



ANNUAL REPORT

2021

North — Eastern
Montessori School
Association

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BOARD CHAIR'S REPORT

GREETING TO ALL OF THE COMMUNITY WE SERVE.

The year of 2021 was particularly challenging for the community. Just as we all started to get back to some sort of normal, the Omicron wave of COVID emerged to put us all under restrictions that were unpredictably long and quite dispiriting. Our families and staff were mercifully free of major outbreaks but the experience of returning to remote learning for our children while parents were at home was very challenging. This phase of our children's learning was still productive, the result of the energetic educational leadership of our Principal, Janis Coffey, and our highly engaged staff.

I do hope that the challenges to student wellbeing and learning do not prove too negative in the long run. It seems to me that all the staff, whether educators or support, have, in their own ways, given so much to ameliorate the effects of COVID on our students

GOVERNANCE

The school is governed by the Board of the North-Eastern Montessori School Association. The 2020-2021 Board had up to 6 Elected Directors and up to 3 Appointed Directors while the 2021-2022 Board comprised up to 5 Elected Directors and up to 4 Appointed Directors.

The Board works closely with the Principal to provide the very best Montessori-based early learning and school-age programs possible. The Board has governance responsibilities under corporations' law and other relevant laws and regulations.



BOARD CHAIR'S REPORT

ANNUAL GENERAL MEETING (AGM)

The AGM was held on 19 May 2021. The Principal made a well-received presentation and discussion on the encouraging growth in enrolments and the number and type of buildings and grounds projects in progress or completed.

The opportunity to see the Board in action, to meet Directors, to get an update from the Principal, and to discuss issues of mutual concern was greatly appreciated by those who attended.

This year, there will be an opportunity at the AGM to find out about, and discuss, the proposed Masterplan, which the Board is considering. A second consultation concerning the development of a Reconciliation Action Plan for the school will also be conducted. Both are significant matters, the former being about upgrading the school buildings and the latter about enhancing the school's culture of inclusion.

AGM SPECIAL RESOLUTION TO CHANGE THE CONSTITUTION

At this year's Annual General Meeting, the Board is proposing, along with some straightforward administrative alterations, to change the definition of Member of the Association. This comes in the form of a Special Resolution. The definition and number of votes per family enshrined in the Special Resolution is the Board's best effort to recognise, and be sensitive to, the diversity of family arrangements. The impetus for this change came during 2021 but could not be addressed until this year's AGM.

This is an important change and one very good reason to attend the AGM. The reasons for the proposed changes to membership will be presented and discussed so as to ensure you, the community, are well-informed and the matter can be resolved positively.

BOARD CHAIR'S REPORT

SOME HIGHLIGHTS FOR 2021

- Finalised and published the 2021-2025 Strategic Plan.
- Approved a rigorous, three-phase process for the feasibility, financial viability, and organisational capability of “Big Projects”.
- Began to apply the Big Projects process to the consideration of a Montessori Adolescent Program (secondary age group) through consideration of an early feasibility study and a planning day focused on what might be needed for each phase. This is an ongoing process – the Phase 1 Feasibility was approved in 2022; consequently, work on Phase 2 has begun.
- Approved the 2022 budget, including fees; reviewed finances relative to budget and approved updates to forecasts throughout the year.
- Began the masterplan process (A well-developed draft of this is what is being presented at the 2022 AGM).
- Discussed in detail nationally consistent child-safe legislation and approved an updated policy (this is to be updated again in 2022 in the light of further legislative changes).
- Reviewed the pleasing NAPLAN Literacy and Numeracy results.
- Noted the comparatively high Net Promoter score, which demonstrates that parents and staff have great confidence in the school.

COMMITTEES

During 2021 the Board had four committees: Audit Risk and Compliance (ARCC); Infrastructure, Buildings and Grounds (IBG); Membership (Mem), and Remuneration and Nominations (Rem/Noms). My thanks go to the Directors who chair these committees: Amod Joshi ARCC), Mun Rosewarne (IBG), Rebecca Norris (Mem), and Justin Garrett (Rem/Noms). With Rebecca's resignation, Mem was subsumed under ARCC.

ARCC deals with finance oversight, the risk register, AGM and other membership issues; IBG with IT, energy, buildings and grounds; Rem/Noms with making sure the company has the appropriate skills to govern and manage its operations.

BOARD CHAIR'S REPORT

DIRECTORS

During 2021, Susan Jansen retired at the AGM, having provided excellent leadership, especially around governance issues. Rebecca Norris, who made valuable contributions around communications, resigned due to business and family commitments. Mun Rosewarne, a much-appreciated stalwart of the school, retired in December when her last child left for secondary education. In order to maintain continuity, and with her agreement, the Board decided to co-opt Mun to IBG for 2022.

THANKS

Thank you to our Principal, Janis Coffey, for her excellent and sensitive leadership of the school and its community in difficult times. Janis is well-supported by our Business Manager and Company Secretary, Manoli Galanakis, who keeps us in line financially and who, with Janis, forms a formidable Management Team.

Thanks, too, to all our Support Staff and Educators for their excellent contributions to make sure North-Eastern is a place where Children Love to Learn.

Finally, thank you to all the Directors for their high-level, voluntary commitment to the governance of the Association.

Neil Champion
Chair, North-Eastern Montessori School Association

SCHOOL GOVERNANCE

COMMITTEE STRUCTURE

North-Eastern is governed by a Constitution (revised in May 2019) and a Board of Directors appointed in accordance with the Constitution.

The NEMS Board has four standing committees. Each committee includes the Principal and Business Manager ex officio.

