



ANNUAL REPORT 2021



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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.



Adam honing his goal-kicking skills



Jaime reaching new heights!

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

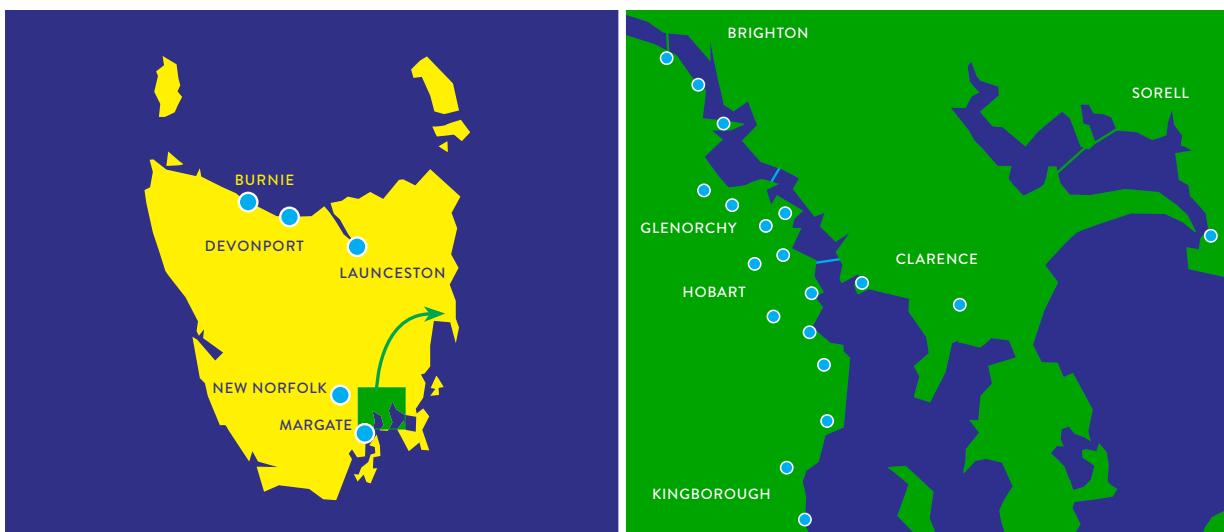
We are responsible for performing our duties
to the best of our ability.

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.



Our service delivery locations

Chair's Message

It is a bittersweet pleasure to present my final Chair's report. While I intend to remain a member of the Montagu Board, I will be standing down from this role at the conclusion of the 2021 Annual General Meeting.

I am delighted to begin this report by confirming that Montagu has been re-registered as an NDIS provider for a further three years. Three years is the longest available re-registration period, and for this to be granted without requiring Montagu to undertake any corrective actions is affirmation that Montagu continues to perform well against industry standards.



Kimberley Martin
CHAIR

In my last report, I focussed on the impact of the COVID-19 pandemic and, although we have been fortunate to avoid the multiple and enduring lockdowns affecting other states, our staff must remain vigilant to minimise risks to the people we support, and to our colleagues. The focus of the country is transitioning, to consider how we live with the ongoing threat of the virus, rather than one of eradication. The Montagu management team has strongly encouraged all staff to become vaccinated, including ensuring that work commitments are not a barrier to their vaccination. We are incredibly proud to confirm that every person who receives support through a Montagu

share-home has now had the opportunity to receive both doses of a vaccine. In addition, Montagu has provided its staff with training in the correct use of Personal Protective Equipment (PPE), and additional PPE has been ordered to ensure stock levels are sufficient to manage the ongoing risk of COVID-19.

The Board is incredibly proud of the efforts of the Management Team and Support Staff, and applauds their professionalism in meeting the challenges of the pandemic. Their performance over the past 18 months continues to demonstrate high levels of commitment to the provision of quality support services, even in the most challenging times, and is commended by the Board.

The Australia-wide response to the pandemic included an increased reliance on technology to meet the demands of the community. Telehealth appointments, online meetings and shopping, as well as the increased use of technology in staff training and management process, have become standard in many industries, and no doubt other applications and innovations of technology will continue to emerge. It is a credit to the foresight and performance of our organisation that the Board's decision to adopt MYP software in 2018 has now been replicated by several other disability organisations.

Following extensive consultations, and a review by an external consultant, the Board approved, and successfully implemented, the introduction of a new staff structure for the service delivery teams. This new structure increased resources through the introduction of Team Leaders in each share-home and the addition of two Assistant Managers to the Community Supports Team. A reduction in the number of Key Workers created understandable anxiety for this group of staff, however those existing Key Workers who were not comparably appointed under the new structure were compensated with generous employment conditions as they transitioned to new roles. We are pleased that no staff were lost through the introduction of the new structure, which given the nature of the undertaking, was a remarkable achievement.

The Board has kept a watching brief over the work of the Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability. Some of the horrific events presented to the Commission and, in many instances, the poor institutional responses to reports of abuse and exploitation, serves to remind all of us of the importance of quality governance, quality management, quality training, and quality people.

As a result, the Board has initiated several projects to improve the governance and performance of the organisation. One of these projects is a commitment to the professional development of Directors. Working with Mick Gordon from PDF Management, Directors have agreed to set a standard requiring that all Board members undertake training in governance in the not-for-profit sector. This training will improve the performance of the Board and, ultimately, of the organisation, as it continues to deliver quality service to our share-home residents, their families, and the wider community.

The Board has also approved the creation of an investment account to support the strategic priorities of the organisation and to reinforce the sustainability of Montagu in the longer term.

Over the past year, the management of risk across the organisation was identified as an area for improvement. As a result, the Directors approved the use of a new software product to improve identification, treatment, and review of risks in all areas of the organisation.

Unfortunately, several projects expected to be completed this year have been delayed. A new strategic plan, initially expected to be developed during the year, has now been deferred until November 2021. Negotiations for a new industrial agreement were also delayed, primarily due to the Health and Community Services Union dealing with COVID-19 related issues in Aged Care and other sectors. Finally, although we expected to have a new share-home open in Sorell, matters outside of our control, including changes to the national building code (and resulting changes to the building plans, including to address new sprinkler system requirements to address fire risks) have delayed this project. We have four people waiting anxiously to move into this new property, and hope to have it fully operational by early October.

Changes to the NDIS continue to impact on Montagu, along with other service providers. Funding to people living with disability in share-homes has been targeted for savings, with most residents experiencing a reduction in the funding attached to their plans. For the first time, we are seeing NDIS planners making changes to the Rosters of Support for NDIS participants, without consultation with providers. This is often done without consideration of the impact of other people living in the share homes, and Montagu has had to be flexible in adjusting to these decisions.

This year, the Board farewelled Chris Rees, Elisabetta Faenza, and Ben Gu from their roles as Directors.

Chris had filled the role of Public Officer, and is responsible for creating the Montagu logo. A dedicated Board member who was always keen to support the development of Montagu, Chris' participation will be sorely missed.

Ben held the position of Treasurer, and resigned due to family and business reasons. Ben was keen to understand the disability sector, and regularly travelled to Tasmania to attend Board meetings.



Mathew celebrating Australia Day



Zac embracing technology



Heleyne enjoying a healthy lunch

Elisabetta's commitment to her role as a Director was demonstrated by her continued participation in Board meetings even after her relocation to Scotland! Her governance experience and business acumen was highly valued during her time on the Board.

I thank the three departing Directors for their contribution to Montagu, and wish them all well in their future endeavours.

On a more positive note, the Board welcomed Sarah Davidson, Rita Eid, and Abid Hussain as new Directors. Attendance at Board meetings was high throughout the year, with an average of 74% attendance over the 12 months.

I sincerely thank all Board members for the time and effort they contribute to Montagu. We can be proud to have such a highly skilled Board, whose dedication is evidenced by their working on a voluntary basis to promote the philosophy, objectives, and strategic priorities of the organisation.

