

**Annual Report  
2020-21**

**Emma**  
SINCE 1979  
**House**



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## Our Vision Mission & Values

### Our Vision

A society where women and children live free from violence.

### Our Mission

EHDVSI is a courageous feminist, client-lead organisation that aims to reduce the impact of domestic and family violence on individuals, women and children in our community.

### Our Values

The organisation works from a feminist perspective and values:  
**Compassion, Courage, Growth and Integrity.**

### How Does This Shape Our Work?

We believe in gender equality.

We include women and children's voices in everything we do.

We support our workforce to be the best they can be.

We deliver a contemporary best practice model of specialist family violence services to women and children, focusing on critical safety responses.

We are a shining example of an effective and accountable feminist organisation.

We hold perpetrators of violence accountable for their actions.

We prioritise protection of women, provision of services and prevention of further violence.

We support and encourage the community to understand and address family violence, emphasising zero tolerance.

## 2020-21 Snapshot

**2804** Referrals – **270** more than last year  
Self-referrals increased by **56%** on last year  
Cases managed by RAMP – **51**  
Case Management outreach response – **485**  
After hours responses – **39**  
Crisis Emergency housing – **122**  
Therapeutic responses to children – **71**  
Legal program referrals – **67**

### Service Users Feedback

This support has change our life like nothing else could. The advocacy and complete understanding was huge and pulled us out of isolation to problem solve and truly improve our life. Safety was paramount and the way you worked reinforced this.

My worker is very understanding and patient with me. I appreciate that she is in constant communication with me and offers me good advice and support. I am very happy with the support I receive from all staff at Emma House.

I am so very grateful to have you on the end of the phone. You helped me understand and grow with confidence with every call. Your wisdom has taught me to be stronger. Thank you for listening and understanding me when others couldn't. I will always remember what you have done for me.

# Chair and Deputy Chair Report

Welcome to the Emma House Family and Domestic Violence Service Inc. Annual Report 2020/2021. Thank you for taking the time to read about our year.

**Emma House acknowledges the traditional owners of the land on which we live and work, the Gunditjmara people, and pay our respects to their elders past, present and emerging. We acknowledge that sovereignty was not ceded.**

**We also acknowledge and remember the women and children who have been killed and harmed as a result of male family violence and pay tribute to the women who fought for the establishment of women's services. On average in Australia, one woman a week is murdered by a current or former intimate partner, and about one quarter of Australian women have experienced at least one incident of violence by an intimate partner. Every single day, Emma House works towards ending this violence.**

The year 2020/2021 has been a difficult time for the world. Restrictions, lockdowns and adapting to the many changes in how we work has kept us all on our toes. For Emma House, we have also borne the loss of our leader, our inspirational colleague, and the many, many joyful, passionate heartfelt exchanges we all shared with her. We take this opportunity to pay tribute to and acknowledge the passing of our Executive Officer Ruth Isbel on 25 July 2021.

While Ruth's tragic passing occurred after the 2020/21 financial year ended, Ruth was the Emma House Executive Officer for the majority of that period and would usually author this report in conjunction with the Chair and Deputy Chair. This Annual Report will demonstrate Ruth's strong leadership, vision and commitment to Emma House and the women and children of the South West.

The Board of Emma House is immensely grateful for Ruth's contribution to Emma House and for the legacy she has left behind.

## Highlights & Achievements

Here we cover Emma House activities, projects and happenings from July 2020 to June 2021.

### July 2020

- Still operating in COVID times with risk minimisation top-of-mind, we rostered our staff so that some were working from home and others attended the office. Service delivery was challenging and we give our gratitude to all staff members who cared for our clients and worked hard under extremely difficult circumstances.
- Refuge Core and Cluster Redevelopment has been big focus and we are hoping that building will start shortly on this exciting project – with the doors to open in 2022.
- The planning for the opening of The Orange Door in Warrnambool was an exciting development with lots of meetings and stakeholder management and networking to progress the introduction of this vital service to our region.
- Leah Heinrich joined the Board bringing with her skills in communications, marketing, writing and editing with her.

### August 2020

- There was minimal movement for women in transitional housing due to difficulties in securing appropriate accommodation. This was due to an overall housing shortage in the region as noted in the Executive Officer's report. Homelessness was also noted as the ongoing primary issue for clients leaving violent relationships.
- Emma House continued to provide responsive service to clients through phone appointments. Staff members demonstrating a high level of skill in responding to trauma in a sensitive way during appointments that could not take place in person due to COVID, while also undertaking comprehensive risk assessment work and developing safety plans. We would like to commend Emma House staff members for their perseverance, compassion and diligence during this time.

### September 2020

- During September, Emma House staff members began the Multi Agency Risk Assessment Management (MARAM) Collaborative Practice Training with South West Centre Against Sexual Assault. The MARAM Framework aims to establish a system-wide shared understanding of family violence and is our risk assessment framework embedded into all our practices at Emma House. The MARAM Collaborative Practice training focuses on both collaborative practice and foundational aspects of MARAM that enable collaboration. The training enables practitioners to contribute to risk assessment and collaborate for ongoing risk management, through respectful and sensitive engagement with victim's survivors, information sharing, referral and secondary consultation.
- Our participation in the Wimmera South West Community Services Organisation meetings continued to be enlightening and fruitful. We now have better collaborative and networking systems in place to facilitate a greater knowledge base for advanced on-target service delivery.

### October 2020

- Emma Mahoney resigned from Board. The Board wishes her well in her current pursuits and thanks her for her contribution to the wellbeing of Emma House.