BOARD ATTENDANCE 2021

BOARD MEMBER	SERVICE	A	B
Margaret Abernethy	1st January – 31st December 2021	9	10
Neil Champion	1st January – 31st December 2021	10	10
Justin Garrett	1st January – 31st December 2021	9	10
Susan Jansen	1st January – 19th May 2021	4	4
Amod Joshi	1st January – 31st December 2021	9	10
Rebecca Norris	1st January – 25th July 2021	3	5
Jade McEwen	19th May – 31st December 2021	5	6
Ellen McOmish	12th August 2021 – 31st December 2021	4	4
Has Razwi	12th August 2021 – 31st December 2021	4	4
Mun Rosewarne	27th May 2020 – 31st December 2021	10	10

A: Number of Board Meetings attended

B: Number of Board Meetings held during the period of service



SCHOOL GOVERNANCE

North-Eastern Montessori School supports and promotes the principles and practice of Australian democracy, including a commitment to elected government; the rule of the law; equal rights for all before the law; freedom of religion; freedom of speech and association; and the values of openness and tolerance.

BOARD MEMBERSHIP

Margaret Abernethy	Appointed Director (November 2020) Member, Remunerations & Nominations Committee	A.M., B.Ec., Ph.D.
Neil Champion	Appointed Director (February 2019) Board Chair Member, Audit, Risk & Compliance Committee	B. Sc. (Hons.) Dip. Ed. M. Sc. Ed.
Justin Garrett	Elected Director (May 2018) Deputy Chair (May 2021) Chair, Remunerations & Nominations Committee	B. Ed (Psych, Eng, SOSE) Post Grad. Diploma Japanese ISV Directors Course
Susan Jansen	Elected Director (December 2017) Deputy Chair (January – May 2021) Member, Remunerations & Nominations Committee	B. Ec./B. Comm. AFMA Accredited IECL Executive Coach GAICD INSEAD Diversity Program
Amod Joshi	Elected Director (May 2019) Treasurer Chair, Audit, Risk & Compliance Committee	B. Eng (Electronics & telecom) Finance for non-Finance Course

SCHOOL GOVERNANCE

BOARD MEMBERSHIP

Rebecca Norris	Elected Director (May 2019) Chair, Membership Committee	B. A. (Media & Communications) M. Ed.
Jade McEwen	Elected Director (May 2021) Member, Audit, Risk & Compliance Committee	M.Soc, Ph.D.
Ellen McOmish	Appointed Director (August 2021) Member, Infrastructure, Buildings & Grounds	BA, LLB
Mun Rosewarne	Elected Board Director (May 2020) Member, Infrastructure, Buildings and Grounds Committee	B. Planning & Design B. Architecture (Hons) Certificate of Permaculture and Design
Has Razwi	Appointed Director (August 2021) Member, Remunerations & Nominations Committee	M.Sc, M.IT

PRINCIPAL'S REPORT

OVERVIEW OF 2021

Our 2021 academic year was both challenging and a testament to the resilience of our community at North-Eastern Montessori School. With 98 calendar days in lockdown due to the COVID19 pandemic, our students had periods of Distance Learning with the longest stretch of time occurring from August to October. Students returned to School in Week 2 of Term 4, and began the process of returning to routines, reconnecting with friends, and getting back to school life.

Learning to manage the ever-changing health and safety protocols, as well as the introduction of testing and vaccination mandates became a normal part of school operations. Despite the surging cases within school communities in Melbourne, North-Eastern emerged from the tide relatively unscathed. Determination, patience and an unwavering hope for a return to 'normal' from parents, staff, and students alike, enabled our community to pull together.

Throughout 2021, the School was able to complete several construction projects including Stage 1 of the Cycle 1 Playground Refurbishment Project. With more free space for play, a new surface with cubby house, a teepee for passive play and some much-loved slides, the children have enjoyed the upgrades to their outdoor space. The School was happy to have received a further \$143,000 from a Building Blocks Improvement Grant to commence Stage 2 of the refurbishment project. The Administration Building also had a significant facelift which created better functionality for our teams, with improved meeting spaces for our community.

The School introduced a new Creative Technology Program, with an Expert-in-Residence, Creative Technologist – Gil Poznanski. The Creative Technology Lab was fitted out with a vacuum former (for making moulds), laser cutters, 3D Printers, robotics equipment for coding and STEM projects. The new tools and resources inspired some young designers in Cycle 2 and Cycle 3 students.

The School launched its new 2021-2025 Strategic Plan with four key pillars: Children who love to learn; A Vibrant Community; A Sustainable Future; and, Always Moving Forward.

As the Principal of North-Eastern, I am so grateful to our Staff for the dedication and care that they showed during a difficult year, where their energy and innovation capacities were put to the test.

I'd like to thank the community for their involvement in their children's learning throughout 2021. There has never been a time where a partnership with parents has been more important. And, finally, I'd like to thank our School Board for their time and contribution to our School.

PRINCIPAL'S REPORT

STUDENT ACADEMIC PERFORMANCE

NAPLAN 2021

In 2021, 100% of the Year 3 and Year 5 cohorts participated in the National Assessment Program for Literacy and Numeracy.

Year 3 students' performance on Literacy in 2021 demonstrated that, in comparison to all Australian students, North-Eastern students performed well above or above in all domains, with the exception of Writing which was on par with other students in the country.

ALL AUSTRALIAN STUDENTS

	Reading	Writing	Spelling	Grammar	Numeracy
Year 3	470	431	468	472	420

Compared to students with a similar background, Year 3 students performed on par in all academic areas.

STUDENTS WITH SIMILAR BACKGROUNDS

	Reading	Writing	Spelling	Grammar	Numeracy
Year 3	470	431	468	472	420

Well above
 Above
 Close to
 Below
 Well below

No results are available for the 2021 Year 5 cohort due to the small number of students enrolled in that year level.

PRINCIPAL'S REPORT

STUDENT ATTENDANCE

Students' engagement with the School's Distance Learning Program was excellent overall. Despite the challenges of learning online for the majority of the academic year and the minimal amount of face-to-face learning in 2021, student attendance overall was 92.4%. This is an excellent average for our School and is a testament to the minimal transmission of COVID19 cases at North-Eastern and the engaging interactions between teachers and students.

ENROLMENT DATA

As of December 2021, there were 220 children enrolled at North-Eastern Montessori School. Overall, there were 138 children the Early Learning section of the School, which includes our Toddler Community, 3yr old and 4yr old Kindergarten Programs. From Foundation to Year 6, there were 82 students enrolled in 2021.