I also acknowledge the experience and ethical leadership provided by our CEO, Russell Penman. His leadership through the protracted negotiations of the services restructure, commitment to improvement across the organisation, and his considerate and considered approach to decision making, provides certainty and direction for the Board and staff as we strive for excellence in all we do.

On behalf of the Board, I thank all support workers and management staff. Your skills and dedication make a real and tangible 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.

The Board is confident that the commitment to organisational values, the ongoing drive for excellence, and the passion for personalised service delivery shown by all staff, continues to set us apart from many other providers in the disability sector.

Finally, I offer sincere thanks to the people who choose to receive their support services through Montagu. You are the reason we exist, and it is a privilege to support you as you pursue your life goals.

Kimberley Martin

CHAIR



Not quite a typical day at Bonorong!

CEO Report

What a fascinating year 2020/21 has been. While we have been spared the COVID related lockdowns that have become common in most other states, the pandemic has still impacted several areas of our operations.

The NDIS Quality and Safeguards Commission directed significant resources to the ongoing management of the pandemic nationally. This appears to have depleted resources from other areas, leading to delays in decision making regarding the re-registration of organisations as NDIS Providers. Despite Montagu undergoing the required external audit of our services in June 2019, we were not advised of our success and



Russell Penman
CHIEF EXECUTIVE
OFFICER

re-registration until June 2020. I am extremely proud that Montagu was re-registered for the maximum allowable period of three years, and that no corrective actions were required by the Commission. Congratulations to all staff, but particularly Rita Sharma who led our policy development and review process and liaised with the external auditors.

COVID issues across the Community Services sector also saw HACSU resources stretched which resulted in an extended delay in the negotiations for a new Industrial Agreement (EBA). This delay has been so extensive that we now need to start the process over again. While this is unfortunate, I am hoping that more staff will now take

the opportunity to directly participate in the negotiation process.

We also saw a 12 month delay in bringing a new share-home online. While the property was pre-fabricated, some building materials were in short-supply due to shipping restrictions caused by COVID. However, it was changes to the National Building Code that caused the longest delays. The uncertainty of a date that we would take possession of the property has created major challenges in planning for this extension of our service offerings. In addition, the people waiting to move into the property have faced repeated delays leading to understandable frustrations. The first person moved into the property in September 2021 and we are excited by the flexible design of the property that will enable people to live with maximum independence and privacy.

A major achievement during the year was being able to implement a new staffing structure across the two Service Programs. After extensive consultations and an external review of the proposed structure, we have added two Assistant Manager positions to the Community Support Program, while in the Accommodation Support Program we have added a Team Leader to each share-house. Alongside these additions, we reduced the number of Key Workers across the structure. These changes have largely been driven by the strong desire to ensure that Disability Support Workers receive appropriate supervision and support, which will enable them to excel in their roles. I am thrilled that we were able to introduce this important change with no industrial action taken and no loss of staff. I'd like to thank the two Program Managers, Dean and Ange for their inputs to the final structure and their long hours of work during the implementation phase. I'd also like to acknowledge the work of Bec Eldridge throughout the design and implementation of this structure.

Another highlight for the year was the Montagu Annual Get-Together held at Bonorong Park. Despite gloomy weather forecasts, rain on the morning of the event, and even an oven fire at the premises of the caterer could not overcome the enthusiasm of everyone on attendance. It was such a fun event



Layla has everyone's attention

and thanks go to Samantha for her managing of this event. Special mention is also warranted for the staff of Bonorong who were welcoming, flexible, informative, and friendly throughout the event.

The development of a new strategic plan was deferred due to the impact of the pandemic, with a new plan to be developed before the end of 2021. In the absence of a new plan, the Montagu Board determined that the current plan continue to guide the organisation until the new plan is in place. The current plan contains four key objectives:

Objective 1 <i>Service User experience and outcomes</i>	Objective 2 <i>Community Profile and Reputation</i>	Objective 3 <i>Financial Sustainability</i>	Objective 4 <i>Right People, Right Job</i>
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We continue to build our knowledge of Service User experiences in receiving supports through Montagu. We have responded to feedback by reviewing our Intake Process, increasing our investment in the process of matching people receiving supports with the most appropriate employee to provide those supports, and implementing suggestions received through emails, direct conversations, SMS, and the suggestion box at the office. One of my personal highlights this year was the phone conversation with a parent of a person receiving supports from Montagu who told me that she often holds other organisations supporting her child to the standards demonstrated by Montagu.

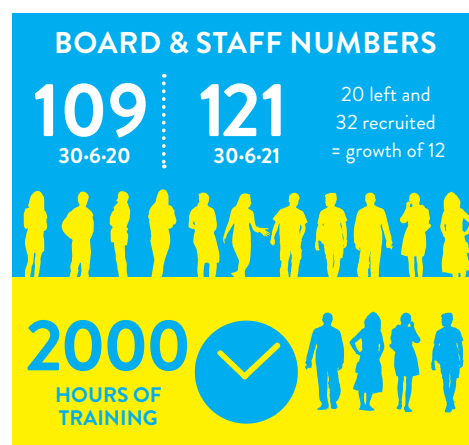
There's no doubt that the Disability Sector has seen a number of new entrants this year and while some of them have focussed on building market share, Montagu continues to shine in the areas of values, trust, flexibility, and "can-do" attitude. Our willingness to work with other organisations rather than trying to grab every support hour we can emphasises the integrity that has long been the legacy of Montagu.

I continue to represent Montagu on the State Committee of the peak body for Service Provider organisations, National Disability Services (NDS), and was this year seconded to a national committee looking at Supported Accommodation and Housing, which increases the 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 Support Coordination model.

As can be seen from the Treasurer's report, Montagu continues to enjoy an enviable financial position with another solid surplus in 2020/21. It is clear that financial performance will be impacted in coming years with tighter guidelines being applied to funding supports through NDIS plans. There are reports across the sector of average reductions exceeding 10% compared to the previous year. The strong balance sheet enabled the Board to acknowledge the loyalty and support of staff during a challenging year by providing a total of \$700 to each Montagu employee in December.

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. During the implementation of the new services structure, we were able to promote a number of existing staff and supplement them with a few external appointments. We remain committed to the ongoing development of our people and the next year will see the introduction of one-on-one supervision sessions that will result in individual development plans being created. We have also contracted a company called InSync to independently survey our staff to not only measure their satisfaction and engagement, but to identify areas where we could do better.

Just after the close of the financial year, we became aware of a historical rostering practice that has been found to leave staff underpaid. We reported this matter to the office of the Fair Work Ombudsman, informed the union (HACSU), and committed to our staff that we would correct this error by the end of



September. Over 60 past and present staff were affected. All current staff received their back pay by the end of September, with past staff likely to receive their entitlements by the end of October or early November.

Looking Forward

Our continuing journey towards excellence will see a new strategic plan in place, finalisation of a new EBA, the development of a Board Manual, changes to our recruitment process, the introduction of an online induction system, improvement projects to address issues raised through the InSync survey mentioned above, preparation for the next external audit against national service standards, streamlined processes for claiming reimbursement through the NDIS, the introduction of an improved risk management system, and implantation of an annual performance review process.

Finally

I'd like to again thank the people who select Montagu as their Provider of Choice. Montagu exists to provide the supports you need to enable you to live the life you choose. It is a privilege to work with you and you inspire us every day.

Thanks also to our amazing Disability Support Staff who regularly go above and beyond in supporting the people who choose Montagu. Your skills, experience, passion, and resilience continue to enhance the reputation of Montagu and provide new opportunities to the people you support.

The Management and Administration Team have worked harder than ever this year. The creation and implementation of a new staffing structure takes an enormous effort and when you add in changes in NDIS processes, increased compliance requirements, changing accounting standards, increased recruiting to meet the growth of our services, increased competition across the sector, changes to staff training requirements, and increased awareness of risk management requirements, it is a credit to this team that the organisation has done so well this year. The dedication and commitment of this team is exceptional, and I am blessed to be surrounded by such a talented group.

