



# ANNUAL REPORT 2022



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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:

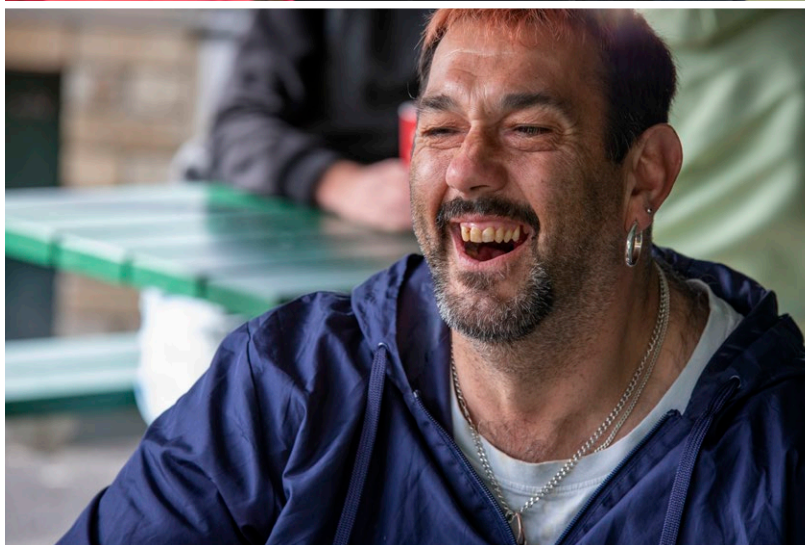
- enable people to progress their individual goals
- promote and develop independence, self-confidence, and connectedness
- facilitate active participation in community activities
- encourage people to exercise maximum control over their own lives.

### 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.



# 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.



*“Who’s having fun at Montagu’s Annual Get Together?”*



## Chair's Message

I am delighted to provide my first report at Chair of the Montagu Board. My family has been involved with Montagu since its' inception and I feel privileged to serve the organisation as a member of the Board.



Judi Reid  
CHAIR

Every year brings its thrill and challenges and 2021/22 is no different. From the ongoing challenges presented by the COVID pandemic, to the opening of a new share-home, from the bedding down of a new services staffing structure, to being prepared for the possibility of an appearance before the Royal Commission, and from the introduction of new systems, to the introduction of new training for all Directors, 2021/22 has had a bit of everything!

I'd like to acknowledge the work of the previous Chair of the Board, Kimberley Martin, who demonstrated passion, tenacity, and professionalism in the 4 years she held the position of Chair, and established standards and processes that we continue to aspire to as a Board.

In the 2021 Chair's message, Kimberley reported that the Board had established a standard requiring all Directors to undertake governance training as a demonstration of our commitment to excellence in governance practice. I am excited to confirm that eight of our nine Directors completed a two day training course provided by the Australian Institution of Company Directors, specifically for Directors of Not-For-Profit organisations. We are awaiting the next available training opportunity for the ninth Director to be able to complete this course too. We suspect that we are the only Board of a Disability Provider organisation to establish this standard for Directors.

The COVID pandemic continued to impact on our organisation during the past financial year, affecting clients and staff alike. It reflects the culture of our organisation that over 99% of our employees who were eligible to access COVID vaccinations did so. Having access to virtually every staff member throughout the pandemic meant that Montagu was able to maintain service levels to clients, even during periods of isolation.

One of the responsibilities of any Board is to set the strategic direction of the organisation and this year the Board worked with Ros Cardinal as a consultant and our Senior Management Team to develop a strategic plan that reinforces our commitment to excellence in all we do, while also providing the flexibility to respond to changes in the NDIS and the disability sector. A copy of our "Plan on a Page" will be available at the Annual General Meeting.

Of course, we have also kept an eye on developments through the *Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability*. The Board is grateful to past Board members and senior staff for establishing and maintaining the strong values and practices that have guided our practice over the past 30 plus years. We believe that the foundations established back in 1990 have protected the people we have supported from some of the horrific practices that are being reported through the Royal Commission. The current Board is committed to continuing to build on the culture and achievements of Montagu.



Luke taking Simon for a walk



"T" having a great time

During the past year we opened our fifth share-home at Sorell, and we continue to carefully plan and manage the growth of the organisation. While we are always open to further growth, we are not driven by growth targets or the delivery of large financial surpluses each year.

As you will find elsewhere in this report, the financial performance of the organisation continues to be strong. With the full-year effect of the decision taken in 2020 to invest in a new service structure being felt this year, there has been the expected reduction in the annual surpluses compared to recent years. The fact that Montagu has delivered a surplus for each of the past four years is a remarkable achievement given the frequent changes across the NDIS and the disability sector generally.

Other initiatives supported by the Board in the past year include the decision to replace vehicles based at the share-homes with new, safer, and fit-for-purpose vehicles; employment of a part-time accountant to strengthen our financial accountability and compliance; the introduction of a new online induction program and the decision to require (and pay) ALL staff to undertake this training; the use of an online portal to increase the efficiency of the working of the Board; payment of a loyalty reward to all staff for the second time in three years; and the installation of video conferencing facilities in the Montagu meeting room.

As you will read in the CEO's report, the management team discovered historical underpayments to some staff who worked sleepover shifts over a six-year period. The Board supported an external review of all staff timesheets and authorised reparation payments to be made to all staff affected by this accidental underpayment.

The past year has seen further tightening of NDIS funding with plans changing from one year to the next with little or no explanation. The funding of Supported Independent Living (SIL) supports continued to be targeted for savings. The announcement by the Agency that most support funding for the 2022/23 year would be increased by around 9% was certainly welcome but with staff wages increasing by 4.6%, superannuation by 0.5%, and general cost of living costs increasing by around 6%, the NDIS price increase has essentially maintained funding levels compared to the previous year.

This year, the Board farewelled Rick Baxter as a Director after three years' service, and Rita Eid who stepped down from the role of Treasurer after one year due to work and family commitments. We thank them both for their contribution to Montagu and wish them well in their future endeavours.

As a result of Rita's departure, Abid Hussain accepted the role of Treasurer and has been diligent in his reporting to the Board. Phil Mollineux and Zsuzsa Kollo were elected to the Board at the 2021 AGM and have been active in their role as Directors. Attendance at Board meetings was high throughout the year, with an average of 77% 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.

On behalf of the Board, I thank all support workers and management staff. The good standing of Montagu Community Living relies on your professionalism, dedication, and your drive to support people living with disability to live the life they choose. The Board appreciates your loyalty and we appreciate you choosing Montagu as your employer. The Board appreciates the ongoing drive for excellence across the organisation and believe that the commitment of our workforce to individualised service delivery sets us apart from many other providers.

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.

**Judi Reid**

CHAIR

# CEO Report

In my 2021 CEO's report, I described 2020/21 as a "fascinating" year with significant delays in several areas of our operations and across the disability sector. While not everything has gone to plan in 2021/22, I am pleased to report that we have had a more progressive year.



**Russell Penman**  
CHIEF EXECUTIVE  
OFFICER

While the COVID pandemic has continued to impact on the people we support, the people we employ, and a few areas of our operations, our staff have really stepped up to ensure the continued delivery of person-centred, high quality services. I'd like to particularly acknowledge the work of Eliza, Kim, Cathryn, and Chloe in our administration team for their work in rostering our staff and covering the shifts of staff who were in isolation at times during the year.

