



ANNUAL REPORT 2023



BRIDGES
Health & Community Care



ACKNOWLEDGEMENT OF COUNTRY

**Bridges pay our respects to all
Aboriginal and Torres Strait
Islander people who have passed
who are present and the younger
generations.**

**We celebrate their stories, their
culture and the traditions of all
the Traditional Owners as we
travel through to work and live
upon their land.**



BRIDGES
Health & Community Care



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CORPORATE PROFILE

MISSION

Bridges mission is to improve the health, social, and economic outcomes for people of all ages, cultures and communities.

VISION

Bridges is a leader in the design and delivery of innovative, contemporary programs and services to the Queensland communities it serves, particularly those facing adversity, marginalisation and discrimination. Bridges strives to create innovative projects to increase awareness and understanding of mental illness, drugs and alcohol.

ABOUT BRIDGES

Bridges is the longest established and leading provider of community-based mental health and drug and alcohol services in the Queensland Wide Bay and Fraser Coast communities currently operating in Central Queensland; Rockhampton, Gladstone and surrounding towns as well as North and South Burnett Regions.

Services to our communities include allied health, psychological services, community-based mental health services and counselling and support programs. We also offer NDIS support services.

Bridges provides offender support services for those with experience of correctional facilities, Youth Bail Support Service, support for those living with mental illness after release from Central Queensland Correctional Centres. We also provide pre and post transition support services in the North Coast Queensland Corrective Services Catchment.

DIRECTOR'S REPORT

The Directors present this report along with the financial statements for the year ended 30 June 2023.

Directors' Meetings

The number of meetings of the Board of Directors (including meetings of Sub-Committees) and the number of meetings attended by each of the Directors during the financial year are:

Directors	Board Meetings		Finance Sub-Committee Meetings	
	A	B	A	B
Alexandra Dodson	5	6	4	4
Antonio Castro	6	6		
Mark Curry	4	6	0	4
Jacqueline Richards	4	6		
Adrian Grant	6	6	3	4

A – Number of meetings attended

B – Number of meetings held

Members' guarantee

The Company is limited by guarantee. The liability of the members is limited to a maximum of \$10 each. The Company has eight members.

Review and result of operations

In terms of our financial position, please refer to the Treasurers report. As can be seen, the Directors are satisfied of our financial position, and we are solvent.

The company's operations during the year performed as expected in the opinion of the Directors.

Principal Activities

The principal activities of the company during the financial year were:

Ongoing delivery of State and Federally funded programs and Business Services for:

- People with mental health challenges, across the spectrum of interventions and support needs, including psychological treatment, counselling, and psychosocial support.
- Individual, families and significant others with Drug and alcohol issues.
- Children, young people, and their families, at risk of poor mental health or adversity.
- People who have been in prison and require transitional support in-prison and in the community.
- Young people at risk of going to prison and require intensive support while on bail.
- People with disabilities and/or mental health issues looking to re-enter the workforce.
- NDIS clients, requiring occupational therapy, support coordination, recovery coaching, core supports and group programs as part of their NDIS plans.
- The Mind-Life project – reframing psychosocial disability and developing resources.

Bridges continued to respond to the COVID19 pandemic, regularly updating staff and ensuring the business operates within the Government directives.

Significant Changes in the State of Affairs

There were no significant changes in the company's situation that occurred during the financial year.

Dividends

The Company is limited by guarantee and is prohibited by its Constitution from paying a dividend to its members. Clause 4.2

Operating Result

The company recorded a profit for the financial year which amounted to \$623,525.

After Balance Date Events

No matters or circumstances have arisen since the end of the financial year which significantly affected, or may significantly affect, the operations of the company, the results of those operations, or the situation of the company in future financial years.

Likely developments in the operations of the company, and the expected results of those operations in future financial years, have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the company.

Environmental Issues

The company's operations are not regulated by any significant environmental regulation under a law of the Australian Commonwealth or of a State or Territory.

Share Options

No options over issued shares or interests in the company were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Indemnifying Office or Auditor

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the company.