The Directors on the Montagu Board are also amazing. Their personal integrity and their collective commitment to Montagu shines through each year. It is a privilege to work with this talented and experienced group who all help me to be the best CEO I can be. I thank them for their patience and support over the past year.

Russell Penman

CHIEF EXECUTIVE OFFICER

Excellence & Standards Report

For more than 12 months, we had been eagerly awaiting the results of our application for re-registration as an NDIS service provider. Under NDIS rules, every registered provider must undergo an independent external audit against the NDIS Service Standards as part of the re-registration process.



Rita Sharma
COORDINATOR
EXCELLENCE &
STANDARDS

This had me involved in attending several webinars, workshops, and roundtable discussions with senior staff from the NDIS Quality and Safeguards Commission and many meetings with the Senior Management Team and support staff.

And finally... we received confirmation that we had been re-registered for a further three years – the maximum period an organisation can be registered for. We were thrilled that our re-registration has been issued with NO correction actions required

by the NDIS Commission. This achievement was duly acknowledged by the Board and Russ, and deservedly called for a celebratory lunch!

Continued registration as an NDIS provider is an ongoing process. We are due for an 18-month Surveillance audit by Dec 2022 which will require provision of evidence relating to the 'Governance and Operational Standards' and demonstrating that we have robust 'continuous improvement processes' in place. We are actively working towards it and hope to succeed again without any reservations. This work involves us in reviewing and updating our policies and procedures as well as providing rigorous training sessions for all staff.

Additionally, we have an ongoing Internal Audit Schedule to further bolster 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 able to join several groups and associations connected with the disability support industry. This enables me to attend training sessions and events and provide access to varied newsletters which keeps me updated to any changes or updates to service standards.

2020-21 also saw us responding to the threat of the COVID-19 pandemic. We responded in a timely fashion and developed policies and practices in accordance with advice from the state public health office 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 in Tasmania and continue to actively safeguard the health and safety of the people we support and the people we employ.

Another part of my role is to monitor the satisfaction of Participants, family members/nominees, as well as Montagu staff. Traditionally, we tend to get quite low response rates to our surveys. Over recent years, we have tried different formats for our surveys, always wanting to encourage full and frank feedback. Following a review of what was happening across the disability sector, we decided that we needed to improve the content of our surveys and look at outsourcing this process to ensure all respondents of absolute confidentiality regarding their feedback. One of our new Team Leaders, Carel Dookie, is in the final stages of completing a master's degree in social work. We have negotiated for Carel to undertake her final placement project at Montagu and she has agreed to lead a project that will identify a suitable organisation to work with us to improve our surveys. Results are expected to be available in early 2021/22. After analysing the results, we expect to identify 3-5 projects that will support our drive for excellence in all that we do.

Of course, staff training and excellence go hand in hand, and we have been reviewing our induction process and the training we provide to staff who are new to Montagu. I have been working with Bec Eldridge, our Coordinator, Employee Experience and Culture, to assess the various online induction options currently available. We expect to move to online inductions early next year using a system that will also enable us to ensure that all staff read our policies and procedures and provide evidence that they understand the content.

Another priority for the next 12 months will be to improve our risk management process. We have commenced evaluations of an online product that will enable us to better identify, treat, and manage risk as well as provide a record of our actions.

We intend to continue to strive for excellence and provide the highest possible quality support services in the years ahead. We are aware that as Montagu continues to grow, we will face fresh challenges, but every challenge provides opportunities for learning and improvement. Working closely with other members of the management team, we are confident that our staff have the knowledge and motivation to drive improvements to the services we offer.

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

Rita Sharma

COORDINATOR EXCELLENCE & STANDARDS

Executive Officer, Projects and Systems

What a huge year it has been. This financial year saw a great opportunity with the temporary creation of the Executive Officer, Projects and Systems position in November that I have stepped into temporarily. The focus for this position has been on several projects that include preparing the organisation for any potential appearance before the Royal Commission into Abuse, Neglect, and Exploitation of people living with Disability. Montagu have identified the importance of being proactive should we ever be issued with a notice to produce evidence to the Commission. Once an organisation has been provided with a notice to produce, they only have six weeks to provide the requested information and documents to the Disability Royal Commission with information spanning the past five years. While this project is time consuming it is important to acknowledge the importance of the Disability Royal Commission and its focus on preventing and investigating violence against and abuse, neglect and exploitation of people living with disability.

Another exciting project that we have been working on is the development of a new Montagu Community Living website that will be launched by late 2021. Our current website is quite outdated and our focus for the new website will see a complete make over with increased functionality to make it more accessible as well as increasing the efficiency for anyone wanting to know about Montagu.

We have also invested time in streamlining processes internally. Senior staff participated in a full-day training session with MYP staff to ensure we are using our Client Management System to its full potential. A number of areas for improvement were identified which will be a focus for the next 12 months.

The Montagu Annual Get Together was held in March and we took a different approach compared to previous years, holding the event at Bonorong Wildlife Sanctuary in Brighton. The weather leading up to the day of the event was definitely not in our favour and even the morning of the event saw heavy rainfall but in true Tasmania style the weather had a sudden change just one hour before the event and there was sunshine and blue skies. The turnout of people receiving supports and their families, as well as Montagu employees, made this the most successful Montagu Get Together in years. It was truly a lovely image seeing this many people attend and having such a wonderful time seeing the animals and learning about wildlife. While I am always proud to be a part of Montagu, this day was certainly one of my highlights of the year.

Samantha Irwin

EXECUTIVE OFFICER, PROJECTS AND SYSTEMS



Learning about the animals at Bonorong

Accommodation Supports Report

The past year has been another unusual year for all of us still living with some restrictions and conditions due to the COVID pandemic, and finally implementing the long awaited organisational re-structure. The end of the financial year has also seen progress in adding a new share-house at Sorell to our service offerings and we are excited to be working with a new group of tenants who are keen to move in as soon as the house is completed.



Dean Barker
MANAGER,
ACCOMMODATION
SUPPORT SERVICES

With regard to COVID-19, it was more than a little disappointing to see just how long it took for the people we support in the shared homes to be offered their vaccines, despite them being designated as high priority. Thankfully that is behind us now and everybody who wanted to receive the vaccine have now had their two doses of Pfizer. Our focus now is on seeing as many of our workers get their vaccinations as soon as possible. Gladly we have seen very little vaccine “reluctance” in Tasmania, especially since the Delta strain of the virus has wreaked such havoc on the mainland, filling our tv news screens nightly with truly worrying stories. I think we all realise just how fragile our situation is after watching the virus spread like wildfire, particularly in NSW.

Although we have been lucky thus far, possibly due to our own special “moat” and strong border protections, we remain vigilant with contact tracing checks, sanitising, and other COVID-safe procedures. We are “outbreak ready” with stocks of PPE, but of course we hope that they go out of date due to not being needed!

The organisational restructure was a long time coming and caused understandable stress across the workforce and some families. Key Workers in the previous structure were potentially the most impacted and I pay my respects to those people who either decided to let new people take over the Key Worker roles, or who were not successful in obtaining a new role. We now have a great mix of former key workers and newly appointed people, from both internal and external applications.

We absolutely appreciated just how long and difficult the restructure process was, but we could not consider ourselves to be a truly consultative organisation without going through those stages of feedback and consultation that necessarily took some time. We did adapt the model as a result of that consultation and are confident that we finally settled on the best model we could have.

We are also really pleased with the calibre and diversity of our new Team Leaders who bring years of experience as Montagu people providing supports and management together with new people with varied experiences and training that will underpin our efforts to provide excellence in everything we do. Their appointments have been universally well received by the people themselves who receive supports through the Accommodation Support Program, their respective teams at each share-house, and their families/social networks. The extra tier of accessibility and accountability has been a huge boost to the communications between families and stakeholders and provides tenants and support teams with a management contact at the houses.