One of the highlights of the past year was the opening of the Sorell House in September after a delay of almost a year due to planning requirements and the scarcity of trade workers. Tracy and Carel did a great job in equipping the house, welcoming new tenants, and building a staff team who developed new skills in supporting clients who had a wide range of support needs.

Another highlight was the introduction of a new online induction program (iinduct). Inducting new staff has historically been a labour intensive task. This new online program is tailored to our needs and includes links to Montagu policies and procedures. It also provides a record of every employee who completes the induction program. I'd like to acknowledge Bec's role in selecting the iinduct program, liaising with the vendor, and supporting staff to complete the program. I'd also like to acknowledge the backing of the Montagu Board who supported a recommendation that every staff member be required to complete the program. This decision added over \$60,000 to our wages bill but was seen as an important contribution to our commitment of excellence.

The Board also approved a loyalty payment to every Montagu staff member for just the second time in Montagu's history. This added a further \$30,000 to our expenses but was a tangible acknowledgement and recognition of the value of a dedicated and professional workforce.

Our new staffing structure was bedded down over the past 12 months and it has been great to receive positive comments regarding improved communication with clients and their families, greater consistency in service delivery, and better support for our staff.

Once again, our annual Get Together was a great success. This year we held the function at Tolosa Park and had a two-person band playing live music, as well as a worker from Sport and Recreation who assisted clients and staff to try a range of activities. As you will see from some of the photos in this annual report, everyone had a ball – despite the changeable weather! Thanks again to Samantha for organising this event so well. As you will see in Samantha's contribution to this Annual Report, she also played a critical role in driving excellence through improvements in the way we are using our IT system, MYP.



*Jarrod showing dad how to dance*



*Dimitri enjoying the sun*



During the year, we discovered an accidental historic underpayment of some staff over the past 6 years. This issue came about due to a common practice in the disability sector of clients being able to “sleep in” for an extra hour on Saturday and Sunday mornings. To achieve this, some staff rosters were adjusted to make the staff sleepover period nine hours on Friday and Saturday nights rather than eight hours. While staff are not paid by the hour for the sleepover period, they do receive an allowance. The problem we discovered is that the allowance was only applicable to an eight hour period, and not nine. This means that staff rostered onto these shifts should have been paid for one extra hour. Once we discovered this historical error, we advised staff and consulted with the office of the Fair Work Ombudsman to ensure that underpaid staff received reparation payments. We then had to have timesheets from the past six years forensically checked by an independent person with finance/payroll experience. We were then able to calculate the underpayment amounts and make corrective payments to the affected staff. This resulted in payments to current and ex-staff of over \$120,000, including superannuation payments. The positive relationship we have with our workers was clearly demonstrated as not one complaint was lodged with the union or Fair Work regarding this issue or the way it was managed. The office of the Fair Work Ombudsman also commended us for our management of the issue. I thank Sara for her assistance through this process and for ensuring that all affected staff received their payments by the date we had promised.

As you will find in this Annual Report, both the Accommodation Supports Program and the Community Supports Program have enjoyed challenging but successful years. The efforts of Dean as the Manager of Accommodation Supports to bring a new share-home online while also being so heavily involved in the implementation and development of our services structure is commendable. The past year saw the departure of Ange from the Manager, Community Supports Program and we wish her well in her new career as a trainer of people undertaking disability certificate courses. Jess was appointed to the Manager, Community Supports Program position but has been replaced by Elon while she is on parental



*Nicol, Monash, and Doran families joining in the fun*



leave. Kristyanne and Carel joined the team in the Assistant Manager positions and all three of them are working hard to achieve the standards of excellence we all aspire to.

The Board and Senior Management Team worked with a consultant on the development of a new Strategic Plan during the year. A “plan on a page” summary of the strategic pillars of the new plan will be provided at the AGM. The management team and I look forward to working with the Board to implement the new priorities over the coming years.

While we have made further progress in the development of a new Enterprise Agreement, this has not yet been finalised. We continue to work cooperatively with HACSU on this project.

The disability sector has continued to expand in Tasmania with ever-increasing numbers of new entrants into the market and increased competition between providers. In recent times there have been reports of clients and staff being “poached” by competing organisations resulting in legal action being taken.

So far, Montagu has avoided being dragged into these situations and I think that great credit should go to the Board for this. Our Board has resisted the temptation to pursue growth for the sake of growth and has continued to support a philosophy that quality builds satisfaction, and satisfaction builds loyalty. Our organisation prefers to manage growth in a carefully considered way rather than simply grabbing every opportunity that comes along. We firmly believe, and have demonstrated over recent years, that genuinely caring about the people we support and the people we employ builds trust and loyalty. We never believe that we have the right to retain clients or staff, but we work on building trust and respect with everyone we deal with in order to promote Montagu as a preferred provider and a preferred employer. The positive feedback we receive from clients and their families, our staff, and others in the sector indicates that we are on the right track.

Looking forward, we have our half-cycle external audit against NDIS service standards happening in November 2022 and Rita is already working hard to ensure that we have the evidence required to demonstrate our efforts to not only meet, but to exceed these standards. Rita is now in her third year in the role of Coordinator, Excellence and Standards and her hard work and dedication is greatly appreciated.

The National Disability Insurance Agency recently announced long-overdue improvements to its IT systems. The Agency has decided to use the Tasmania disability sector to trial the new system, which is called PACE. We are unaware if Montagu will be directly involved in this trial, but we look forward to the opportunity to provide commentary on the new system before it is introduced nationally.

Montagu exists to serve people living with disability and I’d like to thank every person who has chosen this organisation to support them. I still regard it as a privilege to work in this sector and especially to be able to lead this organisation. I continue to be inspired by the achievements of the people we support and the people we employ.

I firmly believe that every organisation is only as good as the people delivering the service and Montagu is very fortunate to have such a skilled and dedicated workforce. It’s because of the work that these people do that Montagu has such a great reputation and that we continue to attract great employees to work for us. The job of a Support Worker has lots of ups and down, lots of challenges and frustrations, but also lots of learnings and opportunities to really make a difference in the lives of others. I admire the positivity displayed by our Support Staff and thank them for their contribution.

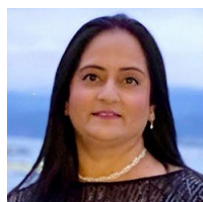
I am also blessed to work for such an amazing Board of Directors. Their support, guidance, and energy has really shone through over the past year and I continue to be in awe of their commitment to our organisation, and our efforts to achieve excellence in all that we do.

**Russell Penman**

CHIEF EXECUTIVE OFFICER

# Excellence & Standards Report

The role of Coordinator, Excellence and Standards is always challenging, sometimes daunting, and never boring! Although there is 18 months between the external audits required to maintain our registration as an NDIS Service Provider, the period between audits sees me conducting regular internal audits to test our systems and processes, undertaking training on new standards, reviewing and updating our library of over 200 policies, conducting surveys, responding to suggestions/questions/requests relating to standards and improvement, and reviewing our risk management systems, just to mention a few!