Proceedings on Behalf of Company

No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not a party to any such proceedings during the year.


Signed in accordance with a resolution of the Directors:

Antonio Castro
Director


Antonio Castro (Nov 2, 2023 14:43 GMT+10)

Dated: 02-Nov-2023

Adrian Grant
Director


Adrian Grant (Nov 2, 2023 14:45 GMT+10)

Dated: 02-Nov-2023

OUR BOARD OF DIRECTORS



Antonio Castro

Board Chair and Company Secretary

Antonio (Tony) has been involved in his family farming operation and has always been heavily involved in advocating for the agricultural sector in the Bundaberg region, particularly canegrowers until leaving the industry in July 2018. A dedicated community volunteer, Tony is a Director with the Waves Sports Club (President), Clubs Queensland (Vice President), Regional Business HQ (Chairman), EDON Place Domestic & Family Violence Centre Inc (Director), Bundaberg YMCA Ltd (Director) and has been serving as a Board Member of Bridges Health & Community Care Ltd since 2020.

Whilst in the sugar industry, Tony was a board member of the state lobby organisation, Queensland Cane Growers Organisation Ltd and chaired two sub-committees, the Finance & Administration committee as well as the Audit & Risk Management committee. In all Tony's board roles, Tony focused on maintaining a high standard of governance and working to develop thorough and effective strategic planning to ensure the success and sustainability of the organisation.

Mark Curry

Deputy Board Chair

Mark Curry is one part of the board of directors. He also is the founder and CEO of Savvy Beverages, a lawyer of the Supreme Court of NSW, academic tutor, and nutritionist.

Mark spent several years practising as a lawyer before moving toward nutrition, and 'better for you' healthy options. He is pioneering the space of "mental performance drinks" which help people to combat stress while working hard. Mark has utilised his background in order to assist Bridges and the board to make the right decisions going forward. Mark has a passion for mental health and helping people to enjoy themselves as much as possible. Mark has been serving as a Board Member of Bridges Health & Community Care Ltd since 2018.



OUR BOARD OF DIRECTORS



Alexandra Dodson

Treasurer, Chair of Finance Sub-Committee

Alexandra (Alex) currently works for Macquarie Group in the Retail Bank. She has 6+ years working in the financial services industry, across various accounting, business partnering & treasury roles.

Alex previously worked in the professional services industry (specialising in business advisory and tax), obtaining the Chartered Accounting qualifications in 2015. She enjoys giving back to the community and has been serving as a Board Member of Bridges Health & Community Care Ltd since 2017.

Adrian Grant

Director, Member of Finance Sub-Committee

Adrian is currently operating his own business as a corporate strategy and governance consultant. His previous professional experience has included senior executive leadership positions as General Manager/Director of Corporate Services, Strategy and Planning, Finance, Governance and Risk Management at all levels of government and the commercial sector including banking, insurance, and funds management organisations.

Adrian is very passionate about the mental and physical wellbeing of all people and is keen on using his experience in contributing to the goals and objectives of Bridges Health and Community Care Ltd. Adrian has been serving as a Board Member of Bridges Health & Community Care Ltd since 2022.



Jacqueline Richards

Director

A progressive and proactive executive, with a proven aptitude and extensive working knowledge of both community and corporate governance, Jackie Richards is a highly attuned and successful business leader and coach in the not-for-profit sector, who is committed to achieving and exceeding organisational benchmarks.

Jackie's commitment to best practice through the introduction of quality systems, and the fostering of a healthy organisational culture, is evident in the successful development and organisational growth she has spearheaded. Jackie is a valued member of numerous Boards with a solid working knowledge of constitutional law, governance requirements, and industry regulations.

A Graduate Certificate in Housing Management and Policy Development, and qualifications in Quality Auditing and Project Management, heads her long list of personal and professional development accreditations. In 2010, Jackie was the proud recipient of the Australian Housing Institute 'Inspirational Colleague' Award, and this achievement is but one example bearing testament to this charismatic leader's passion for success in her field. Jackie has been serving as a Board Member of Bridges Health & Community Care Ltd since 2021.