### November 2020

- The Executive Officer attended the inaugural The Orange Door implementation meeting with Family Safety Victoria, the Department of Health and Human Services and other key stakeholders.
- Long-standing secretary and member Mary Clapham resigned from the Board. We wish her well in her many pursuits and thank her for her consistent sound advice, passion and logic during her many years of supporting and growing Emma House.

### January 2021

- The Executive Officer reported that daily clinical meetings for staff that had begun in November have proven to be an extremely positive development.



## February 2021

- Implementation of The Orange Door continued at pace with the recruitment of the Hub Manager and planning around recruitment of the broader staff group including Emma House, Practice Leader, Team Leader and 5 Practitioner positions.
- Mid Cycle Accreditation occurred.

## March 2021

- The Board, Executive and Senior Management Team held a strategic planning day covering intersectional feminism and what it means for Emma House.
- The annual review and update of the Strategic Plan 2019-2022 took place. Emma House reflected on the progress and achievements made since the inception of the Strategic Plan, and a discussion regarding the organisation's future site requirements took place.

## April 2021

- Executive Officer Ruth Isbel took annual leave from 19 April, which saw her through to her retirement on 25 June 2021.

- Principal Solicitor Jacqui Joseph provided an update to the Board that the legal program had assisted 205 women this financial year.

## May 2021

- Senior Management team Jo Doman, Cristie Brian, Lisa Kerr and Mary Bouwman continued to absorb key Executive Officer duties whilst we searched for a new EO.

## June 2021

- The Infrastructure and Building Work Group began meetings and planning to upgrade our Kepler Street premises.
- Emma House started meetings with Victorian Legal Aid to reassess and redesign legal services, beginning a very productive and supportive relationship for the development of our legal services in the next financial year.
- Access and Accommodation Manager Lisa Kerr resigned. We wish Lisa well in her many pursuits and thank her for her time that she shared and helped prepare Emma House for The Orange Door.



## Acknowledgements & Thank you

We wish to further acknowledge Ruth Isbel and her outstanding contribution to Emma House. We miss her cheery smile, laugh and wisdom. Her negotiation, inclusiveness and genuine care and passion for all who came her way has brought a new light into Emma House that shines bright on the darkest days. You are remembered, Ruth, forever.

### Resigning board members:

- Mary Clapham
- Emma Mahoney

### Farewell to staff members:

- Principal Solicitor Jacqui Joseph
- Access and Accommodation Manager Lisa Kerr

### Thank you:

- A special thank you to all Emma House staff members for their hard work, passion and dedication during a particularly difficult year.
- A particular thank you goes to Jo Doman, Cristie Brian and Lisa Kerr for stepping up and taking on additional duties while we recruited for a new Executive Officer.



*Gabrielle  
Toscan*

**Gabrielle Toscan**  
Chair



*Faye  
Oliver*

**Faye Oliver**  
Deputy Chair

## **Board Members**

Gabrielle Toscan - Chair  
Faye Oliver - Deputy Chair  
Rebecca Ratcliffe - Treasurer  
Helen Ridgwell - Secretary  
Sue Kelly - Ordinary member  
Leah Heinrich - Ordinary member

## **Sub Committees**

### **Finance and Risk**

Rebecca Ratcliffe - Chair  
Faye Oliver  
Ruth Isbel  
Mary Bouwman  
Jo Doman

### **Quality and Safety**

Helen Ridgwell - Chair  
Gabrielle Toscan  
Ruth Isbel  
Jo Doman

# Corporate Services

**The corporate services team provide financial, human resource, reception and administration services and support to the Emma House programs and staff. Other areas covered by corporate services include oversight of the IT functions of the agency, website and maintenance of the building, assets and infrastructure and our Legal Services program.**

Financially, Emma House had a positive year, posting a surplus of \$467,245 for the 2020-21 financial year. Factors contributing to this result were an increase in DDHS funding, funding from Victoria Legal Aid to support the Legal Program and the Government Covid-19 Cash Flow Boost. Expenditure remained largely on par with the previous financial year.

Emma House is the lead provider agency to administer the delivery of the Family Violence Flexible Support Packages. Funding of \$877,530 was received during 2020-21 with 342 packages allocated to provide support to people who are experiencing or have experienced family violence, and who satisfy the eligibility guidelines. The packages are delivered in partnership with 4 other agencies – Brophy Family & Youth Services, South West Centre Against Sexual Assault, Grampians Community Health and Gunditjmara Aboriginal Cooperative across the South West and Wimmera Regions.

Casey provided the administration support for the packages, coordinating the applications and working with the staff from all partnership agencies to deliver the program – thanks to Casey for your hard work.

Our legal program provides duty lawyer services across the Warrnambool, Portland and Hamilton courts with lawyers attending these courts for 126 days in the financial year. During the 2020-21 financial year we supported 228 clients via our duty work and with specialist family violence and law support. This year we farewelled our Principal Solicitor Jacqui Joseph and wish her well with future endeavours.

Within the administration team, we farewelled Amie Hodgetts and welcomed Rebekah Casley to the team. I would like to thank Casey, Sarah, Mary and Bek for their ongoing support, assistance and dedication to providing the best possible outcomes to Emma House staff and clients.