The School's Socio-economic Score (SES) from 2016 has been used to determine School funding instead of the Direct Measure of Income Score (DMI) until 2022.



PRINCIPAL'S REPORT

SCHOOL SATISFACTION

Each year our School participates in the LEAD Survey facilitated by Independent Schools Victoria. In 2021, our LEAD Survey results for Parents and Staff were very positive.

One important measure of the LEAD Surveys is the Net Promoter Score. The Net Promoter Score is based on the answer to the question 'How likely are you to recommend the school to a friend or colleague?' Answers are based on a 0 (not at all likely) to 10 (extremely likely) scale. Scores range from -100 to +100. Traditionally, a Net Promoter Score of +50 or above is considered excellent. Our 2021 Net Promoter Scores for both the Parent and Staff Surveys were in the excellent range.

Parent 2021 LEAD Survey Net Promoter Score Analysis

Net Promoter Score	+50
Detractors (0-6)	4 (7%)
Passives (7-8)	23 (38%)
Promoters (9-10)	34 (56%)



Staff 2021 LEAD Survey Net Promoter Score Analysis

Net Promoter Score	+65
Detractors (0-6)	4 (10%)
Passives (7-8)	7 (17%)
Promoters (9-10)	31 (74%)



PRINCIPAL'S REPORT

SCHOOL SATISFACTION CONTINUED

LEAD Surveys assist the School Board and School Management to identify the strengths and also the areas of improvement for the School. The below table outlines the perceptions of Staff and Parents regarding the strengths and improvement areas for North-Eastern Montessori School.

Strengths of North-Eastern	
Parents	<ul style="list-style-type: none"> ✓ The School is a safe place to learn ✓ Teachers in the School know and care about children ✓ Teachers stay up to date in the things they teach ✓ The School is well-resourced
Staff	<ul style="list-style-type: none"> ✓ Students are well-supported to improve the standard of their learning ✓ Staff are dedicated to improving student learning outcomes ✓ Staff use a variety of teaching strategies and learning activities to help students learn

Identified Areas for Improvement	
Parents	<ul style="list-style-type: none"> ✓ More School resources ✓ Support with Transition
Staff	<ul style="list-style-type: none"> ✓ Supporting students' behaviour & discipline ✓ Improved use of technology

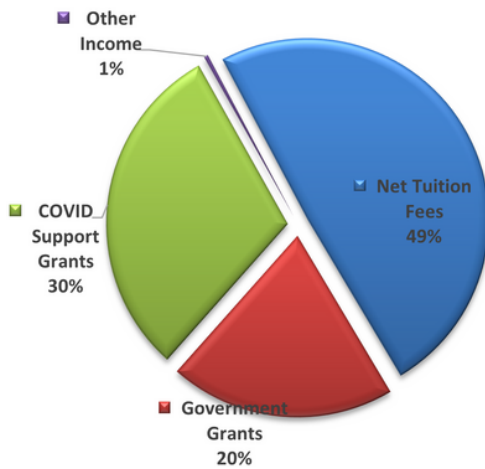


INCOME & EXPENDITURES

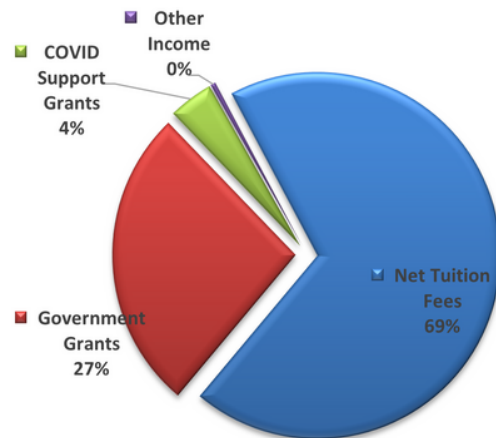
2020 AND 2021

TOTAL REVENUE

2020 Income - \$4.38M

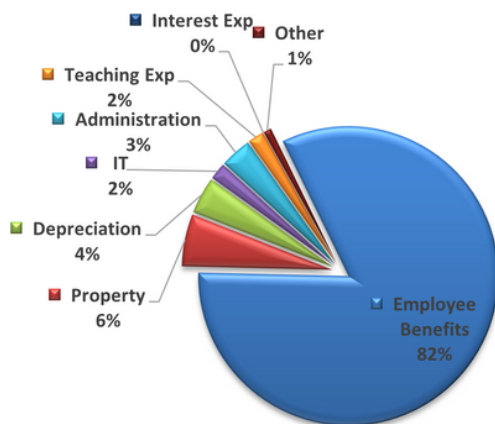


2021 Income - \$4.88M

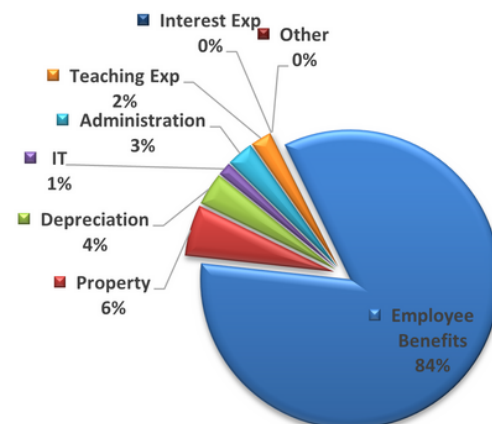


OPERATING EXPENSES

2020 Operating Expenses - \$3.69M



2021 Operating Expenses - \$4.51M





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INDEPENDENT AUDITOR'S REPORT

To the members of North-Eastern Montessori School Association

Opinion

I have audited the financial report of North-Eastern Montessori School Association, which comprises the statement of financial position as at 31 December 2021, the income statement, statement of changes in equity and cash flow statement for the year then ended, notes comprising a statement of significant accounting policies and other explanatory information, and the directors' declaration.