CHAIRPERSON'S REPORT

Antonio Castro



Another year has passed with challenges of the impacts of COVID-19 still present, it has not been as severe as in the past which indicates that some sense of the normality we had is returning, albeit slowly. The board has remained stable with Mark Curry at deputy chair, Alex Dodson as treasurer and Adrian Grant and Jackie Richards offering so much with their respective skills that they bring to the table.

The board and senior management are still working tirelessly to achieve the goals in our strategic plan and whilst at times the challenges that present may seem insurmountable at first, we are slowly moving forward. The staffing levels and continuing programs have stabilised due to the uncertainty of funding arrangements not being so prevalent and the lessening impact of COVID-19. With the change of government at the federal level now well and truly settled, there has been more stability in programs compared to the previous year, including ongoing and enhanced funding.

With regards to Precinct 58 (the former fire station), planning is still progressing to develop it as our new home. A significant feature of our new asset has been completed with the formation of "Friends of the Fire Station" where we have established the sites connection to its previous use by placing plaques on the outside of the building with the stories of former fire fighters who worked there. When we had the official unveiling of the plaques, these former fire fighters were invited to attend with other dignitaries, management and staff of Bridges and Ross Peddleson, who interviewed the former fire fighters to put their individual stories together for the plaques. The next step in progressing the development of Precinct 58 will involve the board and senior management exploring funding opportunities as a part of the review of our strategic plan in November 2023.

As a board we have continued to meet bi-monthly via video conferencing as our board members are located in all different localities, such as Queensland, New South Wales, and Victoria. As I have already mentioned the board and CEO are planning to meet in November 2023 to review our strategies and goals which has become necessary on an annual basis due to the ever-changing nature of our industry, the funding arrangements for programs and the development of Precinct 58 into a significant and valuable asset for Bridges and the community.

I would like to thank my fellow board members, Mark Curry (Deputy Chair), Alexandra Dodson (Treasurer) and Directors, Jackie Richards and Adrian Grant for their time and effort as Directors and their support for me as Chair of Bridges. I would like to acknowledge Nicole who not only has to focus on her role as Executive Assistant to the CEO but continues to provide an invaluable secretariat service to myself as company secretary. In this role she keeps me informed on matters and issues that require my attention in a timely manner, thank you very much Nicole.

On behalf of the Board and myself, I'd like to record our thanks and appreciation to Sharon Sarah as the Chief Executive Officer of Bridges Health & Community Care. In another challenging year, Sharon has gone above and beyond in her role which is greatly appreciated by the board.

To the Executive Leadership Team, Team Leaders, and our staff of professionals, we can't thank you enough for the work that you do for our clients and overall success of our organisation. We are very fortunate to have people of this calibre and the work that is being done for the organisation and the development of Precinct 58 will be as a result of the great work being done by these fine people.

As this year draws to an end and a new year beckons, we will meet the new challenges face on so as to ensure Bridges will not only survive but thrive and continue to grow.

I'd like to wish everyone the very best for the festive season and a happy new year! Bring on 2024!!!

Antonio (Tony) Castro Board Chair

TREASURER'S REPORT

Alexandra Dodson, CA

“Bridges Health and Community Care ended the financial year 2023 with a net profit of \$623,525; an impressive result given the backdrop of tough economic conditions and a changing political landscape.”



Total revenue for the financial year was \$7.3m, which was a decrease of 15.4% from FY22 (\$8.6m), predominantly driven by a 52.9% decrease in NDIS income (from \$1.1m to \$0.5m) and a large decrease in Fees & Charges (from \$0.8m to \$0.3m) due to the discontinuation of the DES program. Despite continued competition for grants, Bridges management secured grant income of \$6.4m, which was only a slight decrease from FY22 (\$6.6m).

Employment benefit expenses decreased 27.3% from FY22 (from \$7.0m to \$5.1m), particularly driven by the reduction in NDIS income & other programs. Bridges maintains significant investment into the retention and onboarding of skilled and quality staff, critical for Bridges to continue running effectively.