While the restructure is still bedding-down, the benefits are already becoming apparent with a smoother and more timely decision making process that has been enabled by the addition of Team Leaders and the new expectations of Key Workers. While we have a proud history of quality supports, I feel sure that our best work is in front of us. Montagu has always done good work – we have a highly committed and experienced workforce who have kept people safe and happy, and a principled management group guiding the organisation since its inception in 1990. I believe that a better resources and structure workforce will support the innovation and creativity required to enable us to achieve excellence in all that we do. Watch this space!

Our Sorell Share-Home has also been a long time coming! COVID related delays in the receipt of building materials and other fixtures has compounded delays caused by a real shortage of tradespeople to actually

do the required works. Changes to national building codes also led to protracted delays with additional safety features such as fire-fighting sprinkler systems now required. The photos on the right show the pre-fabricated house being delivered. We have four people who can't wait to move into this creatively designed property, and we expect this house to be operational by the end of September 2021.

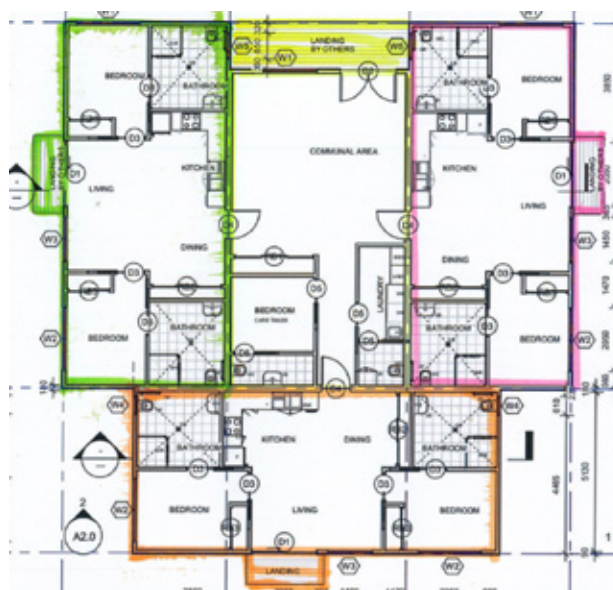
Sorell is exciting for Montagu on a number of levels. Harking back to our founding families who wanted to see their children attain a degree of independence in their own homes, Sorell seems to be filling a need for families of people with disabilities in their middle age. There has been a common theme of parents who are ageing and no longer able to continue providing high levels of support to their loved ones in perpetuity. It is privilege to be part of the journey that will see middle aged people move out of family homes and into their own independent spaces, which will enable families to spend quality time with their loved ones rather than providing the day to day supports. The tenants will also be encouraged and supported to develop new independent living skills in a home shared with their peers. In line with our ethics around access and equity, being able to fill such a need is entirely satisfying.

Another big plus for me is that, so far, most of the people who will be living at Sorell are from the area and have family living close by. We are pleased to be able to contribute positively to the local area by providing much needed SIL accommodation as well as offering new employment options for people who live in the Sorell area. We have partnered with the South East Employment Hub to help us find suitable employees. In these ways, and with some creative community development going forward, I feel sure that we can become part of the fabric of the local South East community, ensuring further opportunities for Montagu to demonstrate excellence.

We see the innovative design of the share-home, consisting of three 2 bedroom units all connected to one common support unit (see floorplan) as a quantum step forward on the traditional 4 person share-home. This design will allow for a much greater degree of privacy, dignity, and independence than the previous model. Tenants will need to strike up agreements with the other person they share a unit with about what happens there, but essentially will be able to see their units as their own homes rather than Montagu workplaces. The adaptive potential of this model provides more flexibility that might mean, for example, that some tenants might do most of their own grocery shopping, cooking, cleaning, and budgeting, with only a modicum of oversight while others who



The new pre-fabricated house is lowered into position at Sorell.



require higher levels of support and supervision can have those supports provided and tailored to their specific needs.

Tenants may only really need to access the central support unit to do their laundry but will also be able to obtain Support Worker assistance directly when they need help with anything. While each individual unit does have its own living area and TV, should tenants wish to socialise with others they will be able to use the large common living area in the support unit. This really facilitates choice and control for tenants who can have the lifestyle balance they desire while having the security and peace of mind that support is at hand, particularly overnight, whenever it is needed.

There has been a steady march towards rationalisation of NDIS funding despite some plans such as the independent assessments being shelved for the time being. As the Manager, Accommodation Supports Program, I have felt the pain of NDIS planners who are expected to reduce the cost of supports provided through shared accommodation. This approach means that it is more important than ever to provide evidence of support needs from Occupational Therapists, Behaviour Support Therapists, and Physiotherapists in particular, if we are to ensure that people receive funding for the supports they need. I have been working with Coordinators of Support around this issue and trying to be on the front foot by anticipating what assessments and reports will be needed prior to NDIS planning meetings.

This year also saw the new tracking and hoist system finally installed at Granton after a couple of COVID related delays. These stops and starts caused a fair bit of stress for the Granton tenants who were required to relocate to the Paraquad Association units in Glenorchy twice while work was underway. Staff and tenants were extremely patient and flexible in making this happen and we now have a state of the art tracking system and staff trained to operate it, with positive outcomes in terms of comfort for each of the users of the system.

In late 2020, we also saw a “house-swap” between two tenants who relocated to houses that better suited their support needs. This was another drawn-out process as we navigated the permissions required of the NDIA to facilitate what was an obvious and sensible move. Once permissions were achieved, we facilitated the moves with plenty of preparatory familiarisation sessions and accommodation staff ensuring that both affected people were able to settle into their new surroundings quickly.

This move of tenants also led to a very positive outcome that had not been intended, anticipated, or expected. A tenant at one house had always tended to keep to himself and not socialise with the other tenants in the house. He tended to eat his meals in isolation and didn’t watch TV with his housemates.

With the change in household dynamics this person began spending much more time in the shared areas of the house, eating communally and generally interacting in the everyday happenings of the household. This has been wonderful to see and does give cause to value the importance of constant re-assessment of situations, rather than simply accepting less than ideal situations as being immutable facts of life!

I would like to close by thanking the Montagu Board for their interest in the grass roots level work we do, and for being so supportive. I would also like to pay my respect to Russ and his leadership – this has been a huge year and we wouldn’t be where we are without his stewardship, knowledge, and humanity. The whole management and office team deserve thanks for their positive contributions, as do our coal face workers who do such an admirable job of what really matters – supporting people to live their best lives.

Dean Barker

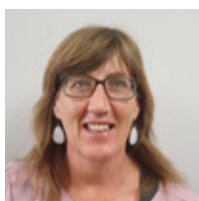
MANAGER, ACCOMMODATION SUPPORT SERVICES

Community Supports Report

Wow, what a busy, interesting, and exciting 12 months we have had in the Community Supports Program. The office re-opened in late June, so by 01 July 2020 all office based staff had returned to the office. However, it did allow me the opportunity to assess my productivity at both Montagu's office, and my home office. There are definitely pros and cons for both, and a big bonus for me working at the office, is the camaraderie we have. I am fortunate to have great work mates, with a wealth of product knowledge, headed up by Russ, who always has time (and makes times) to support me in my workday.

Restructure

After several years of being involved in discussions with both Russ and Dean (Manager Accommodation Supports Program), regarding Montagu's staffing structure, Montagu transitioned to a new structure with effect 22 June 2021. Montagu's Community Support Services evolved into the Community Supports Program and we employed Jess Quilliam and Elon Watt as Assistant Managers of the program. The program continues to evolve and having Jess and Elon on board is only going to strengthen the processes that are undertaken to ensure we achieve "Excellence in all that we do". One key reason for the restructure is to ensure regular and ongoing staff supervision sessions and moving forward I am excited that Jess and Elon will undertake regular supervision meetings with staff. Along with these staff supervision meetings, the capacity to seek feedback from the people who are receiving supports has increased, and this feedback will be discussed in our planning meetings. Given that this program now has two Assistant Managers, it was decided that the two Key Worker roles in the old structure would no longer be necessary, and I would like to acknowledge the dedication of Kylie Morgan and Shaun Goodsell in their Key Workers roles.