**Rita Sharma**  
COORDINATOR  
EXCELLENCE &  
STANDARDS

This year, the NDIS Quality and Safeguards Commission released three new standards relating to Emergency Planning and continuity of services; meal assessments; and supporting people who have swallowing difficulties. This involved me undertaking training to develop a full understanding of the new standards, meeting with senior

Montagu staff to explain the new standards to them and discuss what was required to meet these standards, and developing policies, procedures, and tools to enable support staff to demonstrate how Montagu meets or exceeds the new standards.

We are actively working towards completing Client Risk Assessments and developing individual Emergency Evacuation and Disaster Management Plans to ensure continuity of services during emergency/disaster situations.

External audits also examine the continuous improvement projects we have in place. This year our improvement projects include the development of online Client Profile and Care Plans which include safety information and alerts as well as advice on managing behavioural challenges and progress towards individual NDIS goals.

We have an Internal Audit Schedule to further boost our compliance requirements. As part of this project, we regularly review workplaces for any risks to the safety of Clients and/or our staff. I also conduct medication audits to ensure that our staff continue to administer medications in line with our policies and procedures. Internal audits enable us to identify any gaps and take corrective actions quickly.

As Montagu's compliance and audit officer, I regularly check NDIS and other relevant sites for emerging information related to quality, excellence, safeguards, compliance, and any practice alerts. I am fortunate to be able to join several quality and compliance groups and associations connected with the disability support industry. This enables me to attend training sessions and events and provides access to various newsletters to keep myself updated on any proposed changes or new service standards.

Another part of my role is to monitor and report the satisfaction of Clients. This year we sent out a Client Satisfaction Survey to all Clients receiving support from Montagu and invited feedback from them. This highlights how we consistently seek to identify opportunities and strive to improve but most importantly, how we promptly address and resolve complaints and deal with any dissatisfaction. The table below shows the results of our most recent survey.





While these results are very positive, we don't intend to rest on our laurels. After each survey, we analyse these results and try to create a roadmap for improvement in the next survey results. As a part of our commitment to excellence, we will be looking at ways we can improve our client and family surveys for the years ahead.

One part of my role I absolutely love is being able to work with other members of our management team to improve the way we go about our business. One exciting example of this was working with our Coordinator of Employee Engagement and Culture, Bec Eldridge, to improve our induction of new staff. Bec and I joined our CEO in attending a systems demonstration by iinduct, a company that works with organisations to develop a cloud-based induction program for new staff. The introduction of our new induction program was a great success with positive comments received from several staff.

We also embraced a technological solution to the management of our training records. One of our training partners, Medecs, offered us access to a new platform that makes it easier to book staff into training and provides a record of their training achievements.

We are also continuing to work with an external specialist organisation Wyndarra, who provide a software product called WynRisk to assist organisations to better manage risk. The software provides us with a Risk Management Framework that promotes a practical understanding of risk management principles and processes and enables us to integrate risk management practices with other processes, such as quality improvement and business planning.

Of course, 2021-22 also saw us continuing to respond to the ongoing threat of the COVID-19 pandemic. Our Covid response Task Force worked well and saw the delegation of duties to the relevant members of the Management Team. We reviewed and made changes to our existing policies and practices following advice from the state public health officials as we learned more about the risks presented by the Coronavirus. We stockpiled and distributed the required and necessary PPE gear promptly and assembled Covid Outbreak Kits and supplied them to all Montagu shared accommodation sites and to community clients where they were required. We successfully applied for a \$ 4000.00 COVID-19 Service Continuity Supplies Grant from the Tasmanian Council of Social Service Inc which was used to purchase Rapid Antigen Test kits and additional PPE gear.

We remain vigilant to the risks of further waves of the pandemic in Tasmania and will continue to actively safeguard the health and safety of the people we support and the people we employ.

Montagu is growing and we are aware of the challenges that come with growth, but with challenges come opportunities and we certainly do not want to miss out on them. We will always continue to strive for excellence and provide the highest possible quality support services we can, and I love being able to play a leading role in this area.

Finally, I'd like to acknowledge and thank our CEO Russ for his continuous mentoring and unconditional support and the support and commitment of my colleagues, and all our staff for their service and continued dedication to Montagu and the people we support.

## **Rita Sharma**

COORDINATOR EXCELLENCE & STANDARDS



*Emma the colourful fashion icon*

## Executive Officer, Projects & Solutions

This financial year saw a strong focus on identifying internal system improvements and training within our client management IT system, MYP perform.

The full implementation of the long awaited restructure saw the introduction of 5 Team Leaders and 2 Assistant Managers. These new positions included responsibility for after-hours On Call functions. With so many new people joining the On Call Team, it was decided to provide the entire team with updated training on our MYP systems. This training focused on how to use the Rostering, Forms/Documents and HR modules of MYP. The On Call team perform a critical role in ensuring that clients and staff continue to receive support outside of office business hours.

Feedback from Clients and their families confirms that Montagu places a stronger emphasis on the process of matching clients with available support staff than other organisations. We actively involve clients in the selection of their Support Workers wherever possible and believe that this important difference helps clients and their families to quickly build trust and confidence in Montagu.

Many factors are taken into consideration when matching support staff to a client's team, including professional skills, training, personality, and interests. Our internal system improvements saw us able to identify the mandatory attributes required for specific support shifts as well as the non-essential attributes preferred by each client. By recording the various attributes of all of our support workers, MYP then compares them to the available shift requirements and only allows for the rostering of staff that meet those attribute requirements. The same function is also able to be used to generate possible staffing options when creating a new team or expanding a client's existing team.

In addition to these improvements, we have provided access to MYP that enables clients and their nominated representatives to view their live roster so that they can see the details of their rostered supports and the staff who will be supporting them. Through this access, clients and nominees are also able to request changes to their support shifts as required. MYP access has also been enabled so that clients and/or their nominees to view their progress towards achieving their individual NDIS goals.

With Covid-19 still looming it was decided that this years' Annual Get Together would be held at Tolosa Park in Glenorchy. Clients, staff, and families enjoyed the fresh air and open space with many activities organised. Our very own Support Worker Kevin, along with a volunteer from Reclink, led the activities of cricket, bowling, basketball, quoits and many others. After all of this fun, we then followed on with a lovely lunch while listening to two very talented Tasmanian singers perform.

In true Tassie style there was a small sun shower on the day, but luckily this didn't deter anyone, in fact this event had our largest ever attendance for our Annual Get Together, with over 70 people attending.

A big thank you to everyone who attended, it is always lovely to see you all there catching up, dancing, and enjoying the day!

**Samantha Irwin**

EXECUTIVE OFFICER, PROJECTS & SOLUTIONS



*'T' with a perfect quoits technique*



# Accommodation Supports Report

Financial year 2021/22 has been another year marked by our need to adapt to a COVID world. While we used to think about what a “post COVID” world looked like, and very much wanted to be there, this pandemic seems determined to hang around and looks likely to be an ongoing part of our lives for some time to come.



**Dean Barker**  
MANAGER,  
ACCOMMODATION  
SUPPORT SERVICES

All five share-homes have experienced outbreaks over the past year and great credit goes to the teams of Support Workers who managed these events so well. Special mention must also be made of our administration team who managed to maintain staffing levels in each share-home despite reduced staff availability due to COVID rules.