Through careful cost management, other expenses decreased by 22.4% YoY (from \$2.1m to \$1.6m). Management and the Board has been working to identify opportunities for cost reduction & efficiencies, which can be seen from the decrease across; consulting \$68k, computer expenses \$64k, telephone & internet \$57k, repairs & maintenance \$51k and motor vehicle expenses \$45k.

Other expenses in FY23 were mainly comprised of; occupancy costs (31.5%, \$511k), motor vehicles (16.3%, \$265k), computer expenses (12.7%, \$206k), and telephone & internet changes (9.0%, \$146k).

Bridges ended the financial year with net assets of \$3.6m, leaving Bridges in a good position to commence significant investment into the Woongarra Street Fire Station, which was purchased in 2021. We look forward to seeing the progress with this new Precinct.

I would like to thank Sharon Sarah for her dedication in overseeing the finances and for continuing to secure substantial grant funding, and to Anil Kumar and Graham Ambrey for their continued efforts in the Finance team. Thank you to Nicole Keller for her persistence & patience, and to Board Members Adrian Grant & Mark Curry who have provided valuable support to the Finance sub-committee.

I am grateful to be able to serve an organisation which makes such a positive impact on so many lives.

Alexandra Dodson, CA

Treasurer – Member of Chartered Accountants Australia and New Zealand (CA ANZ)

See Financial Statements from page 16

CEO'S REPORT

Sharon Sarah

“ The staff and Board of Bridges Health & Community Care “Bridges” have had a stable and productive year after several years of turbulence and change. The divestment of some business services e.g. NDIS Support Services was intentional to ensure we improve our financial position and stay true to our values focussing on the delivery quality services for local communities. ”

We have had a complete refresh of our Executive Leadership team who are fitting in well and getting on with the numerous tasks at hand. The team are concentrating on a list of Certification requirements coming up later this year and early next year. Achieving accreditation of multiple standards is a time consuming but necessary task to ensure we continue to deliver programs and services under a strong governance and risk framework. We welcome Collen Manhuwa as our new Quality Risk & Compliance Manager, a highly experienced senior executive who has migrated to Australia from the UK with his family and has chosen Bundaberg as home. He is joined by Rose Ariola who has extensive administration experience in a range of industries.

New systems and back end of business processes have been mostly implemented saving time and money and creating more opportunities for staff to participate in ongoing learning.

We also introduced a new role to enhance program governance and reporting against multiple grants, welcoming Fiona Macaulay to the team. Thanks to Bruce and Lauren from our Human Resources and Payroll team, and our Finance team comprising Anil and Graham for their excellent work throughout the year, and our IT team, with special mention to Britta in helping us to achieve Right fit for Risk Milestone 3, an essential requirement when delivering employment programs.

Overall Bridges largest investment of time and resources aside from “business as usual” has been in our vision for an enhanced innovative mental wellbeing space and establishing new partnerships across a range of different sectors and industries, while all sharing a



common goal; to do things differently in the mental ill health/disability space. The renovation of the former Fire station site in the Bundaberg CBD is a top priority and we are working hard to achieve this goal. Central to its success and benefit to the community is broad consultation with key community members, local industries, universities, and First Nations. This is well underway coordinated by our Business Manager and local artist, Shelley Pisani. We are grateful to have Shelley join our team and share our vision for the arts, cultural and wellbeing sector.

We also welcomed Jane Blunden as our Cultural Advisor to the company as well as our child youth and family programs. Jane is working alongside other programs and staff, engaging with First Nations communities throughout the regions we serve.

I would like to thank our Operational Management Team members, Ross, Paula, Liz, Tony, and Chantelle for their excellent work and to all our frontline staff assisting children, youth, families, and people of all ages who have reached out to us for assistance and support.

Shout out to our Mind-life Project team and external consultants as they enhance the mind-life resources and ensuring they are widely accessible and user-friendly for the end user.

Thank you to our NDIS team members, support coordinators, recovery coaches, OT, and allied health staff for keeping our small but effective NDIS services operating within an industry and scheme that has many flaws, significant workforce issues and considerable room for improvement.