Ange Evans
COORDINATOR
COMMUNITY
SUPPORTS

Montagu's Support Workers

Montagu are fortunate to employ a workforce of Disability Support Workers that are passionate about providing the best level of support they can to the people receiving supports. Restrictions on movement in the community from COVID 19 eased in late June 2020, and staff were able to recommence supporting people out in their community for their chosen Community Access activity, intrastate holidays, and weekends away. During the many conversations I had with staff over the last 12 months, one of the common topics of discussion has been COVID and the impact it had on the people receiving supports. Montagu ensured continuity of supports, providing a friendly face and some comfort in knowing whilst everything else around them can change so suddenly, their Support Worker was continuing to provide the supports that they required. Support staff have also provided factual information around COVID-19 to people receiving supports, and have supported them to access State and Federal Government health websites, to ensure they are accessing 'one source of truth' and dealing with the facts of the pandemic, rather than what they may see on social media and/or overhear.



Mark about to enjoy a Harley tour of Hobart

Choice and Control of People Receiving Supports

We continue to pride ourselves on meeting individual requests from people receiving supports around who will be supporting them. This is not always the best outcome for staff, as staff may face reduced hours if a person doesn't want them to continue as a member of their support team, however, we see responding to these requests as essential in supporting people receiving supports to exercise increased control of their lives.

During the last 12 months, supports provided by Montagu include: supporting a person to build their capacity to become more independent in their home, which includes all aspects of housework such as budgeting, grocery shopping, gardening, and managing their appointments. Supporting people to access the community has involved enabling them to participate in bowling, concerts, community events, running a market stall, swimming, attending AFL games, trips to local markets, accessing parks and recreation grounds, libraries, local footy games, surfing, and connecting with family members and loved ones. Montagu also continues to support students at TasTAFE campuses state-wide. These students have been allocated NDIS funding and are undertaking a Pathways Program. Staff also continue to provide short-term respite support (where Montagu staff go into the home of the person receiving supports while the people they live with go away for a few days).

Feedback Received about the Community Support Program

The following email exchange demonstrates our approach to meeting expectations, our commitment to excellence, and the integrity with which we conduct ourselves:

Hi, I hope your loved one and yourself are happy and healthy. I regret that Montagu were unable to provide supports to your loved one on Saturday, and I am hopeful that you may be comfortable to pass on my sincere apologies to them. Unfortunately, the staff member rang advising she was unwell, and no other team members were available to support your loved one.

I wonder if we need to introduce another staff member to the team. Also, would your loved one like some support this week or next, in lieu of not having it last Saturday? Montagu strive to excel in all that we do, and unfortunately, we didn't deliver this time. Please reach out to me, if you would like to discuss any aspect of your loved one's supports.

And the response:

I truly think Montagu is providing a wonderful service. As you will be aware, I am dealing with a number of organisations on my loved ones' behalf and Montagu is the stand-out as far as we are concerned. To receive an email such as yours underpins the impressions I already have.

Staff attending Stakeholder Meetings

During the last 12 months, I have invited staff along to attend stakeholder meetings, for the person receiving supports. Prior to this occurring, when I attended stakeholder meetings, the information I provided regarding the supports, would be obtained from having a conversation with the staff member/s and reading the shift notes. These avenues are a great source of information however it is always good to have first-hand information to provide, and also for loved ones/stakeholders to meet staff and ask them questions directly around the support they are providing. I have received very positive feedback from these stakeholders which has included:

It's great to see an organisation go the extra mile and provide a personalised service at the meeting.

I was pleasantly surprised that a Disability Support Worker who actually supports my (Adult) Daughter attended the meeting and gave us an insight into what and how progress is being made toward her NDIS Goals.

Referrals to Montagu for Support Services

Montagu have commenced supports to several people throughout the last 12 months, including one person requiring support for all of their waking hours 8am-11pm, seven days per week. For an organisation the size

Community Supports Report continued

of Montagu, to provide these hours of support, has been challenging in finding the staff who have the attributes that the person receiving supports required. This person self-referred to Montagu, as they know someone else who receives supports through Montagu, and they were impressed enough to choose Montagu to provide their supports also. Montagu continues to receive referrals for support from coordinators, and there are several coordinators that have Montagu as one of their “Providers of Choice” when referring a person for supports.

Professional Development

Montagu continues to provide training to staff, and in the last 12 months, Community Support staff have attended training on topics such as manual handling, mental health first aid, driver orientation, administering medications, behaviour support, seizure management, and first aid/CPR.

Coordination of Support

Montagu continues to provide Support Coordination to a small group of NDIS Participants. Kirsten and Tash worked tirelessly throughout the year to connect NDIS participants to connect to appropriate services. This includes connections to services such as include: Housing, Employment Services, Volunteering Options, and Activities in the Community, to name a few.

In Conclusion

It has again been a pleasure to lead Montagu’s Community Support Program during the last 12 months. I love being able to speak to both the people receiving supports, and their loved ones, hearing their feedback about what they have been supported to achieve, and the things that they are now doing independently that they could only do with support 12 months ago. I would again like to acknowledge all the great work support staff do day in and day out, if it wasn’t for the dedication of these people, Montagu would not have the reputation it does.

Ange Evans

COORDINATOR COMMUNITY SUPPORTS



Edward – supported to budget and shop for food for a BBQ, and then supported to cook the BBQ.



Stacey being supported by Nyasha to go Surfing

Employee Experience and Culture Report

I am pleased to present the Coordinator, Employee Experience and Culture's report for the financial year 2020/2021.

A major focus throughout this year has been the organisation restructure, which was finally implemented in June. Change always provides challenges and a degree of uncertainty along with the positives and benefits, and our restructure was no exception. However, I feel privileged to be able to say with certainty that this restructure was embarked upon to enhance the quality of support and development our workforce receives, and in turn, enhance the quality of service delivery to the people who receive supports. The addition of five Team Leaders within the Accommodation Supports Program, and two Assistant Managers in the Community Supports Program, is already providing benefits to both these areas. Of these seven new positions, four of the incumbents, Allison Vernon, Carel Dookie, Jess Quilliam and Scott Perkins were internally recruited, with Declan Mikkelsen, Elon Watt and Scott Prehn joining the organization through this process. The restructure also included new Key Worker roles in the Accommodation Supports Program. Of the ten positions, seven were filled by internal recruits, one by an external recruit and two more remain to be filled. The high number of internal recruits to these positions, I believe, is indicative of the quality and skills of our workforce, whilst the addition of external recruits to Montagu through this restructure has brought new ideas, skills, and experience to organisation.



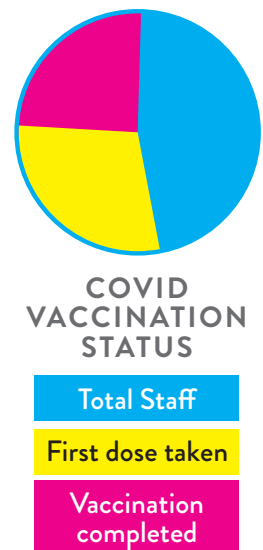
Bec Eldridge
COORDINATOR,
EMPLOYEE
EXPERIENCE AND
CULTURE

Within the office team, Samantha has stepped into a temporary Project Officer position, with Eliza stepping into the Coordinator Administration role from her Administration Assistant role. Daniela Romero Lopez was successful at interview in backfilling Eliza's position at front desk and was a welcome addition to the team for the first six months. Since then, Kim Green has filled this role. We also sadly accepted the resignation of Tash Hellesey from her COS position in May.

