government assistance COVID-19	50,000	-
Gain on sale of motor vehicle	-	5,373
Interest received	17,012	26,407
NDIS funding	5,841,619	4,145,514
Operating grants	-	140,862
Other funding & reimbursements	291,303	304,097
Sundry income	35,000	36,500
<b>Total Income</b>	<b>6,234,934</b>	<b>4,658,753</b>
<b>Less: other expenses</b>		
Audit and accounting	5,537	3,201
Bad debts	3,778	-
Interest leased asset	3,780	-
Consultants	727	4,335
Depreciation	78,570	35,034
Furniture & equipment	8,128	8,378
Governance	-	8,583
Information technology	40,089	53,586
Insurance	33,605	42
Memberships	164	7,057
Quality	3,415	-
Rent	-	39,064
Salaries and related costs	4,927,368	4,323,050
Staff expenses	50,342	42,337
Utilities and consumables	73,759	66,504
<b>Total other expenses</b>	<b>5,229,262</b>	<b>4,591,171</b>
<b>Net surplus/(deficit) for the year</b>	<b>1,005,672</b>	<b>67,582</b>
<b>Other comprehensive income</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>	<b>1,005,672</b>	<b>67,582</b>

The accompanying notes form part of these financial statements.

# Montagu Community Living Inc.

## Statement of Financial Position As At 30 June 2020

	Note	2020 \$	2019 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	1,770,036	764,087
Financial assets		500,000	600,000
Trade and other receivables	4	481,806	318,933
<b>TOTAL CURRENT ASSETS</b>		<b>2,751,842</b>	<b>1,683,020</b>
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	5	121,235	155,431
Right-of-use asset	6	51,747	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>172,982</b>	<b>155,431</b>
<b>TOTAL ASSETS</b>		<b>2,924,824</b>	<b>1,838,451</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	7	107,367	154,039
Other liabilities	8	84,469	54,805
Employee benefits	9	458,672	388,456
Lease liability		43,011	-
<b>TOTAL CURRENT LIABILITIES</b>		<b>693,519</b>	<b>597,300</b>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	9	61,684	88,290
Lease liability		11,088	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>72,772</b>	<b>88,290</b>
<b>TOTAL LIABILITIES</b>		<b>766,291</b>	<b>685,590</b>
<b>NET ASSETS</b>		<b>2,158,533</b>	<b>1,152,861</b>
<b>EQUITY</b>			
General reserve		227,321	167,197
Accumulated surpluses		1,931,212	985,664
<b>TOTAL EQUITY</b>		<b>2,158,533</b>	<b>1,152,861</b>

The accompanying notes form part of these financial statements.



## Montagu Community Living Inc.

### Statement of Changes in Equity as at 30 June 2020

	Accumulated Surpluses	Reserve – Vehicle Capital provision	Reserve – Personal Leave	Total
2020	\$	\$	\$	\$
<b>Balance at 1 July 2019</b>	985,664	35,000	132,197	1,152,861
Net surplus/(deficit) for the year	1,005,672	-	-	1,005,672
Transfer to/(from) reserve	(60,124)	35,000	25,124	-
<b>Balance at 30 June 2020</b>	1,931,212	70,000	157,321	2,158,533

	Accumulated Surpluses	Reserve – Vehicle Capital provision	Reserve – Personal Leave	Total
2019	\$	\$	\$	\$
<b>Balance at 1 July 2018</b>	918,082	35,000	132,197	1,085,279
Net surplus/(deficit) for the year	67,582	-	-	67,582
<b>Balance at 30 June 2019</b>	985,664	35,000	132,197	1,152,861

## Montagu Community Living Inc.

### Statement of Cash Flows

#### For the Year Ended 30 June 2020

	Note	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Government grants, fees and other income		6,117,312	4,511,283
Interest received		17,012	26,407
Payments to suppliers & employees		(5,182,574)	(4,745,637)
Net cash provided by operating activities	12	951,750	(207,947)
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Proceeds from sale of assets		-	21,819
Purchase of plant and equipment		(1,251)	(81,385)
Redemption of investment		100,000	-
Net cash used by investing activities		98,749	(59,566)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Lease payments		(44,500)	-
Net cash used by financing activities		(44,500)	-
Net increase/(decrease) in cash and cash equivalents held		1,005,949	(267,513)
Cash and cash equivalents at beginning of year		764,087	1,031,600
Cash and cash equivalents at end of financial year	3	1,770,036	764,087

The accompanying notes form part of these financial statements.