Finally thank you to my Executive Assistant, Nicole, and Bridges Board of Directors for their support and guidance throughout the year and allowing me to steer the ship and progress Bridge’s vision. I am excited for 2024.

Sharon Sarah Chief Executive Officer

NEW STAFF JOINING OUR EXECUTIVE LEADERSHIP TEAM



L-R: Jane Blunden – Cultural Advisor, Collen Manhuwa – Quality, Risk & Compliance Manager, Shelley Pisani – Business Manager, Sharon Sarah – CEO, Nicole Keller – Executive Assistant, Bruce Bryan – Human Resources Manager, Rose Ariola – Quality, Risk & Compliance Officer, Fiona Macaulay – Programs Coordinator, Britta – IT Officer (absent).

WORKFORCE PROFILE

STRATEGY

A key strategy this financial year was to enhance our organisational culture.

- Increased investment into our people's development, learning and training.
- Delivered a Rewards and Benefits program to attract and retain the best talent.
- Increased collaboration with stakeholders at many community events.



3 CASUAL STAFF

29 FULL-TIME STAFF

30 PART-TIME STAFF

OUR INTERNAL NEWSLETTER

To keep our staff actively engaged in our organisation and the community, we have increased our internal communication through targeted event and training invitations, and through the Internal Newsletters.



2022-2023 SERVICE DELIVERY OUTCOMES

4500+

People were supported over the past 12 months



Mental Health
Services



Arts-led Wellbeing
Activities



Alcohol & Drugs
Services



Occupational &
Allied Health Services



Justice System
Services



NDIS Support
Coordination

CLIENT FEEDBACK

100%

People who completed the Yes Survey said that they felt welcome and safe using the service and felt that they were listened to in all aspects of their care and treatment.

100%

People who completed the Client Participant Feedback Form said the service was professional, friendly, courteous and that they would recommend Bridges to other people who need help or support.

100%

People who provided general feedback said that they had a positive experience.



SERVICE DELIVERY



Mental Health (Community)

It has been a busy year for the community based mental health team who provided mental health support to people in Biggenden, Gayndah with outreach to Mundubbera, Monto, Maryborough, Hervey Bay, Gladstone and Rockhampton regions. The team worked hard to achieve KPI's in all programs.

Bridges psychosocial support programs have been made possible through funding provided by the Department of Health and Aged Care under the Country to Coast, QLD PHN Program, and Queensland Health.



Child Youth & Family

For children, young people and their families, the Bridges team supports families to build strong mental health and resilience. In our Central Burnett Youth Service and Family Mental Health Support Services, our team supported many young people across the 2 programs.

Funded by the Queensland Government, Department of Children, Youth Justice and Multicultural Affairs and the Australian Government, Department of Social Services.



Drug & Alcohol

Over the past year, Bridges specialist alcohol and other drugs treatment team provided support to multitudes of people wishing to improve their lives by reducing their drug and/or alcohol use.

Our DARTS specialists deliver services in Bundaberg, Gin Gin, Childers, Gayndah, with outreach to North Burnett, Maryborough, Hervey Bay, outreach to Agnes Water on the Discovery Coast.

This year the team commenced hosting the day rehabilitation programs from the Millbank Office.

Bridges DARTS programs have been made possible through funding provided by the Department of Health and Aged Care under the Country to Coast, QLD PHN Program, and Queensland Health.



Individual Recovery Support Program

During this financial year, Bridges Individual Recovery Team provided support to hundreds of people who were referred to us by the Wide Bay Hospital Services.

Funded by Queensland Health.



Breakthrough for Families Queensland

This financial year, the team supported many people within the Widebay area by providing facts on drugs and alcohol, and strategies for families to support their loved ones.

Funded by Queensland Health.



SERVICE DELIVERY

mind-life

With the appointment of a new Project Manager in April 2023, the project team are well on their way to completing six educational modules that will be released by April 2024. The project team engaged an external consultant to develop a contemporary marketing plan to ensure that the content marketing is delivered to the right audience and the right communities.