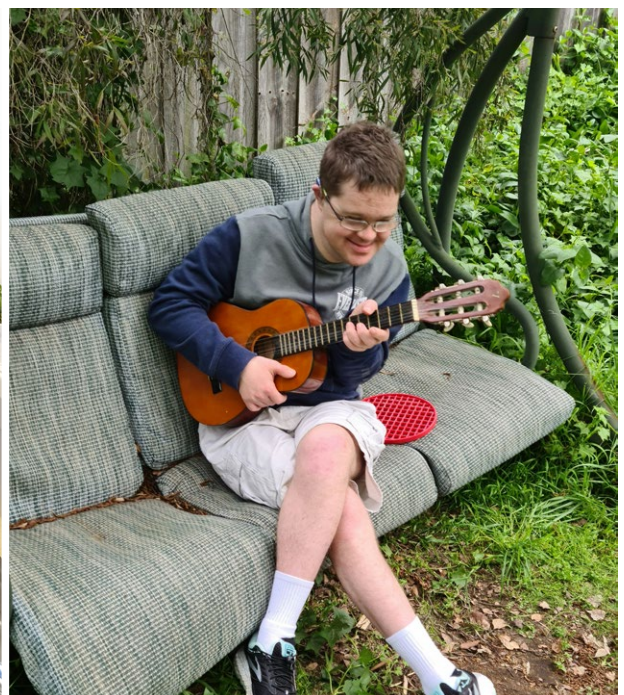
Housemates were really well supported during isolation and our staff really stepped up when required. A good example was shown when virtually all the senior team and the more experienced team members were in isolation at the same time. I was super impressed with the way remaining team members continued to deliver high quality supports and made sure that the housemates were well supported through their infection periods.

Housemates and staff have responded positively to health advice regarding vaccinations, mask wearing, social distancing, and regular cleaning. Staff are particularly commended for maintaining a positive attitude and professional approach despite uncomfortable working conditions, such as having to wear PPE on warm days. It's fair to say that we are all learning how to live with COVID, but we can't help wondering what next year might bring!

While the management of COVID has been such a big part of the past year, we also managed the introduction of a new share-home at Sorell. We had to wait almost 12 months longer than expected before the property was handed over to us, but we are thrilled to have a new property and location to offer prospective tenants. This house currently accommodates four people, three of whom are living apart from their families for the first time. Having their family member able to move into the Sorell House has enabled family members who may be managing their own health issues and support needs, reassurance that their loved one is happy and well supported.



*Pete F cooking*



*Jarrod enjoying playing his guitar*

The flexible design of the Sorell House has enabled us to offer accommodation and supports to people with a wide range of needs. The Sorell team are commended for their ability to move from meeting complex health needs through to psycho-social supports for some tenants who live reasonably independently. With the support of our staff, one tenant has expanded his horizons by engaging in supported employment, joining the local Sorell volunteer fire brigade, and attending other local events and activities. Team members have also enjoyed teaching him how to cook simple meals for himself as well as how to manage the smoke detectors!

Tracy Farley and Carel Dookie did a fabulous job of building and leading the Sorell team through its' early beginnings. While Carel has recently moved to another role with Montagu, I know that the team will continue to deliver excellent supports and always act in the best interests of the tenants.

The past year saw our staffing restructure further bedded down and we are seeing several positive outcomes of the new structure. Families report better communications with the teams, Support Workers tell us that they feel better supported by having a Team Leader onsite, external stakeholders such as Support Coordinators, allied health professionals, and day program providers have clearer communication lines with Key Workers and, as Manager of the Accommodation Supports Program, I have the benefit of being surrounded by really capable people that I can delegate tasks to with confidence.

The Lenah Valley team were happy to be directly involved in the choice of a new vehicle for tenants of the house. After considering several options, and a couple of test drives, the team decided that the Toyota Granvia was the best fit-for-purpose vehicle available. The new vehicle is a hit with the tenants and is being well used.

We were also truly proud of the way the Claremont House team supported a long-term client who had dreams of living more independently, (and of having her own ensuite!), to make the decision to move into a new house with another provider.

The team were professional enough to get past the regret of “losing” a client and were able to work in her best interests to help her achieve her dream. Once a suitable opportunity was identified, the Team Leader and Key Worker carefully arranged supported visits to the new accommodation site and eventually the plan became a reality and the move was made. We are glad to hear that this is working well, and our former client is happy with the change she has made.

It didn't take long for a referral to be received for a client looking to move into the Claremont House. There was some urgency about his need for alternative accommodation and we worked with the Office of the Public Guardian to work through the orientation and matching process as quickly as we could. The team at Claremont did their best to welcome him into the house and to help settle him in. He has become a valued member of the household and is another passionate AFL supporter, with his bedroom looking like a shrine to the Carlton football club! This tenant had never lived away from his family before and it is a credit to the Claremont Team that they have enabled him to fit in so well and so quickly.

We expect to lose another resident from Claremont by the time of the AGM – a person who also had the goal of living more independently and closer to her children who live south of Hobart. Full marks to the team for the really great work that they have done to help build this person's independent living skills including her decision making and control of her own



*Stuart cleaning the rabbit cage*



affairs. During the past year, the team also had the difficult task of providing supports to two Claremont tenants who suffered very sad family bereavements. This was done with compassion, professionalism, and care in both situations.

While I have singled out Sorell and Claremont for comment here, it needs saying that I've seen fantastic work done across all share homes and have seen people supported through some very challenging times. I tip my hat to all the accommodation support workers and particularly to the team leaders and key workers who provide leadership within the houses.

A big step forward for Accommodation Support Teams has been the way we administer house finances. We now utilise internet banking services to pay suppliers and accounts meaning we pay accounts quickly and reliably while still retaining at least a two-step approval processes for financial safety and have a better paper trail than what cheque books and signatories provided. The next step is to find safe ways to bring clients' personal finances, held at the houses, into the modern world too. Watch this space!

Claremont and Granton houses have plans underway for some changes within the houses to provide a second living area. When you have four individuals with their own interests, plus family and friends who visit, it is clear that one living area is not sufficient. These changes will enable us to better meet people's leisure-at-home needs.

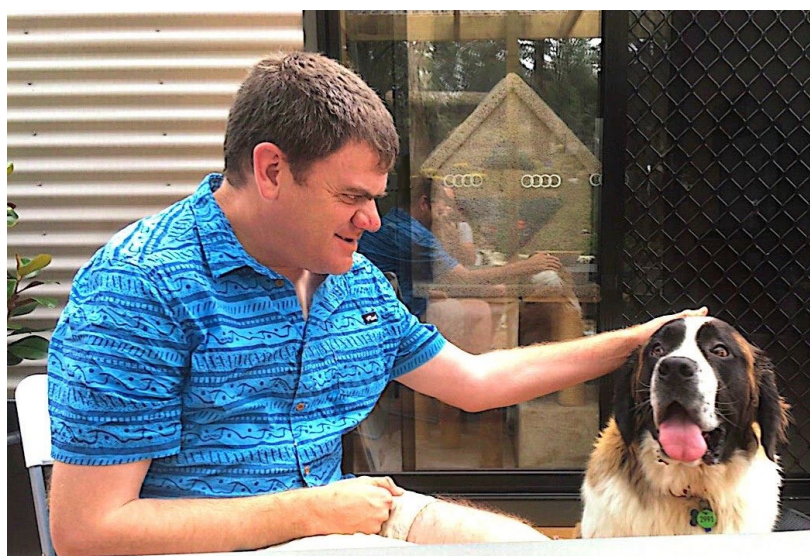
Other positives this year include the introduction of the online induction training module for all staff. The iinduct module surpassed expectations in terms of the detail and thoroughness of the training provided and proved to be another step towards excellence.