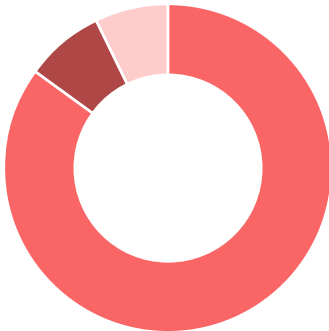
*Jo Doman*

**Jo Doman**

Quality Compliance Manager

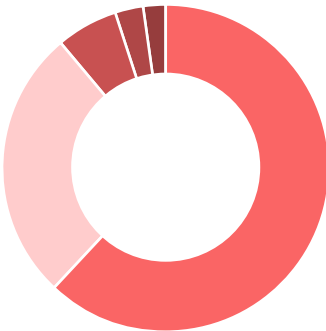
# By the Numbers

Revenue



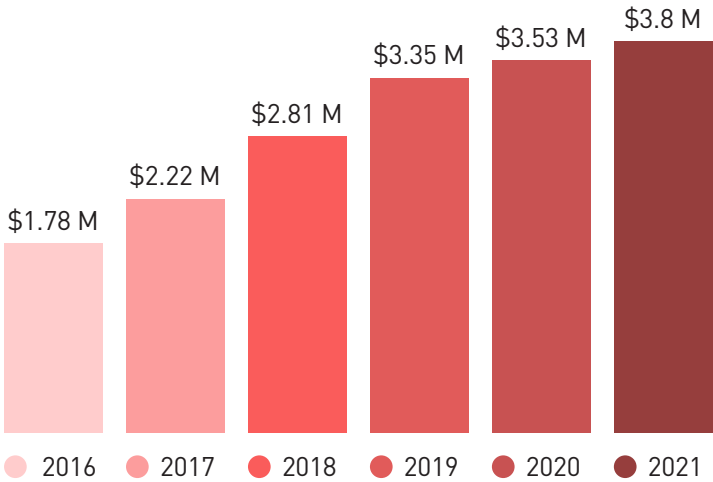
- DFFH 85%
- Victorian Legal Aid 8%
- Other 7%

Expenses



- Depreciation 2%
- Occupancy Expenses 3%
- Operating Expenses 6%
- Client Costs 27%
- Employee Costs 62%

Revenue Growth



# Case Management Outreach Program

The Case Management Outreach Program continues to provide a responsive service to women and children victim survivors in the South West catchment areas, including Warrnambool, Hamilton, Portland, Terang and Camperdown surrounding areas. Over the past year, the Program has provided a service to 485 women, and the service delivery has included:

- Crisis Responses for women experiencing serious risk due to domestic / family violence to establish immediate safety and comprehensive risk assessments
- Comprehensive Risk Assessments and Safety Planning using the MARAM Framework and tools to ensure women and their children are provided with a service that meets their risk and safety needs.
- A case management model that holistically involves-
  - ▶ Housing needs, justice and legal referrals, employment / educational support, identity, culture and community inclusiveness, finance and material assistance, health and wellbeing planning, and is inclusive of children, and family relationships.
- A collaborative and consultative practice involving –
  - ▶ Statutory services (Child Protection, Police, Justice Programs, Courts)
  - ▶ Family Services
  - ▶ Mental Health Services
  - ▶ Alcohol and other Drugs Services
  - ▶ Medical and Health Care Services
  - ▶ Aboriginal Services

## Data trends

For the period of June 2020 to July 2021

- Total of cases allocated to the CM Outreach Program – **485**
- After Hours Program on call response – **39**
- Aboriginal and Torres Strait Islander woman provided with a case management program – **52**
- Self-referrals to the case management program – **278**

## Achievements have included:

- Responding to daily service demands and prioritising women and their children requiring an immediate service given high risk and safety factors being present.
- Continuing to prioritise collaborative and consultative working relationships with key services, such as Police, Mental Health, Child Protection, Child FIRST, Disability Services and other community service programs.
- Continuing to provide a service delivery that values cultural respect and cultural safety for Aboriginal and Torres Strait Islander women, their children, and their community.
- Continuing to provide a service delivery that values diversity and respect for diverse groups in our community – LGBTIQ women, their children and their community.
- Additional 1.0EFT in the Case Management team in recognition of the high levels of demand.

- Provision of a supportive and responsive service during the COVID 19 restrictions where face to face contact with service users was not possible. The program has maintained positive connections with women seeking support and assistance when phone contact has been the primary means of conducting sessions with women during these restrictions.
- Workforce development with staff members completing professional development opportunities including Motivational Interviewing, Cultural Safety Training, MARAM Collaboration training, MARAM Comprehensive, Trauma informed training, Child development training and Safe and Together training.

A highlight in our Case Management Outreach Program has been the collaboration and support the Practitioners provide to each other when working with complex cases, and the wealth of expertise and practice wisdom that the team provide to each other on a daily basis. With the related compassion fatigue and vicarious trauma associated with domestic violence service delivery this peer support has been pivotal in professional self-care and wellbeing.

*Cristie Brian*

**Cristie Brian**  
Manager Client Services

## Acknowledgements & Thank you

The Case Management Program has consisted of 9 Specialist Family Violence Practitioners. Marita, Jodie, Stephanie, Amy, Dana, Yavani, Jen, Chelsea and Tamieka have provided women victim survivors and their children with a responsive, supportive service in 2020-2021 – and with the impacts of COVID-19 restrictions on our service modalities, the Practitioners have utilised their creativity, and strengths as Practitioners in providing women with a quality service. Thank you to the Practitioners in the Case Management Outreach Program for their hard work, commitment and investment in our program.