Funded by the Australian Government, Department of Social Services.



TWES

The Bridges Time to Work Employment Service (TWES) team provides support to Aboriginal and Torres Strait Island people to get ready for work as they prepare for their release. This financial year, our team exceeded their KPI's.

Exclusive to the Maryborough Correctional Centre.

Funded by the Australian Government, Department of Employment and Workplace Relations.



Community Re-entry Services Team

Servicing the North Coast Region and the Maryborough Correctional Facility, the Community Re-entry Services Team worked tirelessly to provide information, education, and post release support to people who are released from prison.

The team supported thousands of people and exceeded KPI's.

Funded by Queensland Corrective Services.



Transition from Prison

The Transition from Prison team worked hard this year to support many people from the Capricornia Coast Correctional Facility to gain access to mental health, accommodation, and community service.

Funded by Queensland Health.



Bail Support Services

The Bail Support Team support young people that are diverted from court via cautions or Restorative Justice processes. In the 2022/23 financial year, the team experienced an increase in the number of referrals from previous years.

Funded by the Queensland Government, Youth Justice Portfolio.



We support the **ndis** NDIS

Throughout this financial year, the NDIS Services Team provided Support Coordination, Recovery Coaching, Occupational Therapy, Counselling, and Group Activities. The team supported people to navigate through barriers to enable people to live the life they choose.



COMMUNITY ENGAGEMENT



FLIPSIDE CIRCUS

In June, Bridges coordinated a workshop tour with Queensland's leading youth arts organisation, Flipside Circus, across the North and South Burnett. Over 500 participants took part in circus skills workshops across 10 towns, and 34 workshops, building performance skills, self-confidence and social connections, contributing to their wellbeing.



BRITE BALL

Bridges were the proud Platinum sponsor of the BRITE Ball for 2023. This event is developed by a youth-led committee at Headspace Bundaberg to promote inclusivity and celebrating our LGBTIQA+ community in a fun and supportive environment. A great night was had by all, entertained by local musicians and guest acts.



CULTURAL TOURS

In honour of National Reconciliation Week, members of our team attended First Nations Cultural Tours across Bundaberg and the Fraser Coast. Wonderful cultural learning experiences were had with Taribelang Bunda Cultural Tours and Butchulla guides through Hervey Bay Eco Marine Tours.



PROGRESS REPORT

PRECINCT 58

ARTS-LED PROGRAM STRATEGY

Bridges has developed a strategy for arts-led wellbeing working towards the future Arts, Culture and Wellbeing Precinct at the former fire station. A series of projects have been defined that develop, test and advocate for models of programming engaging communities proactively in health and wellbeing through arts and cultural activities. A governance process has also commenced to define the organisational model for the Precinct.



STORIES OF THE STATION

Current and former staff of Queensland Fire and Emergency Services participated in an oral history project interviewed by Ross Peddlesden and photographed by Selina Ferrais.

10 stories can now be heard on our YouTube Channel or by scanning the QR code on the sign at the Precinct.



PARTNERSHIP DEVELOPMENT

The key to the future sustainability of Precinct 58 and its programs is diverse and mutually beneficial partnerships. These are some of the arts and wellbeing partners we have been working with in 2022/2023.



Queensland Government





ACCREDITATION

This year, Bridges received accredited against six major industry standards.

- ISO9001:2015 Quality Management Standards.
- ISO27001:2013 Information Security Management Standards.
- National Standard for Disability Services.
- Human Services Quality Framework.
- NDIS Practice Standards.
- Right Fit For Risk.

BRIDGES SERVICE LOCATIONS



Bridges Health & Community Care Ltd

Financial Statements

For the Year Ended 30 June 2023

Bridges Health & Community Care Ltd

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For the Year Ended 30 June 2023

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Bridges Health & Community Care Ltd

Directors' Report

30 June 2023

The directors present their report on Bridges Health & Community Care Ltd for the financial year ended 30 June 2023.