In my opinion, the financial report of North-Eastern Montessori School Association is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the North-Eastern Montessori School Association's financial position as at 31 December 2021 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

Basis of opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of my report. I am independent of the registered entity 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 my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

I confirm that the independence declaration required by the *Corporations Act 2001*, provided to the directors of the Company, would be in the same terms if provided to the directors as at the date of this auditor's report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter – Basis of accounting

I draw attention to Note 1 of the financial report, which describes the basis of accounting. The financial report has been prepared for fulfilling the directors' financial reporting under the *Corporations Act 2001*. As a result, the financial report may not be suitable for any purpose.

My opinion is not modified with respect to both of these matters.

Director's Responsibility for the Financial Report

The directors of the company are 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 report is appropriate to meet the requirements of the *Corporations Act 2001* and is



appropriate to meet the needs of the members. The directors' responsibility also includes such internal controls as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the company'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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibility for the Audit of the Financial Report

My objective is 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Standards on Auditing 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.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

Dr Margaret M Salter FCA PhD
31 March 2022
Doncaster Victoria 3108

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION A.C.N. 005 235 647 INCOME STATEMENT FOR THE YEAR ENDED 31 December 2021

	Note:	2021 \$	2020 \$
Fees	2	3,362,729	2,156,684
Grants	2	1,496,111	2,207,942
Other Income		22,370	16,493
Total Revenue		4,881,210	4,381,119
Depreciation	2	161,322	145,959
Employee benefits expense	2	3,786,454	3,046,945
Other Expenses		563,137	496,282
Borrowing Expenses		21	43
Total Expenses		4,510,934	3,689,229
Net Surplus/(Deficit) from ordinary activities		370,276	691,890
<i>Other comprehensive income</i>			
Items that will not be reclassified subsequently to profit or loss:			
Capital Grant	2	60,000	60,000
Gain on revaluation of land		2,248,500	-
Items that will be reclassified subsequently to profit or loss:			
Other non-recurring expenses		-	-
Total Comprehensive Net Surplus/(Deficit) for the year		2,678,776	751,890

The above statement should be read in conjunction with the accompanying notes

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION A.C.N. 005 235 647 STATEMENT OF FINANCIAL POSITION AS AT 31 December 2021

	Note:	2021 \$	2020 \$
CURRENT ASSETS			
Cash on Hand	3	1,373,463	1,162,737
Receivables	4	27,360	41,077
Other	5	36,331	84,334
TOTAL CURRENT ASSETS		1,437,154	1,288,148
NON CURRENT ASSETS			
Property, Plant & Equipment	6	13,138,669	10,468,889
TOTAL NON CURRENT ASSETS		13,138,669	10,468,889
TOTAL ASSETS		14,575,823	11,757,037
CURRENT LIABILITIES			
Creditors & Borrowings	7	120,841	145,707
Provisions	8	148,701	119,787
Enrolment Bonds	9	95,521	40,000
Other - Payroll & GST	10	235,850	163,165
TOTAL CURRENT LIABILITIES		600,913	468,659
NON CURRENT LIABILITIES			
Creditors & Borrowings	7	614	593
Provisions	8	169,308	161,979
Other - Enrolment Bonds	9	359,197	358,793
TOTAL NON CURRENT LIABILITIES		529,119	521,365
TOTAL LIABILITIES		1,130,032	990,024
NET ASSETS		13,445,791	10,767,013
EQUITY			
Capital Grants Reserve		3,645,475	3,585,475
Asset Revaluation Reserve		8,234,629	5,986,129
Retained Surplus		1,565,687	1,195,409
TOTAL SHAREHOLDERS EQUITY		13,445,791	10,767,013

The above statement should be read in conjunction with the accompanying notes

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION A.C.N. 005 235 647 STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 December 2021

	2021 \$	2020 \$
Reserves Capital Grants		
Balance at start of the financial year	3,585,475	3,525,475
Capital Grants received	60,000	60,000
Balance at the end of the financial year	<u>3,645,475</u>	<u>3,585,475</u>
Asset Revaluation Reserve		
Balance at start of financial year	5,986,129	5,986,129
Revaluation of Land	2,248,500	-
Balance at end of financial year	<u>8,234,629</u>	<u>5,986,129</u>
Retained Earnings		
Balance at start of the financial year	1,195,409	503,522
Profit (Loss) for the financial year	370,276	691,890
Rounding	2	(3)
Balance at the end of the financial year	<u>1,565,687</u>	<u>1,195,409</u>
Total Shareholders Equity	<u>13,445,791</u>	<u>10,767,013</u>

The above statement should be read in conjunction with the accompanying notes

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION A.C.N. 005 235 647 STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 December 2021

	Note:	2021 \$	2020 \$
Cash Flows from Operating Activities			
Receipts from operating activities		3,376,446	2,156,575
Revenue Grants (State and Commonwealth)		1,302,186	881,543
COVID support Grants & funding		193,925	1,326,399
Other Income		22,370	16,493
Payments made to Employees and Suppliers		(4,165,260)	(3,399,061)
Interest Received		3,659	1,287
(Gain)/Loss on sale or disposal of non-current assets		(472)	7,872
Interest and other costs of finance paid		(21)	(43)
Net Cash Provided by/(to) Operating Activities	11	732,833	991,065
Cash Flows from Investing Activities			
Capital Grants		60,000	60,000
Proceeds from sale of property, plant and equipment		1,569	-
Purchases of Property, Plant and Equipment		(583,699)	(158,341)
Net Cash used in Investing Activities		(522,130)	(98,341)
Cash Flows from Financing Activities			
Proceeds/(Repayment) of Borrowing		21	(4,957)
Net Cash (used in) from Financing Activities		21	(4,957)
Net Increase/(Decrease) in Cash Held		210,724	887,767
Cash at Beginning of the Financial Year		1,162,739	274,972
Cash at the End of the Financial Year	3	1,373,463	1,162,739

The above statement should be read in conjunction with the accompanying notes

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION A.C.N. 005 235 647 STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 December 2021

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(Gain)/Loss on sale or disposal of non-current assets		(472)	7,872
Interest and other costs of finance paid		(21)	(43)
Net Cash Provided by/(to) Operating Activities	11	732,833	991,065
Cash Flows from Investing Activities			
Capital Grants		60,000	60,000
Proceeds from sale of property, plant and equipment		1,569	-
Purchases of Property, Plant and Equipment		(583,699)	(158,341)
Net Cash used in Investing Activities		(522,130)	(98,341)
Cash Flows from Financing Activities			
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NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

A.C.N. 005 235 647

Notes to and forming part of the financial report FOR THE YEAR ENDED 31 December 2021

Note 1: Summary of accounting policies

Statement of compliance

The financial report is a general purpose financial report which has been prepared in accordance with the Corporations Act 2001, Accounting Standards and Urgent Issues Group Interpretations, and complies with other requirements of the law.