# Access & Crisis Accommodation

The Access and Crisis Accommodation team provide services and supports to victim survivors over a number of different programs including, Intake, Risk Assessment and Management Panel (RAMP), Personal Safety Initiative (PSI), Specialist Therapeutic Children's Program and Crisis Accommodation. Refuge and Transitional Housing Emma House supported 28 women and families throughout the 2020/2021 financial year in our refuge and transitional homes. Our properties provide safe and secure short term housing for our clients whilst exploring longer term housing options. The ongoing systemic long term housing issue has continued this year to be exacerbated by the COVID-19 pandemic: however, through this adversity our housing case manager Jen has worked tirelessly to support the women in the properties to explore different options with many of them securing long term rentals. The next 12 months will be an exciting time for the program and Emma House with the construction of our long-awaited core and cluster refuge. The model will include six individual one, two and three bedroom units with a large office space including a number of meeting rooms and staff sleep over room. The new refuge will be a great addition to the Emma House suite of services and will provide a safe and secure home for victim survivors of family violence.

## Specialist Therapeutic Children's Program

Our Specialist Therapeutic Children's Program has undergone further exciting developments over the last 12 months in working closely with the Australian Childhood Foundation (ACF). The core objective of the program is to provide opportunities to enhance and strengthen the bond between children and their mothers, addressing factors such as maternal alienation and the impact of trauma on development and behaviour through their exposure to Family

Violence. 2020/21 has been a remarkable year due to COVID: however, our Specialist Therapeutic Practitioners Hannah and Jayne have supported over 71 families, mothers and children throughout the year via phone contact and some face to face contact when safe to do so, as well as providing secondary consultations to our case management team. We are really looking forward to the next 12 months and what the program has to offer with both Hannah and Jayne attending a number of training courses to enhance the breadth of therapeutic interventions available to the program to meet the individual needs of the victim survivors we work with.

## South West Family Violence Partnership Program

This innovative Family Violence Partnership has five specialist agencies working together across the South West to support victim survivors to recover from the impacts of family violence by delivering programs that promote healing and recovery. The partnership agencies include, South West Centre against Sexual Assault, Australian Childhood Foundation, Brophy Family & Youth Services, Winda-Mara Aboriginal Cooperative and ourselves, Emma House. The partnership has worked together to create a program that provides a range of individual (adult, adolescent and child), group and family, recovery based options for people who are now safe but experiencing longer term trauma impacts because of the violence. Again the impact on the program due to COVID has been unprecedented but as we move forward into a new COVID normal the team are excited about the opportunities the program will create for families.



# Intake & Risk Program

## Intake & Assessment

The intake program continued to see an increase in demand, particularly from police and self-referrals. The intake figures, 2804 referrals for the year, which is a 11% increase from last financial year, highlighting the continuing magnitude of the incidents of domestic and family violence in our region and the pressure placed on the access point at Emma House. Increased demand indicates our level of visibility within the community and ongoing strengthening of relationships with community and other services. During COVID-19 we saw ongoing patterns of contacts reducing following lockdowns and an increase of severity and then a spike in contacts once they were lifted. The team provided a responsive, sustainable, accessible service based on risk and need assessments completed by skilled staff.

In the background preparatory work has been occurring around planning the transfer of intake functions to The Orange Door due to open later in 2021.

## Personal Safety Initiative

The Personal Safety Initiative (PSI) is a Family Safety Victoria initiative aimed at strengthening the appropriateness, suitability and quality of personal safety, security and technology responses delivered in Victoria and to ensure they are used consistently and effectively as part of a broader plan for the safety, stability and wellbeing of victim survivors. The purpose of the PSI is to: Enable victim survivors of family violence to remain safely in, or return safely to, their own homes and communities, or relocate to a new home; increase safety and feelings of safety for victim survivors; deter breaches of Family Violence Intervention Orders; and facilitate the collection of admissible evidence where breaches occur to hold perpetrators accountable for their use of violence.

A PSI response generally includes undertaking a safety and security audit. From this audit home modifications are recommended to support a victim survivors safety; including technology responses (e.g. CCTV, personal safety device, home alarms); home modifications responses (e.g. landscaping, security upgrades to doors/windows, fencing, lock changes, sensor lighting); and/or 'debugging' (home, car and workplace).

In the 2020–2021 year Emma house supported 114 victim survivors of family violence with PSI responses.

Quarter 1 – 31 Responses

Quarter 2 – 19 Responses

Quarter 3 – 24 Responses

Quarter 4 – 40 Responses

## Risk Assessment Management Panel (RAMP)

### 2021 NEW CASES - 51

EHDVSI is the auspice agency for the RAMP in the South West. RAMP is a formally convened multi-agency risk mitigation meeting targeting cases of family violence, which involve serious risk to women and children. RAMP continues to navigate the impacts that COVID has had on the service system and has been able to achieve some incredible results for Women and Children.

Women who are referred to a RAMP are identified as being at serious threat from family violence and require a comprehensive risk assessment and coordinated action plan to lessen or prevent the threat to her (and her children's) life, health, safety or welfare. RAMPs are not a substitute for the existing system but work to enhance the response to this high-risk group. RAMP's are required to focus on perpetrator accountability and to ensure a women's agency is a priority.

Currently we are working on a localised interface with The Orange Door and look forward to working closely with the organisation

to continue to provide the support and risk mitigating strategies to keep Women and children safe and Perpetrators accountable.

We would like to thank our key RAMP partner Victoria Police and all the other services who provide core and associate members.