Across our direct support teams this year, we have welcomed 31 new employees to our workforce and farewellled 17 employees. As indicated below a third of these new employees were recruited following successful student placements within the organisation. As at the end of this financial year, there were 106 employees across direct support staff and the management team.

It seems that COVID-19 is a part of everyday life that, as a global community, we must navigate. From witnessing the devastating impact of the pandemic across so many countries around the world, seeing the impact of that devastation in our own local communities and the Montagu workforce with staff who have family and friends overseas and interstate; to us 'checking in' everywhere we go, with mundane regularity. Since the commencement of the roll out of the COVID-19 Vaccine program across the nation, we have been maintaining a COVID-19 vaccination register to monitor the progress of our workforce in getting vaccinated. As indicated in the chart below, 50% of our workforce is currently fully vaccinated with a further 23% having had their first vaccination. We endeavour to have at least 80% of the workforce vaccinated by the end of October 2021 and we are on track for this which is a fantastic effort.

We greatly appreciate the continued support of our industry colleagues, in particular Medecs Learning; Watson and Blanch; Back Works; Epilepsy Tasmania, and Workplace Health and Wellbeing, in providing training to our staff. Ensuring that our workforce is appropriately trained is an integral part of our commitment to excellence in all that we do. Coming into this year our focus was extending our training plan and we are now working alongside Workplace Health and Wellbeing, to provide Mental Health First Aid training across our entire workforce. This commenced in May and we anticipate all staff completing this training in the next financial year. This training promotes a culture of



Employee Experience and Culture Report *continued*

openness, understanding, and awareness around mental health and wellbeing so that our workforce may feel more equipped in supporting people who receive support, their colleagues, and even their social networks, as needed.

After ensuring our workforce complied with attaining the Infection Control COVID-19 online training, we then provided Personal Protective Equipment (PPE) Donning and Doffing training across our workforce leading up to the end of 2020.

In addition to first aid refreshers every three years and annual accreditations in medication administration, we are now providing annual CPR refreshers for all direct support staff through Medecs Learning.

I would like to extend a special thank you to Phil Mettam who provides our direct support staff working in Accommodation, and with specific people receiving supports in Community, with vehicle orientation training. Phil volunteers his time to provide hour-long vehicle orientations to each staff member as part of their induction and prior to them driving larger transit vehicles on their own. Phil has a wealth of knowledge in Advanced Driving and has always gone out of his way to support Montagu in this space. This initiative has increased the confidence of staff in driving larger vehicles, and hopefully in the longer term will minimize risk of accidents and vehicle damage.

Overall, approximately 2000 hours of training have been provided to our workforce across first aid, medication, manual handling, vehicle orientations, inductions, mental health first aid, PPE donning and doffing, and client specific complex care training such as PEG administration.

A growing focus for our organization this year has been our Student Work Placement program. Building this initiative, whilst challenging at times, has been a positive experience. The program benefits the student, the students' training organisation, and Montagu. It is vitally important that individuals seeking to commence a career in this sector by undertaking a relevant qualification, can consolidate their classroom learnings with practical experience in a real workplace environment. Montagu believe that we can contribute to the quality of training that students receive through the provision of positive, professional, person centered mentoring and role modelling with a strong focus on capacity building, engagement, and respect. This ultimately benefits not only the student in their learning but strengthens the overall quality of the ever-growing workforce in this sector. This can only result in better outcomes for people receiving supports in the longer term and provides a possible alternate recruitment stream for Montagu in the future. Across this year, we have supported 15 students undertaking their Certificate III in Individual Support with 10 of these students being subsequently employed by Montagu, a 66% translation from student to employee.

I would like to thank the Registered Training Organisations (RTOs) we have built strong relationships with over this year - AETS, TasTAFE, Work and Training, STEPS and Foresite for their collaboration and support in this space. Furthermore, I extend thanks and acknowledgement to our staff and the people who receive supports from Montagu in supporting this program. I have had many students contact me with praise for the support and mentoring they have received during their placement, and one teacher in particular who was conducting placement site visits and provided feedback that she has never felt so welcomed from support staff to a site visit than she has at Montagu.

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, 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

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.



Emma, Luke, and Mark getting out and about

Board of Directors

Information on Directors as at 30/06/2021

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 a person receiving supports through Montagu. He is a retired teacher and administrator. Byron is also a Board member of VCES (Veterans' Children Education Scheme) including three terms as Chair; President and Treasurer of the Gemmological Association of Australia (GAA) (Tasmanian Division); a past Federal Director and Federal Treasurer of the GAA; and a member of Lions for almost 40 years. Byron is a recipient of the Melvin Jones Fellowship Award.

Selena Reynolds

DIRECTOR & PUBLIC OFFICER

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.

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.

Abid Hussain

DIRECTOR

A qualified accountant, Abid has added to the financial acumen of the Montagu Board since his appointment in September 2020. Abid has experience in supporting not-for-profit organisations with a focus on youth.

Sarah Davidson

DIRECTOR

Sarah joined the Board in September 2020 with experience as a Board Member, strong leadership skills, a history of supporting not-for-profit organisations in Tasmania, and success in leading innovative projects. Sarah possesses a broad range of skills developed while working in State and Commonwealth public service roles, business enterprise, and not-for-profit organisations. Demonstrating a strong commitment to good governance, strategic planning, project management, and the importance of organisational culture, Sarah has taken a lead in risk management processes and strategic planning.

Rita Eid

DIRECTOR & TREASURER

Rita joined the Montagu Board in September 2020, taking on the role of Treasurer. Rita is a financial and investment analyst with qualifications in accounting, and experience in financial modelling, market research, and corporate finance. She is also a member of the Women in Finance Toastmasters Club. As Treasurer, Rita brought a new level of analysis of the organisation's financial performance and laid the groundwork for the creation of an investment account that will support Montagu's strategic priorities over the coming years.

Montagu Life Members

John Dean (deceased)
Cora Dean
Rien de Vries (deceased)
Di Fuglsang (deceased)

Allan McKinlay
Byron Nicol
Judi Reid



More fun at Bonorong

Treasurer's Report

Summary of FY 2021 financial performance

It has been a pleasure to join the Board of Montagu Community Living this year and I am pleased to be presenting the Treasurer's report for the year ending 30th of June 2021.

During the financial year, Montagu Community Living has continued to fulfill its mission to provide quality services that support people to live a life that they value and assist them to remain connected to their communities.