Once again, I pay my respect to Russ for his consistent support and guidance. Montagu is truly blessed to have someone with the knowledge of the sector and such high ethical standards to lead us. I also again feel very lucky to have the support of the skilled and committed group of people that make up our voluntary board of directors. And, of course, I commend our talented workers for the supports they provide assisting people to live their best lives.

Roll on 2022/23!

### **Dean Barker**

MANAGER, ACCOMMODATION SUPPORT SERVICES



*Luke and a St Bernard*



*James cooking on the barbecue*

# Employee Experience and Culture Report

I am pleased to present the Coordinator, Employee Experience and Culture's report for the financial year 2021/2022.



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

As this new financial year commenced, our new organisational structure was taking shape and finding its feet. This was a challenging time for many as we settled into the new structure, however, a year on, the benefits to staff and clients is becoming clearer.

Recruitment continues to be a constant in our commitment to ensuring excellence in service delivery and to being an employer of choice. This financial year we have welcomed 34 new employees to Montagu, 31 to direct Support Worker positions and 3 to our Management Team. We have also farewelled 22 employees, over half of whom left because they were moving intra or interstate, or there was no longer work available in their geographical location. At the end of this financial year we had 118 staff across

the organisation.

Across this year, over 2,500 hours of training have been delivered to our workforce, over 800 of which was in delivering our new online induction system – iinduct – to our entire workforce. This has been a truly fantastic addition to our training and development resources for staff – I wish to thank Russ and the Board for supporting the introduction of this platform for not only all new employees, but for all our existing workforce too, as a way to ensure a strong, consistent foundation of knowledge across the organisation. We have had positive feedback about the iinduct program since it rolled out in May this year, with one staff person in particular commenting:

*"This initiative was a good indication of the way management take care of workers and support them in their roles".*

*Other training delivered across the organisation includes buddy shifts alongside experienced workers, first aid, medication, manual handling, vehicle orientations, mental health first aid, PPE donning and doffing, and a range of client specific complex care training such as PEG administration. We have also been pleased to support someone in a traineeship in an Administration Assistant position within the Management team, which has certainly provided a huge boost to resources within the office as well as benefits to the trainee.*

Our Student Work Placement program has continued to develop over the last year with a focus on ensuring a steady flow of students without placing undue pressure on clients and staff. The program forms part of our commitment to support the development of the wider disability sector and supporting individuals new to the sector with a positive learning experience for their placement. Across the 2021/22 year we have supported 11 students undertaking placements to complete their Certificate III in Individual Support; 63% of whom have then progressed through the recruitment process to become valued new Montagu employees. I also thank clients and staff for their amazing support of this program.

I think the words of one recent student say it best:

*"I would like to thank everyone involved in supporting me for placement. The clients and staff are amazing, incredibly helpful and supportive. I have found the experience informative, enriching and has reinforced my commitment in continuing a career in the disability sector."*

I thank all my supportive colleagues in our Management team, and all our wonderful direct support staff for another year of striving for excellence in all that we do!

**Bec Eldridge**

COORDINATOR, EMPLOYEE EXPERIENCE AND CULTURE



*Kylie has a hot chocolate at Banjos after doing her banking*

# Community Supports Report

The Community Supports Program has encountered many ups and downs over the past year and has dealt with a lot of change. Ange Evans moved on as the Program Manager leaving behind a great legacy and a lot of positive impacts on a lot of lives. Jess Quilliam was later appointed as the Program Manager and is now taking a well-earned break to welcome her new little girl into the world. Kristyanne Foster was hired to fill Jess' position and Carel Dookie has been appointed as an Acting Assistant Manager while I fill in for Jess. Carel and Kristyanne have settled in well to the program and have already built a strong rapport with both the staff and the people we support. Carel and Kristyanne are a great asset to the Community Supports Program and Montagu.



**Elon Watt**  
ACTING MANAGER,  
COMMUNITY  
SUPPORTS PROGRAM

The Community Supports Program has shown great resilience in the face of change and uncertainty. COVID-19 has had a huge impact on rostering, but due to the hard work and commitment of all the staff at Montagu, the program has thrived in its delivery of support services.

Mr. Brian Wright had this to say about the supports he receives from Montagu:

*"Montagu has provided me an extra day of supports for my love and passion of Lego as my other support days were set aside for my appointments. Montagu did an amazing job with matching me with a support worker that was able to encourage me and work alongside me to achieve this goal. Since the supports commenced, I have been supported to attend an opening day which had a Lego contest and to my surprise I came fourth. This made my day and I was very grateful that Montagu organised the supports last minute. The staff were very patient, and it was great that they also have the same interest in Lego. I look forward to my weekly supports for Lego day."*

The Community Support Program has seen eight new clients access our services in addition to several significant requests for increased support hours from existing clients. This has resulted in regular recruitment of new staff and increased opportunities for extra work for our longer serving staff.

## Holidays

The Community Support Program has successfully supported several people to enjoy intrastate holidays this year. This is just another example of how Montagu is supporting people to achieve their goals. This is what Mr. Adam Brown had to say:

*"I have been receiving supports from MCL over the years and the staff have been great with the services they have provided and continue to provide. I love attending events that interest me and this year, MCL supported me to attend Disney on Ice. I had been looking forward to the event and especially spending quality time with my family. We had a great time and it was a memorable experience. I would like to thank MCL for supporting me to that event and many other outings and trips I go on."*



Heath, the future Paralympian



Heleyne enjoying the music





*Paul (left) and Matthew (right) testing their bowling skills*

## **TasTAFE**

This year, Montagu ceased the provision of supports for students living with disability undertaking the Work Pathways course at TasTAFE. This difficult decision was made due to changes included in the tender document that made increased the workload of our rostering staff and, in our opinion, made the service unsustainable. While it was sad to say goodbye, we are proud of the work and services provided to the students and teachers of TasTAFE over the previous 4 years.

## **Coordination of Supports Service**

Montagu agreed to support a trial that has seen us expand the delivery of Support Coordination services to the North of the state. While we understand that breaking into a new market will be challenging, we are optimistic that our long-serving Support Coordinator, Kirsten will work hard to build this part of our business following her move to Launceston. Anchal has been recruited to take over the COS reins in Hobart and she has even taken Montagu “international” after successfully working remotely from India for 4 weeks while visiting her family.

## **Respite & Short-Term Accommodation Supports**

The Community Supports Program has successfully provided several in-home respite services as well as Short Term Accommodation (STA) services during the past year.