Incorporation

The school is a company limited by guarantee. Members liability is limited to \$20 per member.

Basis of preparation

The financial report has been prepared on the basis of historical cost, except for the revaluation of land.

Cost is based on fair values of the consideration given in exchange for the assets.

The following significant accounting policies have been adopted in the preparation and presentation of the financial report:

Significant accounting policies:

(a) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, cash in banks.

(b) Accounts Payable

Trade payables and other accounts payable are recognised when the school becomes obliged to make future payments resulting from the purchase of goods and services.

(c) Property, plant and equipment

Freehold land was revalued by PP&E Valuations Pty Ltd on 31st December, 2021.

This has increased the value of the freehold land from its purchase price of \$55,105 to its current value of \$8.425 million. It was considered prudent not to revalue Buildings given that they are a depreciating asset.

Each class of property, plant and equipment is carried at cost less where applicable, accumulated depreciation, except for freehold land which is measured at fair value. Depreciation is calculated on a diminishing value basis.

Plant and Equipment comprises of Office Equipment, Library books, Montessori and Other Classroom Equipment, IT Equipment and Other Sundry Equipment.

The following estimated useful lives are used in the calculation of depreciation

Buildings & Site Services	40 years	2.5% p.a.
Plant and equipment	4 - 10 years	25% - 10% p.a.

(d) Borrowings

Borrowings are recorded at cost. Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the borrowing using the effective interest rate method.

(e) Going Concern

The financial report has been prepared on the going concern basis. As of 31st December 2021, the school had a net working capital of \$845,807 and has successfully expanded activities to generate additional revenues to foster continued growth. The school continues to meet its obligations as and when they become due. There are tight budgetary controls to monitor and reduce the operational costs which are expected to benefit the school in the coming years.

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

A.C.N. 005 235 647

Notes to and forming part of the financial report

FOR THE YEAR ENDED 31 December 2021

(f) Employee Entitlements

The school has provided for benefits accruing to employees for annual and long service leave.

All on-costs, including worker care premiums and superannuation are included in the determination of the provisions. As the calculation assumes that the present value discount rates will be similar to the future rates of growth in salaries, the discounting factor used is one.

(g) Goods and Service Tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- (i) where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an assets or as part of an item of expense; or
- (ii) for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivable or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of the cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(h) Income and Capital Gains Tax

Under current Australian income tax laws, Plenty Valley Montessori School Association as an educational institution, is exempt from income and capital gains tax.

(i) Revenue Recognition

Fees Revenue

Revenue from fees is recognised in the applicable school year in which the student receives the service.

Grant Revenue

Grant Revenue is recognised according to the year in which the funding is applicable.

(j) Impairment of assets

At each reporting date, the entity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. Value in use represents the depreciated replacement cost of an asset.

(k) Enrolment Bonds

Enrolment bonds represent monies held by the school paid by families when enrolling each child. These funds are held in accordance with the General Conditions of Enrolment and are recorded at their nominal value.

The funds are classified annually as follows:

- (i) current portion refundable within 12 months; and
- (ii) non-current portion refundable after 12 months.

(l) Comparatives

Comparatives have been revised and aligned with current year disclosures.

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

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Notes to and forming part of the financial report

FOR THE YEAR ENDED 31 December 2021

Note 2 - Comprehensive Surplus/Deficit

(a) Ordinary activities

	2021	2020
	\$	\$
Revenue:		
Fees:		
Tuition	3,301,689	2,114,590
Other & Program fees	61,040	42,094
	<u>3,362,729</u>	<u>2,156,684</u>
Operating grants		
COVID support Grants & Funding	193,925	1,326,399
Federal Government	1,060,818	749,047
State Government	225,121	118,173
Other	16,247	14,323
	<u>1,496,111</u>	<u>2,207,942</u>

The School received \$195,159 (2021), \$627,899 (2020) funding from the Australian Government to help the early childhood education and care sector manage the impact of the COVID-19 pandemic. Additional grants worth Nil (2021), \$698,500 (2020) were received to assist in supporting the school in the retention of staff and continue in operations.

Expenses:

Employee Benefits Expense		
Salaries and wages	3,239,718	2,542,003
Superannuation	307,515	233,187
Workcover	20,562	15,576
other employment expenses	218,659	256,179
	<u>3,786,454</u>	<u>3,046,945</u>
Depreciation		
Depreciation - Buildings & Site Services	106,757	103,367
Depreciation - Plant & Equipment	54,565	42,592
	<u>161,322</u>	<u>145,959</u>
Audit fees	<u>6,000</u>	<u>7,073</u>
Provision for Bad & Doubtful Debts	<u>-</u>	<u>32,259</u>
Provision for Long Service Leave	<u>(8,912)</u>	<u>39,190</u>
Provision for Annual Leave	<u>45,155</u>	<u>39,197</u>
Other Government Grants		
Capital Grant	<u>60,000</u>	<u>60,000</u>

Capital grant provided for Early Learning Facilities Upgrade & Expansion by the Victorian Government through the Block Grant Authority.