### Achievements and Outcomes

- This year, like last year, we as a service have had to continually modify our service provision and implement different ways to support as COVID-19 has impacted the ability to offer face to face service, the team has been extremely flexible and fluid in the ways we have provided support across a range of different mediums.
- Our Intake and Assessment team have, in the face of significant challenges with the COVID-19 restrictions, been able to support many families to relocate and advocated with state government to enable safe relocation of their service users
- We have provided MARAM collaborative practice training together with SW CASA to enable professionals to contribute to risk assessment and collaborate for ongoing risk management, through respectful and sensitive engagement with victim survivors, information sharing, referral and secondary consultation.
- Lisa Samantha and Alice (PSI Coordinators) has been able to support our case management team and the Wimmera regions case management in providing security measures to our women and children. This has involved finding more appropriate strategies and equipment to support women and children staying safe in the home.
- Our RAMP continues to achieve wonderful results for women and children who are

deemed at significant risk and we, as a team, have been able to create life-changing response for the families involved

### Thank you and Recognition

Thank you to the amazing intake team – Lisa, Sam, Ailish, Jackie, Michelle, Erin, Jodie and Tamieka who have managed competing demands, and been able to flexibly respond to ensure women and children are supported and safe.

Thank you to Lisa, Sam and new staff member Alice for your for your great work in PSI and to Sam and Sarah for their great advocacy and representation of Emma House as the Specialist Family Violence Advisor – Child Protection role. Thank you to Sarah, for her strong advocacy and skill in the RAMP space, and the support and guidance she provided to the intake team.

Thanks to Jen who does an amazing job supporting the women and children in refuge and our transitional properties, and Hannah and Jayne for the their great work in supporting women and children's recovery from the impact of violence.

A special thank you to Lisa Kerr who was the Manager Access and Accommodation for the 2020/21 financial year for her great work in supporting staff and her contribution to the planning and implementation of The Orange Door which opens later in the year.

### Dashboard Numbers

PSI – 114

RAMP 51 Presented

Referrals – 2804

*Cristie Brian*

**Cristie Brian**  
Manager Client Services

# Acknowledgements

Emma House Domestic Violence Services Inc. would like to acknowledge and sincerely thank the generosity of individuals, community organisations and businesses that have generously supported EHDVSI over the past 12 months.

We receive numerous donations from individuals of which we are extremely grateful. These donations contribute to our ability to provide flexible options for women and children.

We would also like to acknowledge our sector partners whose support and assistance enable us to continue to provide a comprehensive service tailored to our client's needs.

## Donors

Allansford CWA

Amy Sanderson

Anglicare

Backpacks for Vickids

Barbara Bastin

Blue Illusion

Caroline Kerr

Cath Woodard

Catherine Geffers

Cathy Gleeson

CCC's Project

Chantelle Kneale

Chloe Leddin

Dan Brown

Ebony Lynch

Emma Herd

Foodshare

Gary Webb

Ingenia Gardens

InnerWheel

Jeremy Turner

Kellie King

Lisa Fraraccio

Lisa Graham - 'Behind Closed Doors'

Lyn Chambers

Lynee & Neil Burdess

Marlene Lenehan

Matt

Mepunga Uniting Church

Michelle Sherriff

Mortlake CWA

Next Steps

Nola Foran

Pam O'Brian

Pamela Beechey

Panmure CWA

Paypal Giving Fund

Port Fairy Theatre Group

Rebecca McAuliffe

Richard Barr

Rotary Club of Warrnambool Central

Salvation Army

Scott Kelson

Share the Dignity

Sinclair Wilson

Sophia Lewis

South Coast Motorcycle Club

South West Ladies Masters

South West TAFE

St. Johns Primary School

Stan Smith

Stevie Delaney

Susan Coolahan

Suzanne Krajcer

Tasty Plate

The Crew' South West Motorcycle Club

Tina Maloney

Trinity Welfare Committee

Warrnambool CWA

## Partners

Australian Childhood Foundation  
 Bethany Family Services  
 Brophy Family & Youth Services  
 Centacare  
 Child & Adolescent Mental Health Service  
 Colac Otway & Corangamite Child & Family Services Alliance  
 Corrections Victoria  
 Corangamite Shire Council  
 Department of Families, Fairness & Housing  
 Department of Regulation & Justice  
 Domestic Violence Vic  
 Family Safety Victoria  
 Glenelg Shire Council  
 Grampians Community Health  
 Gunditjmara Aboriginal Cooperative Ltd  
 Kirrae Health Services  
 Maternal & Child Health Service  
 MacKillop Family Services  
 Mpower

Ozchild  
 Salvo Connect  
 South West Health Care  
 South West Child & Family Services Alliance  
 South Western Centre Against Sexual Assault  
 Victorian Department of Justice & Regulation  
 Victorian Legal Aid  
 Victorian Police  
 Warrnambool City Council  
 Warrnambool Food Share  
 Western District Health Service  
 Western Region Alcohol & Drug Service  
 Wimmera & South West Family Violence Partnership  
 Winda Mara Aboriginal Corporation  
 Women's Health & Well Being Barwon South West  
 Women's Housing Ltd

## Financial Statements

Emma House Domestic Violence Services Inc.  
**Statement of Comprehensive Income**  
For the Year Ended 30 June 2021