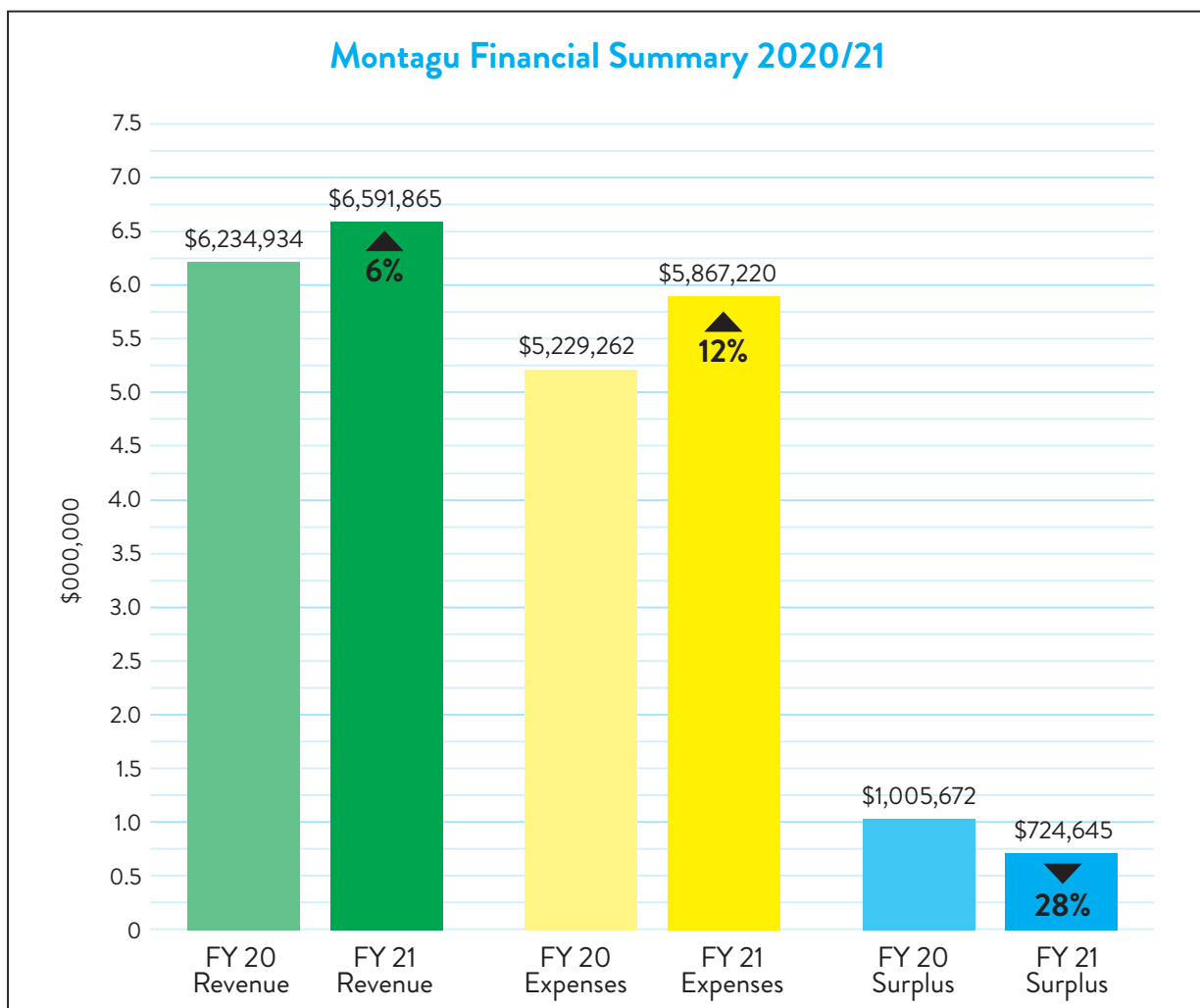


Rita Eid
TREASURER

Consolidated activities during the 2021 financial year returned a surplus of \$724,645 (FY 20: surplus of \$1,005,672), a decrease of 28% to FY 20 surplus on increased operating expenditure but was well above our budgeted surplus of \$242,600 for the year.

The net assets of Montagu Community Living increased by \$724,645 versus last year driven by (i) current year's surplus, and (ii) \$50,000 ATO cashflow boost COVID support. Our cash ratio (ratio of total cash and cash equivalents to current liabilities) is at 3.9x which reflects our strong liquidity position to meet all our short-term commitments. However, this high ratio also means that too much cash is left idle.

As a result, the Board has worked during the second half of this year with financial advisers to identify an investment strategy that supports both our values and our operating structure before embarking on our strategic planning.



The implementation of this investment strategy and the strategic planning will take place in the next financial year. It is also worth noting that this investment recommendation reflects primarily the organisation's risk appetite and tailors the asset allocation based on our financial goals and objective.

In 2020/2021, revenue increased by \$356,931 to \$6,591,865. This compares to revenue of \$6,234,934 in 2019/2020. The increase in revenue is a result of several factors including:

- Additional hours of support being added to the NDIS plans of most people living in the share-houses
- Annual increases in the hourly NDIS rate claimable for a range of NDIS support services

While revenues increased by 6%, expenses rose by 12% to \$5,867,220. This compares to \$5,229,262 in 2019/2020 and is mainly due to:

- (i) Increased employment costs with the completion of the staffing restructure that had been pushed back from the previous financial year and has added \$40,000 per month to our salaries. Total employment costs to revenues are at 84%.
- (ii) Increased spending on training for our employees which is always a priority for Montagu to maintain the quality of our services
- (iii) Increased spending on information technology due to purchase of new hardware related to the implementation of the MYP software, an integrated platform solution for community and disability services.

A Key focus for the Board for the upcoming year will be the implementation of the investment strategy, defining the organisation's next 3-year strategic plan, new website development, and continuing to monitor COVID vaccination roll out for participants and staff.

Regretfully this will be my first and final Treasurer's report as I am stepping down from the Montagu Board due to work and family needs, largely impacted by the extended lockdowns in New South Wales. It has been my pleasure to have worked with the skilled and talented Directors of Montagu. Special thanks to the Directors, CEO, and staff for their great contributions to this valued organisation. I wish Montagu every success in the years ahead.



Rita Eid

TREASURER

Montagu Community Living Inc
Financial Report
For the Year Ended 30 June 2021

Financial Report

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Montagu Community Living Inc.

Board's Report

30 June 2021

The Board members submit the financial statements of the Association for the financial year ended 30 June 2021.

1. General information

Board members

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

Kimberley Martin	Director and Chair
Rita Eid	Director and Treasurer
Selena Reynolds	Director and Public Officer
Judi Reid	Director
Byron Nicol	Director
Rick Baxter	Director
Sarah Davidson	Director
Abid Hussain	Director
Elisabetta Faenza	Director (Resigned June 2021)

Principal activities

The principal activities of the Board 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 **\$724,645** (2020: \$1,005,672).

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:


Kimberley Evelyn Martin

Board member:


Judith Fairlie Reid

Dated this 6th day of 2021 October

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:


Kimberley Evelyn Martin

Board member:


Judith Fairlie Reid

Dated this 6th day of 2021 October

Financial Statements

Montagu Community Living Inc.

Statement of Comprehensive Income For The Year Ended 30 June 2021

	2021	2020
	\$	\$
Income		
Government assistance COVID-19	50,000	50,000
Gain on sale of motor vehicle	20,482	-
Interest received	9,793	17,012
NDIS funding	6,184,878	5,841,619
Other funding & reimbursements	288,291	291,303
Sundry income	38,421	35,000
Total Income	6,591,865	6,234,934
Less: other expenses		
Audit and accounting	10,954	5,537
Bad debts	-	3,778
Consultants	5,720	727
Depreciation	71,677	78,570
Furniture & equipment	2,039	8,128
Governance	628	-
Information technology	52,996	40,089
Insurance	31,189	33,605
Interest leased asset	5,467	3,780
Loss on sale of motor vehicle	421	-
Memberships	16,607	164
Quality	10,339	3,415
Salaries and related costs	5,520,524	4,927,368
Staff expenses	58,635	50,342
Utilities and consumables	80,024	73,759
Total other expenses	5,867,220	5,229,262
Net surplus/(deficit) for the year	724,645	1,005,672
Other comprehensive income	-	-
Total comprehensive income	724,645	1,005,672

The accompanying notes form part of these financial statements.

Montagu Community Living Inc.

Statement of Financial Position

As At 30 June 2021

	Note	2021 \$	2020 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	2,496,913	1,770,036
Financial assets		500,000	500,000
Trade and other receivables	4	654,766	481,806
TOTAL CURRENT ASSETS		3,651,679	2,751,842
NON-CURRENT ASSETS			
Plant and equipment	5	218,011	121,235
Right-of-use asset	6	86,420	51,747
TOTAL NON-CURRENT ASSETS		304,431	172,982
TOTAL ASSETS		3,956,110	2,924,824
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	7	133,362	107,367
Other liabilities	8	232,067	84,469
Employee benefits	9	524,041	458,672
Lease liability		43,714	43,011
TOTAL CURRENT LIABILITIES		933,184	693,519
NON-CURRENT LIABILITIES			
Employee benefits	9	93,823	61,684
Lease liability		45,925	11,088
TOTAL NON-CURRENT LIABILITIES		139,748	72,772
TOTAL LIABILITIES		1,072,932	766,291
NET ASSETS		2,883,178	2,158,533
EQUITY			
General reserve		227,321	227,321
Accumulated surpluses		2,655,857	1,931,212
TOTAL EQUITY		2,883,178	2,158,533

The accompanying notes form part of these financial statements.