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

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Notes to and forming part of the financial report
FOR THE YEAR ENDED 31 December 2021

	2021 \$	2020 \$
Note 3 - Cash on Hand		
Commonwealth Bank - General account	44,015	57,809
Bank of Queensland - General account	32,996	135,502
Bank of Queensland - ELC account	39,710	44,855
Bank of Queensland - Web Saver	1	924,023
Bank of Queensland - Performance Saver	1,254,781	-
Undeposited Funds	1,390	-
Petty Cash Float	270	248
Fund Raising Floats	300	300
	<u>1,373,463</u>	<u>1,162,737</u>
Note 4 - Current Receivables		
Receivables	77,860	91,577
Less School Fees issued in Advance	-	-
	<u>77,860</u>	<u>91,577</u>
Provision for Doubtful Debts	(50,500)	(50,500)
	<u>27,360</u>	<u>41,077</u>
Note 5 - Other Current Assets		
Inventory	2,244	-
Creditor Pre-payments	34,087	84,334
	<u>36,331</u>	<u>84,334</u>
Note 6 - Property, Plant & Equipment		
Freehold Land at fair value	8,425,000	6,176,500
Buildings & Site Services at cost	6,265,397	5,784,330
Less Accumulated Depreciation	(1,749,895)	(1,643,138)
	<u>4,515,502</u>	<u>4,141,192</u>
Plant and equipment at cost	936,067	834,994
Less Accumulated Depreciation	(737,900)	(683,797)
	<u>198,167</u>	<u>151,197</u>
Total of Fixed Assets at written down value	<u>13,138,669</u>	<u>10,468,889</u>

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION A.C.N. 005 235 647 Notes to and forming part of the financial report FOR THE YEAR ENDED 31 December 2021

Note 6: Property, Plant and Equipment (Cont.)

Reconciliation of the carrying amounts of each class of asset at the beginning and end of the current year are set out below:

2020	Freehold Land	Buildings & Site Services	Plant & Equipment	Total
	\$	\$	\$	\$
Carrying amount at beginning of year	6,176,500	4,118,673	169,206	10,464,379
Additions		125,885	32,456	158,341
Disposals - Cost			(151,263)	(151,263)
Disposals - Accumulated Depreciation			143,391	143,391
Depreciation expense		(103,367)	(42,592)	(145,959)
Carrying amount at end of year	6,176,500	4,141,191	151,198	10,468,889

2021	Freehold Land	Buildings & Site Services	Plant & Equipment	Total
	\$	\$	\$	\$
Carrying amount at beginning of year	6,176,500	4,141,191	151,198	10,468,889
Additions		481,067	102,632	583,699
Disposals - Cost			(1,559)	(1,559)
Disposals - Accumulated Depreciation			462	462
Depreciation expense		(106,757)	(54,565)	(161,322)
Surplus on Revaluation	2,248,500			2,248,500
Carrying amount at end of year	8,425,000	4,515,501	198,168	13,138,669

	2021	2020
	\$	\$
Note 7 - Creditors & Borrowings		
Current		
Business Loan - Bank of Queensland	-	-
Debtor Payments in advance (Note 7.1)	-	-
GST Payable	27,306	4,727
Sundry Creditors & Accruals	85,440	150,434
Other	-	-
Grants in advance	8,095	-
	<u>120,841</u>	<u>145,707</u>

Non Current		
Business Loan - Bank of Queensland	614	593
	<u>614</u>	<u>593</u>

Note 8 - Employee Provisions		
Current		
Provision for Annual Leave	131,982	86,827
Provision for Long Service Leave	16,719	32,960
	<u>148,701</u>	<u>119,787</u>
Non Current		
Provision for Long Service Leave	169,308	161,979
	<u>318,009</u>	<u>281,766</u>

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

A.C.N. 005 235 647

Notes to and forming part of the financial report FOR THE YEAR ENDED 31 December 2021

	2021 \$	2020 \$
Note 9 - Other Liabilities		
Current		
Enrolment Bonds	95,521	40,000
Non Current		
Enrolment Bonds	359,197	358,793
	<u>454,718</u>	<u>398,793</u>
 Note 10 - Other Current Liabilities		
PAYG Tax	89,760	51,584
Union Fees	619	227
Superannuation	31,075	23,079
Salary Accrual	114,396	88,275
	<u>235,850</u>	<u>163,165</u>
 Note 11 - Reconciliation of net cash provided by operating activities to operating profit		
Net Surplus/(Deficit) from ordinary activities	370,276	691,890
Add/(Deduct)		
Loss/(Gain) on sale or disposal of non-current assets	(472)	7,872
Depreciation - Buildings & Site Services	106,757	103,367
Depreciation - Plant & Equipment	54,565	42,592
	<u>531,126</u>	<u>845,721</u>
Changes in net assets and liabilities net of effects from disposal of business		
Decrease/(Increase) in receivables	13,717	(109)
Decrease/(Increase) in other assets	48,003	(23,355)
Increase/(Decrease) in creditors	(24,866)	(27,947)
Increase/(Decrease) in other liabilities	72,685	26,476
Increase/(Decrease) in provisions	36,243	78,388
Increase/(Decrease) in enrolment bonds	55,925	91,891
Net Cash provided by Operating Activities	<u>732,833</u>	<u>991,065</u>

Note 12 Capital Commitments

As at 31 December 2021, the school has Capital commitments of \$53,765. (2020: \$Nil)

Note 13 Contingent Liabilities

As at 31 December 2021 the school has no contingent claims. (2020: nil)

Note 14 COVID-19

COVID-19 has had a material impact on the school. Especially in 2020, there has been noticeable impact on the revenue of the School which was significantly subsidised by government funding. Many staff have enjoyed the opportunity to work from home while staff morale has not reduced, with weekly contact and social activities over video conference. Management have made a concerted effort to touch base with all staff on a regular basis to ensure that they are looking after their physical and mental wellbeing.

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION

NORTH-EASTERN MONTESSORI SCHOOL ASSOCIATION
A.C.N. 005 235 647
DIRECTOR'S DECLARATION

The directors of North-Eastern Montessori School Association declare that:

- 1 In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.
- 2 In the directors opinion the attached financial statements and notes attached are in accordance with the *Corporations Act 2001*, including:
 - (a) compliance with the Australian Accounting Standards; and
 - (b) giving a true and fair view of the company's financial position as at 31st December 2021 and of its performance for the year ended on that date.
- 3 the directors have been given the declarations required by s.295A of the Corporations Act 2001.