Respite is an important service for the people we support, providing a break for the client as well as their family, all while working to build the skills and confidence of the person being supported.

Montagu has also delivered several weeks of Short-Term Accommodation (STA) supports to people in crisis – often due to a breakdown in their living arrangements. This support is an essential service in our community, and Montagu is proud to be able to offer this when people urgently need extra help and support while they make longer-term arrangements for their supports.

## **Summary**

While the last 12 months have brought lots of change, challenges, and uncertainty, the one certainty we have is that the skilled and dedicated staff at Montagu continue to come to work every day and give it their all. It is a privilege to work alongside people who choose to make a difference in the lives of others every day. I look forward to working with every member of the team as we strive for excellence in all that we do in the year ahead.

## **Elon Watt**

ACTING MANAGER, COMMUNITY SUPPORTS PROGRAM

# 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.



# Board of Directors

Information on Directors as at 30/06/2021

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## Judi Reid

### CHAIR & 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 Chair.

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## Sarah Davidson

### DIRECTOR & DEPUTY CHAIR

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.

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## Abid Hussain

### DIRECTOR & TREASURER

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.

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## Zsuzsa Kollo

### DIRECTOR

Montagu has been a part of Zsuzsa's life for over 25 years, since Montagu started to support her son who is living with disability. She has seen Montagu change and grow over the years from small beginnings, to become a successful and respected Tasmanian service provider. Zsuzsa trained as a visual artist, first in her home city of Budapest, and later here in Tasmania. She exhibits her work regularly in various galleries and used to run an art school for children in Hobart for several years. She now offers art classes at her studio in Dodges Ferry. Zsuzsa joined the board in 2021

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## Kimberley Martin

### 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 Director 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).

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## **Phil Mollineaux**

### **DIRECTOR**

Phil joined the Montagu Board as Director in 2021 and is the parent of a person currently receiving supports by Montagu. Graduating from UTAS and Tas Advanced College of Education in 1973. He is a retired teacher of Physical Education and Outdoor Education after 40 years with the State Education Department. Phil brings extensive governance experience to the Montagu Board having been a founding member of Community Based Support, and a past board member of Cerebral Palsy Tasmania.

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## **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.

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## **Laura Papiccio**

### **DIRECTOR**

Laura has a Bachelor of Business (Human Resources & Management). She joined the Montagu Board in September 2021 and brings over 13 years' experience as an executive manager across the hospitality, construction, medical, and not-for-profit sectors in Hobart and overseas. Utilising her skills in HR and Communications, Laura demonstrates a strong commitment to strategic planning and good governance, along with a passion for organisations that work with the Tasmanian community.

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## **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.

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## **Montagu Life Members**

John Dean (deceased)

Cora Dean

Rien de Vries (deceased)

Di Fuglsang (deceased)

Allan McKinlay

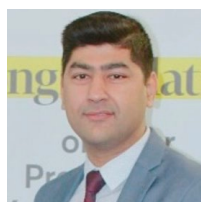
Byron Nicol

Judi Reid

# Treasurer's Report

## Summary of FY 2022 financial performance

It is my privilege to provide this report for the financial year ending 30th June 2022 in my role of Treasurer for Montagu Community Living Inc. I thank the previous Treasurer, Rita Eid, for her contribution as Treasurer in the previous financial year.



**Abid Hussain**  
TREASURER

Montagu has had another successful year, continuing to fulfill its mission to provide quality services that support people to live a life that they value, and assisting people living with disability to remain connected to their communities.

The financial performance of the organisation has been impacted by several factors this financial year, including:

- The opening of the Sorell House which incurred anticipated set-up costs and generated additional revenue. As this house is not fully tenanted, Montagu has incurred unexpected expense to cover the shortfall in rent
- The anticipated full year effect of the introduction of a new service structure which has seen an increase in wage related expenses
- A tightening of price limits imposed by the National Disability Insurance Agency in an effort to control the cost of the scheme
- Unexpected reparation payments to staff due to the accidental historical underpayment of some staff working sleepover shifts with payments totaling \$123,425
- Unexpected income and expenses relating to the COVID-19 pandemic

In 2021/22, revenue increased by over 19%, or \$1,298,037, to \$7,889,902, while expenses rose by almost 29%, largely due to the full year effect of the Services restructure that was built into our budget, and the reparation payments to some staff.

Additional costs were incurred due to additional support shifts provided to clients while they were in isolation and therefore not able to attend day programs or community access activities. These costs were covered by additional claims through the NDIS. In addition, the NDIA provided an unsolicited grant of \$236,772 in recognition of the additional costs relating to the planning, management, and response costs as a result of the various waves of the pandemic. This grant was also to cover the cost of providing additional PPE to staff, cost of adjusting to changes in the SCHADS Award implemented in 2021/22, additional overtime costs as a result of staff unavailability due to isolation requirements, and additional recruitment and training costs due to the need for a larger workforce. Although this grant was to cover costs incurred in 2021/22, the deed for the grant was not signed until July 2022 and will therefore be accounted for in the 2022/23 accounts as advised by the auditor.

Net assets increased by 12% to \$3,229,120 over the year and our Current Ratio (ratio of current assets to current liabilities) sits at 3.9x which is well above the industry target of 2.0x and reflects our strong liquidity position, enabling us to meet all our anticipated commitments.

Business activities during the 2021/22 financial year returned a surplus of \$345,942 (FY 21: surplus of \$724,645), a decrease of 52% compared to the surplus generated in 2020/21 but 26% above the budgeted surplus of \$273,219 for this year.

This is the second consecutive financial year that the surplus generated through our operations has reduced markedly which reflects the Board's strategy over the past three years of generating surpluses to ensure sufficient reserves to enable the organisation to invest in new opportunities such as the Sorell House and the improved services staffing structure, while also protecting the organisation against risks in a volatile operating environment. It is worth noting that the NDIS pricing structure is designed to deliver an average of 4-8% return on income to efficient service provider organisations. Montagu's 2022 surplus comes in at 4.4% of revenue.