**Montagu Community Living Inc.**  
**Notes to the Financial Statements**

**For the Year Ended 30 June 2020**

## **1 Summary of Significant Accounting Policies**

### **(a) Basis of Preparation**

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Australian Charities and Not-for-profits Commission Act 2012 (Cth). The Board has determined that the Association is not a reporting entity. The Association is a not-for-profit entity for financial reporting purposes.

The financial statements have been prepared in accordance with the minimum requirements of the Australian Charities and Not-for-profits Commission Act 2012 (Cth) and therefore comply with the following Australian Accounting Standards as issued by the Australian Accounting Standards Board:

- AASB 101 Presentation of Financial Statements;
- AASB 107 Statement of Cash Flows;
- AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors;
- AASB 1048 Interpretation of Standards; and
- AASB 1054 Australian Additional Disclosures.

No other Accounting Standards have been intentionally applied in the compilation of this financial report.

The financial report, except for the cash flow information, has been prepared on accruals basis, is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets. The amounts presented within the financial statements have been rounded to the nearest dollar.

### **(b) Comparative Figures**

When appropriate, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

### **(c) Cash and Cash Equivalents**

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

Bank overdrafts also form part of cash equivalents for the purpose of the statement of cash flows and are presented within current liabilities on the statement of financial position.

### **(d) Leases**

At the lease commencement, the Association recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Association believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises of the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration less any lease incentives received.

The right-of-use asset is depreciated over the lease term on a straight line basis and assessed for impairment in accordance with the impairment of assets accounting policy.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Association's incremental borrowing rate is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Association's assessment of lease term.

Where the lease liability is remeasured, the right-of-use asset is adjusted to reflect the remeasurement or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

#### **(e) Trade and Other Receivables**

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for expected credit losses. Trade receivables are generally due for settlement within 30 days. The Association considers trade receivables to be fully collectable, accordingly no allowance for doubtful debts is required.

#### **(f) Property, Plant and Equipment**

Motor Vehicles and Plant and Equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all property, plant and equipment is depreciated over the useful lives of the assets to the Association commencing from the time the asset is held ready to use.

The depreciation rates used for each class of depreciable asset are shown below:

<b>Fixed asset class</b>	<b>Depreciation rate</b>
Motor vehicles	18.75% -22.5%
Plant and Equipment	25% - 50%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

#### **(g) Trade Payables**

Trade and other payables are stated at cost, which approximates fair value due to the short term nature of these liabilities.

**(h) Employee Benefits**

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period.

Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Contribution made by the Association to an employee superannuation fund are charged as expenses when incurred.

**(i) Provisions**

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

**(j) Adoption of new and revised accounting standards**

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. Montagu Community Living Inc. has decided to adopt these Standards. Below is a summary of those future requirements, and their impact where the standard is relevant:

**Revenue**

AASB 15 Revenue from contracts with customers and AASB 1058 Income for not for profit entities became effective from 2020. These standards changed the timing of income recognition depending on whether transactions give rise to a liability or other performance obligation (a promise to transfer a good or service).

There has been no impact from the implementation of the new revenue standard for the Association.

**Leases**

AASB 16 Leases standard is applicable to annual reporting periods beginning on or after 1 January 2019. The Association applied the standard from 1 July 2019.

AASB 16 Leases introduced a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value (lower than the asset capitalisation policy). A lessee is required to recognise a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligations to make lease payments.

The calculation of the lease liability takes into account appropriate discount rates, assumptions about the lease term, and increases in lease payments. A corresponding right to use assets is recognised and amortised over the term of the lease. Rent expense is no longer shown. The profit and loss impact of the leases is through amortisation and interest charges.

Montagu Community Living Inc. has one lease that must be accounted. It is the following:

Office lease that ends on the September 2021 and the Association pays \$3,642 a month.