Signed in accordance with a resolution of the Board of Directors pursuant to s.295A of the *Corporations Act 2001*.

Neil D Champion

Neil Champion
Chair

Amod Joshi
Treasurer

Dated this 28 day of March 2022

BOARD COMMITTEE REPORTS

AUDIT, RISK & COMPLIANCE COMMITTEE (AARC) REPORT FOR AGM 2022

The Audit Risk and Compliance Committee met once in a month in 2021. The year started with the review of the Forecast Budget as the enrolment numbers were firmed up. The Financial Audit and Annual General Meeting (AGM) followed this along with a detailed review of the risk register.

The Victorian Registration and Qualification Authority (VRQA) conducted their audit and came out with only minor comments / actions. This was a great outcome on the back of the mammoth of work carried out by the Management team.

Policy update work continued into 2021 and many important policies were reviewed by ARCC and the Board. These included – fee structure change and associated changes to the Fee policy, enrolment policy, Child Safe Environment policy and many more. Child safety and the role of School as well as Board were discussed on numerous occasions in ARCC meetings.

Finally, the Budget for 2022 was reviewed at the end of the year 2021 after a strong financial performance of 2021. The financial audit was carried out early this year and the auditor expressed extreme satisfaction with the financial state of the school and appreciated the growth the school has seen over the past few years. The upliftment of the facilities and investment in the educational offerings like Tech Lab and Art program were particularly appreciated.

ARCC will continue to work in 2022 with the focus around the preparedness for risk and compliance management as we continue to work on the feasibility assessment for the possible addition of the Montessori Adolescent Program.



Amod Joshi

Treasurer & Audit Risk and Compliance Committee Chair

BOARD COMMITTEE REPORTS

REMUNERATION & NOMINATIONS COMMITTEE REPORT FOR AGM 2022

2021 was a year of consolidation for the Remuneration and Nominations Committee (RemNoms). The committee continued to be agile and whilst Zoom and email were necessary, the commitment to support the school was unwavering. RemNoms particularly is involved in supporting the Principal as well as making sure that the Board has the skills and expertise in place on the Board, and in the each of the committees. RemNoms is also involved in recommending the right Board and Committee Chairs and is especially pleased with the contributions of each of the Directors in their specific and general roles.

During 2021, two Directors completed their terms, and three new Directors were appointed.

Susan Jansen's tenure on the Board finished up with the May AGM. Her contributions throughout her term as a Director was significant across all areas of the Board and her commitment to Governance, Board sensing and oversight has ensured a terrific continuing legacy. Susan's passion for leadership and building the capacity for people to lead and govern has been integral in driving Montessori values of compassion, collaboration, and consideration at the Board level and within the Remuneration and Nominations Committee.

Mun Rosewarne's term ended in December of 2021 and has been outstanding in her responsibilities, firstly as Chair of the IBG and secondly as a Director. Her values and specific contributions to the school will be felt in years to come. To highlight her outstanding commitment to the school, Mun continues, in a co-opted capacity to support the new IBG Chair to provide advice, oversight and assistance regarding the school's Masterplan.

Jade McEwan joined the Board as an elected Director at the May AGM and has quickly established herself as an expert in matters relating to policy. The committee looks forward to her contributions in 2022 as a member of the Audit, Risk and Compliance Committee.

BOARD COMMITTEE REPORTS

REMUNERATION & NOMINATIONS COMMITTEE REPORT FOR AGM 2022 – CONTINUED

Hasnain (Has) Razwi and Ellen McOmish contacted the Committee after a call out for expertise post the AGM. Has' expertise in leadership and change management was quickly recognised and has embarked on a role with Rem/Noms. Ellen provides the Board with excellent insight into strategic and business development. In 2022, she has taken on the role of IBG Chair. Both Has and Ellen are highly passionate and committed to supporting the school as it comes out of the pandemic and seeks to build on the recent growth of the school.

Maggie Abernethy has continued in her role on the Rem/Noms and her experience and exceptional high-level thinking has ensured that Rem/Noms continues to establish a rigorous approach towards supporting the Principal to continue to flourish, as well as the school's overall strategic focus.

Rem/Noms commends the Principal's excellent work across all levels of the school community throughout 2021. 2021 has not been an easy year for all, and Janis' energy and leadership has continued to be of a high standard. We thank Janis for her contributions to the education standards that the school upheld in 2021, seen particularly in the way the amazing staff were able to provide a high-quality educational program.

Rem/Noms is always keen to hear and meet with not only members of the school community, but also other significant persons who could contribute to the continued growth and development of the school; notably, people with finance, communications, legal and/ or a project development background.



BOARD COMMITTEE REPORTS

INFRASTRUCTURE BUILDINGS & GROUNDS COMMITTEE 2021 REPORT

The role of the Infrastructure Building and Grounds Committee is to assist the Board in the effective discharge of its responsibility to oversee matters relating to the planning and development of the school's grounds and facilities, including major property developments, information technology and communications infrastructure, and the energy audit.

To do this, IBG acts to:

- reflect the values and goals set out in our Strategic Plan
- support and enhance Montessori Education
- ensure that infrastructure, buildings and grounds are safe and compliant with regulatory code

With Mun Rosewarne as the Director Chair of IBG, significant work has been completed over the past 12 months to achieve these outcomes, including drafting of the school Masterplan, which will provide the framework for future building programs.

As Chair, Mun's professional skills were very much appreciated. Mun's membership lapsed at the end of the school year when her last child left for secondary schooling. We have been very fortunate that Mun has accepted our offer to continue as a co-opted member of IBG in 2022.

As our school grows, so does the need for improved and expanded facilities and buildings.

Improvements to the school completed in the past year include upgrade of the Administration Buildings, upgrade of basketball courts, and the Cycle 1 Outdoor Play Area.

IBG commends the Draft School Masterplan to members. Those of the community who attend the 2022 AGM, where it will be presented, will be able to contribute discussion and input.

It is an exciting time to be at North-Eastern. I hope that you can come for a walk around the school and see the wonderful transformation that is currently underway.