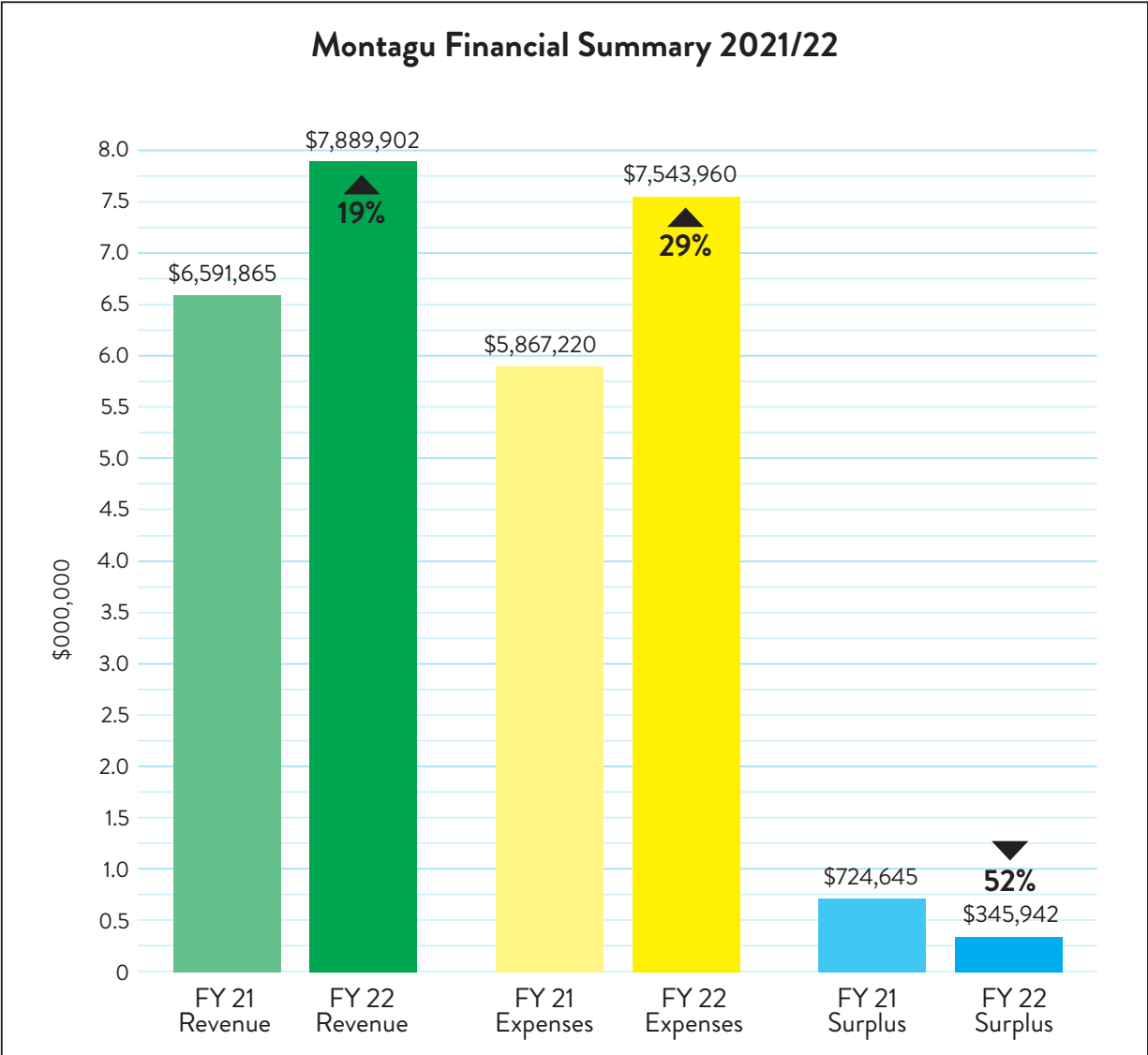
As flagged at the last AGM, the Board has contracted Main Street Financial Services to assist in the development and implementation of an investment strategy. Main Street has recommended a two-step investment strategy that has seen investment in several term deposits to increase the security of these funds as the first step. The second step of this strategy involves identifying the proportion of funds available for longer-term investment, and the funds that need to be set aside for future activity such as further expansion of our Accommodation Supports Program. This process will be completed early next year and see the implementation of the second step of investment activity.

I'd like to acknowledge the work of our CEO and the finance team. The recent appointment of a part-time accountant will assist us to implement the recommendations of the auditor and our compliance with changing accounting standards over the coming year.

I also thank my fellow Directors for their support and dedication to the purpose of Montagu Community Living Inc.



**Abid Hussain**  
TREASURER





# Montagu Community Living Inc.

## Financial Report

For the Year Ended 30 June 2022

# Montagu Community Living Inc.

For the Year Ended 30 June 2022

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# Montagu Community Living Inc.

## Board's Report

30 June 2022

The Board members submit the financial statements of the Association for the financial year ended 30 June 2022.

### 1. General information

#### Board members

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

Abid Hussain	Director and Treasurer
Selena Reynolds	Director and Public Officer
Sarah Davidson	Director and Deputy Chair
Judi Reid	Director and Chair
Byron Nicol	Director
Laura Papiccio	Director
Phil Mollineaux	Director
Zsuzsz Kollo	Director
Kimberley Martin	Director

#### Principal activities

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

#### Significant changes

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

### 2. Business Review

#### Operating result

The net surplus/(deficit) of the Association for the financial year amounted to \$345,942 (2021: \$ 724,645).



# Montagu Community Living Inc.

## Board's Report

30 June 2022

### 3. Other items

#### Significant changes in state of affairs

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

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

Board member: Al Hussain

Board member: Rid

Dated this 16 day of September 2022.

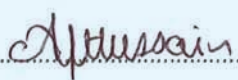
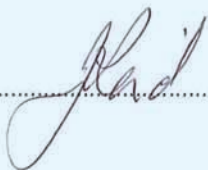
# Montagu Community Living Inc.


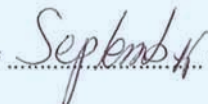
## Board's Declaration - per section 60.15 of the Australian Charities and Not-for-profits Commission Regulation 2013

The Board declare that in the Board's opinion

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

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

Board Member .....  ..... Board Member .....  .....

Dated this .....  ..... day of .....  ..... 2022.

# Montagu Community Living Inc.

## Statement of Comprehensive Income For the Year Ended 30 June 2022

	2022 \$	2021 \$
<b>Income</b>		
Government assistance COVID-19	-	50,000
Gain on sale of motor vehicle	17,191	20,482
Interest received	4,208	9,793
NDIS funding	7,325,030	6,184,878
Other funding & reimbursements	490,180	288,291
Sundry income	53,293	38,421
<b>Total Income</b>	<b>7,889,902</b>	<b>6,591,865</b>
<b>Less: other expenses</b>		
Audit and accounting	7,877	10,954
Consultants	8,906	5,720
Depreciation and amortisation	210,176	71,677
Furniture & equipment	34,814	2,039
Governance	37,773	628
Information technology	67,494	52,996
Insurance	27,418	31,189
Interest leased asset	22,781	5,467
Loss on sale of motor vehicle	-	421
Memberships	13,087	16,607
Quality	3,080	10,339
Salaries and related costs	6,900,725	5,520,524
Sorell units subsidy	17,123	-
Short term accommodation cost	7,128	-
Staff expenses	100,140	58,635
Utilities and consumables	85,438	80,024
<b>Total other expenses</b>	<b>7,543,960</b>	<b>5,867,220</b>
<b>Net surplus/(deficit) for the year</b>	<b>345,942</b>	<b>724,645</b>
Other comprehensive income	-	-
<b>Total comprehensive income</b>	<b>345,942</b>	<b>724,645</b>

The accompanying notes form part of these financial statements.