The impact in 2020 first time implementation was to recognise a right-of-use asset and corresponding liability on 1 July 2019 totaling \$94,870. The impact on the statement of comprehensive income for 2020 was to reduce rent expense by \$44,551 and increase depreciation by \$43,123 and interest by \$3,779.

**(k) New accounting standards for application in future periods**

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The Association has decided not to early adopt these Standards.

**(l) Income Tax**

The Association is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

**(m) Revenue and Other Income**

**Accounting policy prior to 1 July 2019**

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Association and specific criteria relating to the type of revenue as noted below, has been satisfied.

Revenue is measured at the fair value of the consideration received or receivable and is presented net of returns, discounts and rebates.

Revenue from the provision of services is recognised upon the delivery of the service to the customer.

Grant revenue is recognised in the statement of comprehensive income when it is controlled. When there are conditions attached to the grant revenue relating to the use of those grants for specific purposes it is recognised in the statement of financial position as a liability until such conditions are met or services rendered.

Interest revenue is recognised over the period for which the funds are invested.

Donations and bequests are recognised by the Association when received.

The net values of asset sales are included in income when the sale occurs. This may result in a profit or loss on sale depending on the written down value of the asset at the time of the sale.

**Revenue from contracts with customers**

**Accounting policy from 1 July 2019**

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Association expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer;
2. Identify the performance obligations;
3. Determine the transaction price;
4. Allocate the transaction price to the performance obligations; and
5. Recognise revenue as and when control of the performance obligations is transferred.



## **1 Summary of Significant Accounting Policies** continued

### **(m) Revenue and Other Income** continued

Revenue is measured at the fair value of the consideration received or receivable net of the amount of goods or services tax (GST) payable to the Australian Taxation Office. Revenue is measured on major income categories as follows:

Interest revenue is recognised over the period for which the funds are invested.

Donation and Bequest income is recognised when the Association obtains control over the funds, which is generally at the time of receipt.

NDIS income is received from performing of services to participants.

All revenue is stated net of the amount of goods and services tax (GST).

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

## **2 Critical Accounting Estimates and Judgments**

The Board make estimates and judgement during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgement are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgement made have been described below.

### **Key estimates - estimation of useful lives**

The Association determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and right of use assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimate lives, or technically obsolete or non- strategic assets that have been abandoned or sold will be written off or written down.

### **Key estimates - long service leave**

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates include probabilities of reaching future entitlements have been taken into account.

### 3 Cash and Cash Equivalents

	2020	2019
	\$	\$
Cash at bank	1,769,399	763,357
Cash on hand	200	200
Undeposited funds	437	530
	<u>1,770,036</u>	<u>764,087</u>

### 4 Trade and Other Receivables

	2020	2019
	\$	\$
CURRENT		
Accrued income	116,078	74,809
Debtors	317,283	242,209
Service user	7,451	1,915
Prepayments	40,994	-
	<u>481,806</u>	<u>318,933</u>

### 5 Plant and equipment

	2020	2019
	\$	\$
PLANT AND EQUIPMENT		
Plant and equipment		
At cost	43,833	45,719
Accumulated depreciation	(38,498)	(34,782)
Total plant and equipment	5,335	10,937
Motor Vehicle		
At cost	263,024	263,024
Accumulated depreciation	(147,124)	(118,530)
Total motor vehicles	115,900	144,494
Total plant and equipment	<u>121,235</u>	<u>155,431</u>

### 6 Right of Use Asset

	2020	2019
	\$	\$
Right of use asset		
At cost	94,870	-
Accumulated depreciation	(43,123)	-
	<u>51,747</u>	<u>-</u>

## Notes to the Financial Statements continued

### 7 Trade and Other Payables

	2020 \$	2019 \$
CURRENT		
Creditors	6,896	46,233
GST payable/(receivable)	13,541	19,915
ISP banked hours	-	(5,546)
Payroll liabilities	86,930	93,437
	<u>107,367</u>	<u>154,039</u>

### 8 Other Liabilities

	2020 \$	2019 \$
Accrued expenses	70,672	54,805
Funding in advance	13,797	-
	<u>84,469</u>	<u>54,805</u>