Ellen McOmish
IBG Chair, Director

STAFF CREDENTIALS

Allison McKenzie	Post Graduate Certificate of Positive Education, Post Graduate Diploma of Education, Bachelor of Arts (Psychology/Sociology), Bachelor of Biological Sciences
Amanda Panetta	Diploma of Early Childhood Education, AMI Assistants Certificate (0-3 years), AMI Assistants Certificate (3-6 years), Bachelor of Education Early Years and Primary (In progress)
Amy Clyne	Masters of Teaching (Early Years 0-8), Bachelor of Arts (Spanish Language and Literature), AMI Montessori Diploma (3-6 years), First Steps in Music Certification (2019), Associate Multi-Sensory Language Training Course (in process)
Ayasha Senaratne	Diploma of Children's Services (Early Childhood Education and Care), AMI Montessori 0-3 Orientation (In Progress)
Carmelina Carpenter	Diploma of Early Childhood Education and Care, AMI Montessori 0-3 Orientation (In Progress)
Christopher Yoos	Bachelor of Fine Arts (Art Education)
Danielle Stackpoole	Diploma of Early Childhood Education and Care, AMI Montessori 3-6 Orientation (In Progress)
Emily Crank	Masters of Education IB (DP), International Baccalaureate Certificate of Teaching and Learning (Diploma Programme), Graduate Diploma of Education (Secondary), Bachelor of Applied Music: Audio Production
Esther Wu	Bachelor of Education, Diploma of Early Childhood Education and Care, AMI Montessori Assistants Certificate (0-3 years)
Faith Pereira	Diploma of Children's Services, AMI Montessori Diploma (3-6 years)
Gabrielle Giampiccolo	Bachelor of Early Childhood Education
Grace Francey-Bourke	Certificate III in Early Childhood Education and Care, AMI Montessori Assistants Certificate (0-3 years)
Janette Reimerink	Bachelor of Education, MWEI Montessori Diploma (3-6 years), MWEI Montessori Diploma (6-12 years)
Janis Coffey	Bachelor of Arts (Honours), Postgraduate Diploma in Education (Primary), AMI Certificate in Adolescent Programs
Jasnarinder Kaur	Diploma of Early Childhood Education and Care
Jennie Mai	Diploma of Early Childhood Education and Care and Certificate, AMI Montessori 3-6 Orientation



STAFF CREDENTIALS

Jennifer Kenny	Bachelor of Primary Education (Primary and Early Childhood Education)
Jennifer Leung	Masters of Applied Linguistics, Bachelor of Education, American Montessori Society Teacher's Certification (6-9 years)
Jessica Donnison	Diploma of Children's Services, AMI Assistants Certificate (0-3 years)
Joanna Liu	Masters of Teaching (Primary), Bachelor of Arts (Childhood, Youth and Education)
Julian Grant	Certificate III in Education Support, Bachelor of Fine Art (Visual Art)
Karen Findlay	Certificate III Education Support
Katrine Craft	Bachelor of Biological Sciences (Major in Zoology), Graduate Diploma in Education (Primary), MWEI Diploma of Early Childhood and Primary Education (6-12 years)
Kirsty Colbourne	Certificate III Early Childhood Education and Care
Madushani Silva	Diploma of Children's Services (Early Childhood Education and Care), Diploma Montessori Method of Education (3-6 years), AMI Montessori 0 – 3 Orientation
Michael Gannaway	Diploma of Children's Services
Naoko Gatti	Diploma of Children's Services (Early Childhood Education and Care), AMI Montessori Assistants Certificate (0-3 years)
Nasrin Dastani	Bachelor of Arts in Library Studies, Diploma of Early Childhood Education and Care
Natasha Desmond	AMI Montessori Diploma (3-6 years), Certificate III Early Childhood Education, Bachelor of Arts
Nicholas Lindsay	Bachelor of Applied Sciences (Physical Education)
Nicki Bright	Bachelor of Applied Science (Speech Pathology)
Rachel Aerlic	Diploma of Children's Services (Early Childhood Education and Care), MWEI Diploma of Early Childhood & Primary Education (0-3 years), Bachelor of Early Childhood Education (In Progress)



STAFF CREDENTIALS

Rosemarie Mastropaolo	Diploma of Early Childhood Education and Care, Certificate III Education Support
Rosemary Wilson	Diploma of Early Childhood Education and Care, AMI Montessori Assistants certificate (3-6 years)
Sandra Starvaggi	Bachelor of Applied Music (Performance), Graduate Diploma Education (Secondary), AMI Montessori Diploma (6-12 years)
Sarah Papadopoulos	Bachelor of Education (Primary)
Sheetal Vanaik	Graduate Diploma in Education (Early Childhood), Certificate of Education Support, AMI Assistants Certificate (0-3 years), (3-6 years), (6-12 years)
Shelly Raj	Masters of Education, Masters of English, Graduate Diploma of Education (Primary), Graduate Diploma of Early Childhood Teaching, AMI Montessori Diploma (3-6 years), VIT Effective Mentor Training
Shi Hui Toi	Bachelor of Education (Early Years), AMI Montessori Diploma (3-6 years)
Shona Williamson	Masters of Education - Specific Learning Difficulties (Special Education), Diploma of Counselling (Child Development and Family Therapy), Bachelor of Education (Primary)
Sue D'Ath	Bachelor of Horticultural Science, Diploma of Early Childhood Education and Care, AMI Montessori Diploma (3-6 years)
Taia Ly	Bachelor of Education (Primary), MWEI Diploma of Early Childhood and Primary Education, AMI Montessori Diploma (3-6 years)
Thilini Karunathilaka	Bachelor of Teaching (Birth -5 years), Diploma of Children's Services, Diploma in Montessori Method/Pre-School Teacher Training, Diploma in Montessori Method of Education and Child Psychology, AMI 6-12 Orientation, Masters of Teaching (In Progress)
Verica Svilar	Diploma of Early Childhood Education and Care (In progress), AMI Montessori Assistants Certificate (0-3 years) (In progress)