# Montagu Community Living Inc.

## Statement of Financial Position As At 30 June 2022

	Note	2022 \$	2021 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	1,567,101	2,496,913
Financial assets		2,000,475	500,000
Trade and other receivables	4	411,980	654,766
<b>TOTAL CURRENT ASSETS</b>		<u>3,979,556</u>	<u>3,651,679</u>
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	5	217,564	218,011
Right-of-use asset	6	339,241	86,420
<b>TOTAL NON-CURRENT ASSETS</b>		<u>556,805</u>	<u>304,431</u>
<b>TOTAL ASSETS</b>		<u>4,536,361</u>	<u>3,956,110</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	7	97,782	133,362
Other liabilities	8	156,698	232,067
Employee benefits	9	605,614	524,041
Lease liability		145,146	43,714
<b>TOTAL CURRENT LIABILITIES</b>		<u>1,005,240</u>	<u>933,184</u>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	9	97,821	93,823
Lease liability		204,180	45,925
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>302,001</u>	<u>139,748</u>
<b>TOTAL LIABILITIES</b>		<u>1,307,241</u>	<u>1,072,932</u>
<b>NET ASSETS</b>		<u>3,229,120</u>	<u>2,883,178</u>
<b>EQUITY</b>			
Reserves		227,321	227,321
Accumulated surpluses		3,001,799	2,655,857
<b>TOTAL EQUITY</b>		<u>3,229,120</u>	<u>2,883,178</u>

The accompanying notes form part of these financial statements.

# Montagu Community Living Inc.

## Statement of Changes in Equity For the Year Ended 30 June 2022

### 2022

	Accumulated Surpluses	General Reserves	Personal Leave Reserve	Total
	\$	\$	\$	\$
<b>Balance at 1 July 2021</b>	2,655,857	70,000	157,321	2,883,178
Net surplus/(deficit) for the year	345,942	-	-	345,942
<b>Balance at 30 June 2022</b>	<u>3,001,799</u>	<u>70,000</u>	<u>157,321</u>	<u>3,229,120</u>

### 2021

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

The accompanying notes form part of these financial statements.

# Montagu Community Living Inc.

## Statement of Cash Flows

For the Year Ended 30 June 2022

	Note	2022 \$	2021 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Government grants, fees and other income		8,027,476	6,458,901
Interest received		4,208	9,793
Payments to suppliers & employees		(7,374,712)	(5,588,825)
Net cash provided by operating activities	12	<u>656,972</u>	<u>879,869</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Proceeds from sale of assets		24,312	47,500
Purchase of plant and equipment		(65,817)	(156,610)
Payment for investments		(1,500,475)	-
Net cash provided by/(used by) investing activities		<u>(1,541,980)</u>	<u>(109,110)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Lease payments		<u>(44,804)</u>	<u>(43,882)</u>
Net cash used by financing activities		<u>(44,804)</u>	<u>(43,882)</u>
Net increase/(decrease) in cash and cash equivalents held		(929,812)	726,877
Cash and cash equivalents at beginning of year		<u>2,496,913</u>	<u>1,770,036</u>
Cash and cash equivalents at end of financial year	3	<u><u>1,567,101</u></u>	<u><u>2,496,913</u></u>

The accompanying notes form part of these financial statements.



# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

The financial statements cover Montagu Community Living Inc. as an individual entity. Montagu Community Living Inc. is a not-for-profit Association incorporated in Tasmania under the Associations Incorporation Act (TAS) 1964 ('the Act').

The functional and presentation currency of Montagu Community Living Inc. is Australian dollars.

### 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.

# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 1 Summary of Significant Accounting Policies

#### (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:

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

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

#### (g) Trade and Other Payables

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

# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 1 Summary of Significant Accounting Policies

#### (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 applicable standards which became effective for the first time for the year ending 30 June 2022, 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 Association is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.



# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 1 Summary of Significant Accounting Policies

#### (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;

##### *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 - Revenue from contracts with customers*

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

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

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Association have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

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.

# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 2 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements 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 Association. 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

	2022	2021
	\$	\$
Cash at bank	1,566,272	2,496,713
Cash on hand	500	200
Undeposited funds	329	-
	<u>1,567,101</u>	<u>2,496,913</u>

# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 4 Trade and Other Receivables

	2022	2021
	\$	\$
Current		
Accrued income	181,929	135,601
Debtors	177,473	458,848
Service user	2,016	2,404
Prepayments	50,562	57,913
	<u>411,980</u>	<u>654,766</u>

### 5 Plant and Equipment

	2022	2021
	\$	\$
Plant and equipment		
At cost	55,631	43,833
Accumulated depreciation	<u>(55,631)</u>	<u>(42,789)</u>
Total plant and equipment	<u>-</u>	<u>1,044</u>
Motor Vehicle		
At cost	314,259	310,234
Accumulated depreciation	<u>(96,695)</u>	<u>(93,267)</u>
Total motor vehicles	<u>217,564</u>	<u>216,967</u>
Total plant and equipment	<u>217,564</u>	<u>218,011</u>

### 6 Right of Use Asset

	2022	2021
	\$	\$
Right of use asset - property		
At Cost	558,000	168,825
Accumulated depreciation	<u>(218,759)</u>	<u>(82,405)</u>
	<u>339,241</u>	<u>86,420</u>



# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 7 Trade and Other Payables

	2022	2021
	\$	\$
Current		
Creditors	19,844	4,740
GST payable/(receivable)	(25,641)	10,043
Payroll liabilities	103,579	118,579
	<u>97,782</u>	<u>133,362</u>

### 8 Other Liabilities

	2022	2021
	\$	\$
Accrued expenses	156,698	109,155
Accrued backpay	-	122,912
	<u>156,698</u>	<u>232,067</u>

### 9 Employee Benefits

	2022	2021
	\$	\$
Current		
Provision for annual leave	434,152	372,581
Provision for long service leave	171,462	151,460
	<u>605,614</u>	<u>524,041</u>
Non-Current		
Provision for long service leave	97,821	93,823
	<u>97,821</u>	<u>93,823</u>

### 10 Auditors' Remuneration

	2022	2021
	\$	\$
Remuneration of the auditor of the Association, Crowe Audit Australia, for:		
- Auditing and compilation of the financial statements	6,975	5,795
Total	<u>6,975</u>	<u>5,795</u>

### 11 Contingent Assets and Contingent Liabilities

In the opinion of the Board of Directors, the Association did not have any contingencies at 30 June 2022 (30 June 2021: None).

# Montagu Community Living Inc.

## Notes to the Financial Statements For the Year Ended 30 June 2022

### 12 Cash Flow Information

Reconciliation of net surplus/(deficit) to net cash provided by operating activities:

	2022	2021
	\$	\$
Net surplus/(deficit) for the year	345,942	724,645
Non-operating cash flows in surplus/(deficit):		
- depreciation and amortisation	210,176	71,677
- net (gain)/loss on disposal of assets	(16,790)	(20,061)
- interest on leased asset	22,781	5,467
- rent income from leased assets	(122,544)	-
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	242,784	(172,960)
- increase/(decrease) in trade and other payables	(110,948)	173,593
- increase/(decrease) in employee benefits	85,571	97,508
Cashflow from operations	<u>656,972</u>	<u>879,869</u>

### 13 Events After the End of the Reporting Period

There are no 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 2022, 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...14...day of...September...2022.

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 the Crowe Australasia external audit division. 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 2022, 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 2022 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 2022, 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...20...day of...September...2022.  
Hobart, Tasmania.

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Happy days!





Mark and Zsuzsa at the Queen Victoria Museum in Launceston



Jarrod admiring his birthday cake with Issy in the background



Emma and Mandeep making cookies



Matt D enjoying Dark Mofo



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## **Montagu Community Living**

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