General information

Directors

The names of the directors in office at any time during, or since the end of, the year are:

Names	Position
Adrian Grant	Director
Alexandra Dodson	Treasurer
Antonio Castro	Chairperson
Jacqueline Richards	Director
Mark Curry	Deputy Chairperson

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activity of Bridges Health & Community Care Ltd during the financial year was to provide services to the community, including allied health, psychological services, community-based mental health services and counselling and support programs.

No significant changes in the nature of the Company's activity occurred during the financial year.

Review of operations

The profit/(loss) of the Company amounted to \$ 623,525 (2022: \$(470,355)).

Other items


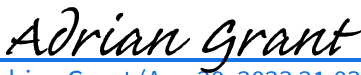
Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

Auditors independence declaration

The lead auditors independence declaration for the year ended 30 June 2023 has been received and can be found on page of the financial report.

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

	
Director: <u>A Castro (Aug 30, 2023 11:30 GMT+10)</u>	Director: <u>Adrian Grant (Aug 30, 2023 21:03 GMT+10)</u>

Dated this 30 August 2023

AUDITOR'S INDEPENDENCE DECLARATION

As auditor for the audit of Bridges Health & Community Care Ltd for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

- i) no contraventions of the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- ii) no contraventions of any applicable code of professional conduct in relation to the audit.



.....

Jason Croston, FCA
Registered Company Auditor
Brisbane
SRJ Walker Wayland

Dated: 5 September 2023

Bridges Health & Community Care Ltd

Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2023

		2023	2022
	Note	\$	\$
Revenue	4	7,279,602	8,608,318
Finance income		59,621	12,157
Employee benefits expense		(5,083,785)	(6,989,120)
Depreciation and amortisation expense		(7,119)	(9,215)
Other expenses	5	(1,624,794)	(2,092,495)
Surplus/(deficit) for the year		<u>623,525</u>	<u>(470,355)</u>

The accompanying notes form part of these financial statements.

Bridges Health & Community Care Ltd

Statement of Financial Position

30 June 2023

	2023	2022
Note	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	6 3,887,810	3,084,902
Trade and other receivables	7 65,545	95,214
TOTAL CURRENT ASSETS	3,953,355	3,180,116
NON-CURRENT ASSETS		
Trade and other receivables	7 72,443	72,362
Property, plant and equipment	8 1,001,187	1,008,728
TOTAL NON-CURRENT ASSETS	1,073,630	1,081,090
TOTAL ASSETS	5,026,985	4,261,206
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	9 249,387	435,023
Employee benefits	12 539,458	665,207
Financial liabilities	10 -	21,962
Other liabilities	11 620,312	124,017
TOTAL CURRENT LIABILITIES	1,409,157	1,246,209
NON-CURRENT LIABILITIES		
Employee benefits	12 53,257	73,951
TOTAL NON-CURRENT LIABILITIES	53,257	73,951
TOTAL LIABILITIES	1,462,414	1,320,160
NET ASSETS	3,564,571	2,941,046
EQUITY		
Accumulated surplus	3,564,571	2,941,046
TOTAL EQUITY	3,564,571	2,941,046

The accompanying notes form part of these financial statements.

Bridges Health & Community Care Ltd

Statement of Changes in Equity

For the Year Ended 30 June 2023

2023

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2022	2,941,046	2,941,046
Surplus/(deficit) for the year	623,525	623,525
Balance at 30 June 2023	3,564,571	3,564,571

2022

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2021	3,411,401	3,411,401
Surplus/(deficit) for the year	(470,355)	(470,355)
Balance at 30 June 2022	2,941,046	2,941,046

The accompanying notes form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2023

	2023	2022
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	7,805,568	7,883,124
Payments to suppliers and employees	(7,040,741)	(9,057,536)
Interest received	59,621	12,157
Net cash provided by/(used in) operating activities	824,448	(1,162,255)
15		
CASH FLOWS FROM INVESTING ACTIVITIES:		
Movements in property, plant and equipment	422	(976,988)
Net cash provided by/(used in) investing activities	422	(976,988)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from borrowings	(21,962)	21,962
Net cash provided by/(used in) financing activities	(21,962)	21,962
Net increase/(decrease) in cash and cash equivalents held	802,908	(2,117,281)
Cash and cash equivalents at beginning of year	3,084,902	5,202,183
Cash and cash equivalents at end of financial year	3,887,810	3,084,902
6		