Income	Note	2021 \$	2020 \$
Funding			
Victorian Legal Aid		314,219	214,401
Department of Human Services		3,306,056	3,050,655
Department of Justice and Regulation		10,250	62,744
Other Income			
Government Cash Flow Boost		50,000	50,000
Donations		13,592	27,876
Fee for Service Income		-	18,373
Interest		26,399	42,230
Paid Parental Leave		7,539	-
Profit on Sale of Asset		-	26,046
Rental income		7,657	12,113
Reimbursements (including workcover)		122,853	13,678
Sundry		13,594	11,393
<b>Total Revenue</b>		<b>3,872,159</b>	<b>3,529,509</b>
<b>Expenditure</b>			
Accounting, Audit and Bookkeeping		10,675	10,370
Accreditation project		7,761	10,916
Administration costs		94,354	125,750
Client costs		898,765	990,607
Depreciation		65,235	62,422
IT Expenses		14,477	16,120
Locum Services		53,593	43,588
Loss on Sale of Assets		1,028	5
Minor equipment purchases		10,330	18,176
Project Expenses		49,525	48,799
Staff cost including recruitment, training and medical		76,384	36,122
Room Hire		6,099	13,237
Repairs and Maintenance		35,413	17,356
Salary expenses		1,981,599	1,925,637
Telephone & Internet		29,514	26,660
Vehicle expenses		17,629	23,059
Workcover premium		52,533	81,391
<b>Total Expenditure</b>		<b>3,404,914</b>	<b>3,450,215</b>
<b>Surplus for the year</b>		<b>467,245</b>	<b>79,294</b>
<b>Other comprehensive Income for the Year</b>			
Adjustment on Revaluation of Land & Buildings	1(b)(h)	5,403	-
<b>Total comprehensive Income for the Year</b>		<b>472,648</b>	<b>79,294</b>

Emma House Domestic Violence Services Inc.  
**Statement of Financial Position**  
As at 30 June 2021

		2021	2020
<b>Assets</b>	<b>Note</b>	<b>\$</b>	<b>\$</b>
<b>Current Assets</b>			
Cash and Cash Equivalents	2	1,259,810	505,059
Investments	2	1,736,773	1,711,952
Receivables	3	-	133,952
Other current assets	4	189,081	16,130
		<u><b>3,185,664</b></u>	<u><b>2,367,093</b></u>
<b>Non Current Assets</b>			
Property , Plant and Equipment	5	986,536	1,033,625
<b>Total Assets</b>		<u><b>4,172,200</b></u>	<u><b>3,400,718</b></u>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	6	815,955	503,772
Employee Provisions	7	159,903	169,291
		<u><b>975,858</b></u>	<u><b>673,063</b></u>
<b>Non Current Liabilities</b>			
Employee Provisions	7	13,410	17,371
<b>Total Non Current Liabilities</b>		<u><b>13,410</b></u>	<u><b>17,371</b></u>
<b>Total Liabilities</b>		<u><b>989,268</b></u>	<u><b>690,434</b></u>
<b>Net Assets</b>		<u><b>3,182,932</b></u>	<u><b>2,710,284</b></u>
<b>Members Funds</b>			
Retained Surplus		<b>3,177,529</b>	<b>2,710,284</b>
Reserves		<b>5,403</b>	-
<b>Total Members Funds</b>		<u><b>3,182,932</b></u>	<u><b>2,710,284</b></u>



Emma House Domestic Violence Services Inc.  
**Statement of Changes in Equity**  
For the Year Ended 30 June 2021

	Notes	Retained Earnings \$	Asset Revaluation Reserve	Total \$
<b>Balance at 1 July 2019</b>		2,630,990	-	2,630,990
Profit (loss) attributable		79,294	-	79,294
Transfers to and from reserves		-	-	-
<b>Balance at 30 June 2020</b>		<u>2,710,284</u>		<u>2,710,284</u>
Profit (loss) attributable		467,245		467,245
Total other comprehensive income for the year	1(b)(h)		5,403	5,403
Transfers to and from reserves		-		-
<b>Balance at 30 June 2021</b>		<u><b>3,177,529</b></u>	<u><b>5,403</b></u>	<u><b>3,182,932</b></u>

Emma House Domestic Violence Services Inc.  
**Statement of Cashflows**  
As at 30 June 2021

	Note	2021 \$	2020 \$
<b>Cash Flow from Operating Activities</b>			
Receipts from operating activities		4,298,516	3,428,697
Interest received		26,399	42,230
Payments to suppliers		(1,563,224)	(1,435,627)
Payments to employees		(1,968,348)	(1,927,324)
<b>Net cash provided by operating activities</b>	12	<u><b>793,343</b></u>	<u><b>107,976</b></u>
 <b>Cash Flow from Investing Activities</b>			
Proceeds from sale of property, plant & equipment		-	63,000
Payment for property, plant & equipment		(13,771)	(115,582)
<b>Net cash used in investing activities</b>		<u><b>(13,771)</b></u>	<u><b>(52,582)</b></u>
 Net increase/(decrease) in cash held		779,572	55,394
 Cash at the beginning of Financial Year		<u>2,217,011</u>	<u>2,161,617</u>
 <b>Cash at the end of Financial Year</b>	2	<u><u><b>2,996,583</b></u></u>	<u><u><b>2,217,011</b></u></u>

Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021

**1. Statement of Accounting Policies**

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Reform Act 2012 and is a Charity registered under the Australian Charities and Not-for-profits Commission Act 2012 .

The Council have prepared the financial statements on the basis that the entity is a non-reporting entity because there are no users dependant on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the Associations Incorporation Reform Act 2012. The Association is a not-for-profit entity for financial reporting purposes under the Australian Accounting Standards.

The financial statements (exempt for cash flow information) have been prepared on an accruals basis and are based on historical costs and do not take into account changing money values or, except where stated specifically, current valuations of non-current assets. The amounts presented in the financial statements have been rounded to the nearest dollar.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise. The financial statements were authorised for issue by the Council as per the Council Statement.