Montagu Community Living Inc.

Statement of Changes in Equity as at 30 June 2021

2021	Accumulated Surpluses \$	General Reserves \$	Personal Leave Reserve \$	Total \$
Balance at 1 July 2020	1,931,212	70,000	157,321	2,158,533
Net surplus/(deficit) for the year	724,645	-	0	724,645
Balance at 30 June 2021	2,655,857	70,000	157,321	2,883,178

2020	Accumulated Surpluses \$	Reserve – Vehicle Capital provision \$	Reserve – Personal Leave \$	Total \$
Balance at 1 July 2019	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	-
Balance at 30 June 2020	1,931,212	70,000	157,321	2,158,533

Montagu Community Living Inc.

Statement of Cash Flows

For the Year Ended 30 June 2021

	Note	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Government grants, fees and other income		6,458,901	6,117,312
Interest received		9,793	17,012
Payments to suppliers & employees		(5,588,825)	(5,182,574)
Net cash provided by operating activities	12	879,869	951,750
CASH FLOWS FROM INVESTING ACTIVITIES:			
Proceeds from sale of assets		47,500	-
Purchase of plant and equipment		(156,610)	(1,251)
Redemption of investment		-	100,000
Net cash provided by/(used by) investing activities		(109,110)	98,749
CASH FLOWS FROM FINANCING ACTIVITIES:			
Lease payments		(43,882)	(44,500)
Net cash used by financing activities		(43,882)	(44,500)
Net increase/(decrease) in cash and cash equivalents held		726,877	1,005,949
Cash and cash equivalents at beginning of year		1,770,036	764,087
Cash and cash equivalents at end of financial year	3	2,496,913	1,770,036

The accompanying notes form part of these financial statements.

Montagu Community Living Inc.
Notes to the Financial Statements
For the Year Ended 30 June 2021

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.

These special purpose financial statements comply with all the recognition and measurement requirements in Australian Accounting Standards. 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

The Montagu Community Living Inc as a lessee

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.

(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) 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:

Fixed asset class	Depreciation rate
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 and Other 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 Association has adopted all standards which became effective for the first time for the year ending 30 June 2021, and made all required changes in respect of adopting these standards. The adoption of these standards has not caused any material adjustments to the reported financials position, performance or cash flow of the Association.

(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 Standards AASB 2020-1 Amendments to Australian Accounting Standards Classification of Liabilities as Current or Non-current amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. This standard applied to annual reporting periods beginning on or after 1 January 2022. The Association has decided against early adoption of this Standards.

(l) Income Tax

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

(m) Revenue and Other Income

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

Operating Grants/Subsidies - Under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations, then the revenue is recognised when control of each performance obligation is satisfied.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate method to reflect the transfer of benefit.

Operating Grants/Subsidies - Under AASB 1058

Assets arising from grants in the scope of AASB 1058 (i.e. agreements that are not enforceable or do not have sufficiently specific performance obligations) are recognised at their fair value when the asset is received. These assets are generally cash, but may be property which has been donated or sold to the Association significantly below its fair value.

The Association then considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard. Once the assets and liabilities have been recognised, then income is recognised for any difference between the recorded asset and liability.

Interest revenue

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

Donation

Donations income is recognised when Association obtains control over the funds which is generally at the time of receipt.

NDIS revenue

NDIS income is received from performing of services to participants.

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

(n) 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 evaluate estimates and judgments incorporated into the financial report are based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Board. However as additional information is known then the actual results may differ from the estimates.

The Board has made estimates and judgements when applying the accounting policies with respect to:

Estimation of Useful Lives of Assets

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.

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.

Right of Use Assets Lease Term

The Association considered the extension option on the buildings and have determined that due to the market rent reviews and the remaining term of the non-cancelable lease term, it is reasonably certain that the Association will choose to exercise the option and therefore the lease payments that would arise during the optional extension periods has been included in the lease liability.

3 Cash and Cash Equivalents

	2021	2020
	\$	\$
Cash at bank	2,496,713	1,769,399
Cash on hand	200	200
Undeposited funds	-	437
	<u>2,496,913</u>	<u>1,770,036</u>

4 Trade and Other Receivables

	2021	2020
	\$	\$
CURRENT		
Accrued income	135,601	116,078
Debtors	458,848	317,283
Service user	2,404	7,451
Prepayments	57,913	40,4994
	<u>654,766</u>	<u>481,806</u>

5 Plant and equipment

	2021	2020
	\$	\$
PLANT AND EQUIPMENT		
At cost	43,833	43,833
Accumulated depreciation	(42,789)	(38,498)
Total plant and equipment	<u>1,044</u>	<u>5,335</u>
MOTOR VEHICLE		
At cost	310,234	263,024
Accumulated depreciation	(93,267)	(147,124)
Total motor vehicles	<u>216,967</u>	<u>115,900</u>
Total plant and equipment	<u>218,011</u>	<u>121,235</u>

6 Right of Use Asset

	2021	2020
	\$	\$
Right of use asset - property		
At cost	168,825	94,870
Accumulated depreciation	(82,405)	(43,123)
	<u>86,420</u>	<u>51,747</u>

7 Trade and Other Payables

	2021 \$	2020 \$
CURRENT		
Creditors	4,740	6,896
GST payable/(receivable)	10,043	13,541
Payroll liabilities	118,579	86,930
	<u>133,362</u>	<u>107,367</u>

8 Other Liabilities

	2021 \$	2020 \$
Accrued expenses	109,155	70,672
Funding in advance	-	13,797
Accrued backpay	122,912	-
	<u>232,067</u>	<u>84,469</u>

9 Employee Benefits

	2021 \$	2020 \$
CURRENT		
Provision for annual leave	372,581	276,809
Provision for long service leave	151,460	181,863
	<u>524,041</u>	<u>458,672</u>
NON-CURRENT		
Provision for long service leave	93,823	61,684
	<u>93,823</u>	<u>61,684</u>

10 Auditors' Remuneration

	2021 \$	2020 \$
Remuneration of the auditor of the Association, Crowe Audit Australia, for:		
- Auditing and compilation of the financial statements	5,795	5,395
Total	<u>5,795</u>	<u>5,395</u>

11 Contingent Assets and Contingent Liabilities

In the opinion of the Board of Directors, the Board did not have any contingencies at 30 June 2021 (30 June 2020: None).

12 Cash Flow Information

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

	2021	2020
	\$	\$
Net surplus/(deficit) for the year	724,645	1,005,672
Cash flows excluded from surplus/(deficit) attributable to operating activities		
Non-operating cash flows in surplus/(deficit):		
- depreciation	71,677	78,570
- net (gain)/loss on disposal of assets	(20,061)	-
- interest on leased asset	5,467	3,779
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	(172,960)	(162,873)
- increase/(decrease) in trade and other payables	173,593	(17,008)
- increase/(decrease) in employee benefits	97,508	43,610
Cashflow from operations	879,869	951,750

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 2021, 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 4th day of October 2021.

Hobart, Tasmania.

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The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

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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 2021, the statement of comprehensive income, the statement of changes in equity, 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 2021 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 2021, 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****Alison Flakemore**
Senior Partner

Dated this.....6th.....day of.....October.....2021.
Hobart, Tasmania.

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Montagu Community Living

1 Bowen Road, Moonah
(PO Box 452, Moonah 7009)
Phone: 03 6278 7599
Email: montagu@mcl.org.au

ABN 93 552 037 118
DGR STATUS: Endorsed