### 9 Employee Benefits

	2020 \$	2019 \$
CURRENT		
Provision for annual leave	276,809	248,503
Provision for long service leave	181,863	139,953
	<u>458,672</u>	<u>388,456</u>
NON-CURRENT		
Provision for long service leave	61,684	88,290
	<u>61,684</u>	<u>88,290</u>

### 10 Auditors' Recommendations

	2020 \$	2019 \$
Remuneration of the auditor of the Association, Crowe Audit Australia, for:		
- Auditing and compilation of the financial statements Total	5,395	5,250
Total	<u>5,395</u>	<u>5,250</u>

## 11 Trade and Other Payables

In the opinion of the Board of Directors, the Association did not have any contingencies at 30 June 2020.

## 12 Cash Flow Information

Reconciliation of net income to net cash provided by operating activities:

	2020	2019
	\$	\$
Net surplus/(deficit) for the year	1,005,672	67,582
Cash flows excluded from surplus/(deficit) attributable to operating activities		
Non-cash flows in profit:		
- depreciation	78,570	35,034
- net (gain)/loss on disposal of assets	-	(5,273)
- Interest leased asset	3,779	-
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	(162,873)	(210,866)
- increase/(decrease) in trade and other payables	(46,672)	(206,536)
- increase/(decrease) in other liabilities	29,664	16,122
- increase/(decrease) in employee benefits	43,610	96,090
Cashflow from operations	951,750	(207,947)

## 13 Events after the end of the Reporting Period

The Coronavirus (COVID-19) pandemic continues to impact both communities and businesses throughout the world, including Australia, and the community where the Association operates. The scale, timing and duration of the potential impacts on the Association is unknown, as are any future mitigating factors. The Board continues to closely monitor the impacts of COVID-19 and will respond as appropriate.

There are no other subsequent events as at reporting date to be disclosed or adjusted for.

## 14 Association Details

The registered office of the Association is:

Montagu Community Living Inc  
1 Bowen Road  
MOONAH TAS 7009

## Montagu Community Living Inc

### Auditors' Independence Declaration under Section 60-40 of the Australian Charities and Not-for-profits Commissions Act 2012 (Cth) Montagu Community Living Inc

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2020, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commissions Act 2012 (Cth)* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.



**Crowe Audit Australia**



**Alison Flakemore**  
**Senior Partner**

Dated this.....day of.....2020.

Hobart, Tasmania.

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# Montagu Community Living Inc

## Independent Audit Report to the members of Montagu Community Living Inc

### Opinion

We have audited the financial report of Montagu Community Living Inc. (the Association), which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement by the member of Board.

In our opinion, the accompanying financial report of the Association has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*, including:

- giving a true and fair view of the Association's financial position as at 30 June 2020 and of its financial performance and cash flows for the year then ended; and
- complying with Australian Accounting Standards to the extent described in Note 1 to the financial statements, and Division 60 the *Australian Charities and Not-for-profits Commission Regulation 2013*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial statements, which describe the basis of accounting. The financial report has been prepared to assist the Association to meet the requirements of the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Other Information

The Board is responsible for the other information. The other information comprises the Board's Report the year ended 30 June 2020, but does not include the financial report and our auditor's report thereon.

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

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# Montagu Community Living Inc

## Independent Audit Report to the members of Montagu Community Living Inc

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

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

### Responsibilities of the Board for the Financial Report

The Board is responsible for the preparation and fair presentation of the financial report and have determined that the basis of preparation described in Note 1 to the financial statements is appropriate to meet the needs of the members in accordance with the financial reporting requirements of the applicable legislation and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Board is responsible for overseeing the Association's financial reporting process.

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

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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## Montagu Community Living Inc

### Independent Audit Report to the members of Montagu Community Living Inc

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

*Crowe Audit Australia*

**Crowe Audit Australia**



Alison Flakemore  
**Senior Partner**

Dated this 1st day of October 2020.  
Hobart, Tasmania.

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## Notes

## Notes



## **Montagu Community Living**

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DGR STATUS: Endorsed