**Accounting Policies**

**a. Income Tax**

The Committee believe the Association is exempt from the payment of tax under Section 50-10 of the Income Tax Assessment Act 1997.

**b. Property, Plant and Equipment**

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses. Property, land and buildings are carried at their fair value and based on the market valuation periodically, obtained from an independent valuer which determines the value. It is noted that property held with restriction on sale by the Service has been carried at historical cost. Refer Note 5(c) for further detail.

The carrying amount of property, plant and equipment is reviewed annually by Council to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021 (continued)

**1. Statement of Accounting Policies (cont.)**

**b. Property, Plant and Equipment (cont.)**

In the event the carrying amount of plant and equipment is greater than the recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(f) for details of impairment).

Plant and equipment that have been contributed at no cost, or for nominal cost, are recognised at the fair value of the asset at the date it is acquired.

**Depreciation**

Land is not depreciable. The depreciable amount of all fixed assets including buildings is depreciated on either a straight-line or diminishing value basis over their useful lives, commencing from the time the asset is available for use.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

**c. Superannuation**

The Association contributes employer superannuation on behalf of permanent employees receiving greater than \$450 per month. The Association is not legally obligated to contribute greater than 10% superannuation guarantee levy.

**d. Employee Benefits**

**Short-term employee provisions**

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled. Based on past experience, the Association does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Association does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021 (continued)

**1. Statement of Accounting Policies (cont.)**

**d. Employee Benefits (cont.)**

**Other long-term employee provisions**

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss as part of employee provisions expense.

The Association's obligations for long-term employee benefits are presented as non-current employee provisions in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current employee provisions.

**e. Revenue**

Non-reciprocal grant revenue is recognised in profit or loss when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before the entity is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor or third party, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered; otherwise the grant is recognised as income on receipt.

Non-reciprocal contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in profit or loss.

Donations and bequests are recognised as revenue when received.

Interest revenue is recognised as it accrues using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customer. All revenue is stated net of the amount of goods and services tax.

Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021 (continued)

**1. Statement of Accounting Policies (cont.)**

**f. Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short term highly paid liquid investments with original maturities of three months or less and bank overdrafts.

**g. 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 (ATO). Receivables and payables in the Balance sheet are shown inclusive of GST. The net amount of GST recoverable from, or payable to the ATO is included with other receivables or payables in the statement of financial position. Cash flows are presented on an exclusive basis. The GST components of cash flows arising from investing or financing activities which are recoverable from or payable to, the ATO are presented as operating cashflows included in receipts from customers or payments to suppliers.

**h. Impairment of Assets**

At each reporting date, the Association assesses whether there is any indication that an asset may be impaired. The assessment will consider both external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of that asset, being the higher of the asset's fair value less costs of disposal and its value-in-use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is immediately recognised in profit and loss.

Where an impairment loss on a revalued asset is identified, this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**i. Comparative Figures**

When required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021 (continued)

		<b>2021</b>	<b>2020</b>
		<b>\$</b>	<b>\$</b>
<b>2. Cash and Cash Equivalents</b>			
Petty Cash		71	62
Cheque and at call savings Accounts		1,259,243	504,717
EFTPOS Account		496	280
		<u><b>1,259,810</b></u>	<u><b>505,059</b></u>
<b>Reconciliation of Cash:</b>			
Cash at the end of the financial year as shown in the cash flow statement is reconciled to items in the balance sheet as follows:			
Cash and cash equivalents		1,259,810	505,059
Investments - Restricted		1,736,773	1,711,952
		<u><b>2,996,583</b></u>	<u><b>2,217,011</b></u>
<b>3. Receivables</b>			
Receivables		-	133,952
		<u>-</u>	<u><b>133,952</b></u>
<b>4. Other current Assets</b>			
Prepayments		<u><b>189,081</b></u>	<u><b>16,130</b></u>
<b>5. Property, Plant &amp; Equipment</b>			
Land 131-133 Kepler Street	(a)	445,000	470,000
Buildings 131-133 Kepler Street	(b)	405,000	405,000
Less Accumulated Depreciation		(28)	(20,278)
	(a)	<u>849,972</u>	<u>854,722</u>
Refuge Property at Cost	(c)	140,000	140,000
Less Accumulated Depreciation		(140,000)	(140,000)
		<u>-</u>	<u>-</u>
Refuge Property Improvements at Cost		25,225	25,225
Less Accumulated Depreciation		(20,058)	(18,935)
		<u>5,167</u>	<u>6,290</u>
<b>Total Property &amp; Improvements</b>		<u><b>855,139</b></u>	<u><b>861,012</b></u>
Plant and Equipment at Cost		170,673	162,301
Less Accumulated Depreciation		(143,728)	(128,958)
		<u>26,945</u>	<u>33,343</u>
Motor Vehicles at Cost		165,590	165,590
Less Accumulated Depreciation		(61,138)	(26,320)
		<u>104,452</u>	<u>139,270</u>
<b>Total Property, Plant and Equipment</b>		<u><b>986,536</b></u>	<u><b>1,033,625</b></u>



Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021 (continued)

	2021 \$	2020 \$
<b>5. Property, Plant &amp; Equipment (cont.)</b>		
(a) The title search for the property 131-133 Kepler Street is Volume 10300 Folio 755		
(b) Land and Buildings value is based on the property valuation by Roger Cussens dated 30/06/2021.		
(c) Note a property is held for Emma house by Marvindel Inc. with a caveat held over the property by the Director of Housing which does not allow the transfer or sale of the property. Given the restriction on sale and therefore value to the Service, this property is carried at historical cost.		
<b>6. Trade and Other Payables</b>		
<b>Current:</b>		
Accounts Payable	79,844	89,762
Payroll & Other Accruals	48,084	38,358
PAYG	59,741	42,867
Grants in Advance	606,538	287,734
GST Payable	21,748	45,051
	<u><b>815,955</b></u>	<u><b>503,772</b></u>
<b>7. Employee Provisions</b>		
<b>Current</b>		
Time In Lieu	25,515	12,550
Employee Benefits - Annual Leave	119,229	147,797
Employee Benefits - Long Service Leave	15,159	8,944
	<u>159,903</u>	<u>169,291</u>
<b>Non - Current</b>		
Employee Benefits - Long Service Leave	<u>13,410</u>	<u>17,371</u>
<b>8. Reserves</b>		
<b>Asset Revaluation Reserve</b> - held in relation to revaluation of land and buildings.		
<b>9. Events after Balance Date</b>		
Subject to the impact that may result from the Covid-19 pandemic, including, but not limited to the organisation's operations and financial position in 2021 and future years, the Council is not aware of any events which have occurred subsequent to balance date which would materially affect the financial statements prepared for the year ended at 30 June, 2021.		
<b>10. Related Party Transactions</b>		
The Association did not enter into any contracts with related parties.		
<b>11. Contingent Liabilities</b>		
The Council is not aware of any contingent liabilities at 30 June, 2021. (2020 - Nil)		

Emma House Domestic Violence Services Inc.  
**Notes to and forming part of the Financial Statements**  
For the Year Ended 30 June 2021 (continued)

<b>12. Cash Flow Information</b>	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Operations with Surplus from Ordinary Activities		
Net Result for Year	467,245	79,294
Non-cash flows in Profit		
Depreciation	65,235	62,422
Net(gain)/loss on disposal of assets	1,028	(26,041)
Changes in Assets & Liabilities		
(Increase)/Decrease in Receivables	133,952	(133,632)
(Increase)/Decrease in Other Assets	(172,951)	(3,304)
Increase/(Decrease) in Payables	312,183	102,461
Increase/(Decrease) in Provisions	(13,349)	26,776
Net Cash Provided by Operating Activities	<u><b>793,343</b></u>	<u><b>107,976</b></u>

**13. Incorporation**

The organisation received a Certificate of Incorporation from Consumer Affairs dated 14th August, 1986.

**14. Income Tax Expense**

The Committee believe the Association is exempt from the payment of tax under Section 50-10 Community Service of the Income Tax Assessment Act

**15. Australian Charities and Not-For-Profit Commission (ACNC)**

The organisation is registered with the ACNC as a charitable organisation.

Emma House Domestic Violence Services Inc.

**ANNUAL STATEMENTS GIVE TRUE AND FAIR VIEW OF FINANCIAL POSITION AND  
PERFORMANCE OF INCORPORATED ASSOCIATION**


We, being members of the Council of Emma House Domestic Violence Incorporated, certify that -

- (1) The financial statements as set out on pages 1 to 11 present a true and fair view of the financial position of the Emma House Domestic Violence Inc. as at 30 June 2021 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Reform Act 2012.
- (2) Emma House Domestic Violence Services Inc. will be able to meet its debts as and when they fall due.
- (3) The financial statements and notes as set out on pages 1 to 11 satisfy the requirements of the ACNC Act.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.

  
\_\_\_\_\_  
Signature

Gabrielle Tascan - Chair  
\_\_\_\_\_  
Name

  
\_\_\_\_\_  
Signature

Rebecca Ratcliffe - Treasurer  
\_\_\_\_\_  
Name

19/8/2021  
\_\_\_\_\_  
Dated

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EMMA HOUSE DOMESTIC VIOLENCE SERVICES INCORPORATED

### Report on the Audit of the Financial Report

We have Audited the financial report of Emma House Domestic Violence Services Incorporated, which comprises the statement of financial position as at 30 June, 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Council's declaration.

In our opinion the financial report of Emma House Domestic Violence Services Incorporated, is in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- a. giving a true and fair view of the Emma House Domestic Violence Services Incorporated's financial position as at 30 June, 2021 and of its financial performance for the year then ended; and
- b. complying with Australian Accounting Standards to the extent described in Note 1, 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 Emma House Domestic Violence Services Incorporated, in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and 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 report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Emma House Domestic Violence Services Incorporated's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

## **Responsibility of the Council and Those Charged with Governance for the Financial Report**

The Council of Emma House Domestic Violence Services Incorporated, are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The Council's responsibility also includes such internal control as the Council determine is necessary to enable the preparation of a 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 Council are responsible for assessing Emma House Domestic Violence Services Incorporated'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 Council either intend to liquidate Emma House Domestic Violence Services Incorporated, or to cease operations, or have no realistic alternative but to do so.

## **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 the financial report.

As part of an Audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism 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.
- 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 Emma House Domestic Violence Services Incorporated's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.

- Conclude on the appropriateness of the Council'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 Emma House Domestic Violence Services Incorporated'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 Emma House Domestic Violence Services Incorporated, 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 those charged with governance 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 our Audit.



**FELICITY MELICAN  
PRINCIPAL**

Dated this 28 October, 2021

257 Timor Street  
Warrnambool VIC 3280

Ref: 1960996\_1

# Annual Report 2020-21

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