Bridges Health & Community Care Ltd

Notes to the Financial Statements

For the Year Ended 30 June 2023

The financial report covers Bridges Health & Community Care Ltd as an individual entity. Bridges Health & Community Care Ltd is a not-for-profit Company, registered and domiciled in Australia.

The functional and presentation currency of Bridges Health & Community Care Ltd is Australian dollars.

Comparatives are consistent with prior years, unless otherwise stated.

1 Basis of Preparation

In the opinion of those charged with Governance the Company is not a reporting entity since there are unlikely to exist users of the financial statements who are not able to command the preparation of reports tailored so as to satisfy specifically all of their information needs. These special purpose financial statements have been prepared to meet the reporting requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

The Company is a not-for-profit entity for the purposes of preparing these special purpose financial statements.

The material accounting policies adopted in the special purpose financial statements are set out in Note 2 and indicate how the recognition and measurement requirements in Australian Accounting Standards have not been complied with.

2 Summary of Significant Accounting Policies

(a) Income tax

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

(b) Leases

Lease payments for operating leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the life of the lease term.

The method of not recognising operating leases on the statement of financial position does not comply with AASB 16 *Leases*.

(c) Revenue and other income

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

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

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

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Company expects to receive in exchange for those goods or services.

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

Notes to the Financial Statements

For the Year Ended 30 June 2023

2 Summary of Significant Accounting Policies

(c) Revenue and other income

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Company are:

NDIS revenue

Revenue is recognised on transfer of goods or services to the client as this is deemed to be the point in time when risks and rewards are transferred and there is no longer any ownership or effective control over the goods. Payments are received in arrears after the care has already been provided, and there is no specific ongoing performance obligation connected to the revenue received. A receivable in relation to these services is recognised when a bill or claim has been invoiced or submitted, as this is the point in time when the consideration is unconditional because only the passage of time is required before the payment is due.

Grant revenue

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met. Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs they are compensating.

All grant income has been deferred upon receipt and not recognised as revenue until the related expenses incurred, without assessing whether enforceable performance obligations exist. This does not comply with *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities*.

Interest revenue

Interest is recognised using the effective interest method.

Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

(d) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

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

(e) Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Notes to the Financial Statements

For the Year Ended 30 June 2023

2 Summary of Significant Accounting Policies

(e) Property, plant and equipment

Items of property, plant and equipment acquired for significantly less than fair value have been recorded at the acquisition date fair value.

Where the cost model is used, the asset is carried at its cost less any accumulated depreciation and any impairment losses. Costs include purchase price, other directly attributable costs and the initial estimate of the costs of dismantling and restoring the asset, where applicable.

Land and buildings

Land and buildings are measured using the cost model.

Plant and equipment

Plant and equipment are measured using the cost model.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the Company, commencing when the asset is ready for use.

(f) Cash and cash equivalents

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

(g) Employee benefits

Provision is made for the Company's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled. Changes in the measurement of the liability are recognised in profit or loss.

Long-term provisions recognised for long service leave have been measured on the undiscounted basis. The probability that an employee may satisfy vesting requirements has not been taken into account. This treatment of long service leave does not comply with AASB 119 *Employee Benefits*.

Long service leave, being an employee benefit expected to be settled more than one year after the end of the reporting period, has been measured in accordance with *The Community Services Industry (Portable Long Service Leave) Act 2020* which came into effect as at 1 January 2021.

Personal Leave

The method of recognising personal leave in its entirety on the statement of financial position does not comply with AASB 119 *Employee Benefits*.

Health and Wellbeing Leave

Health and wellbeing leave is non-vesting for the Company. The method of recognising health and wellbeing leave in its entirety on the statement of financial position does not comply with AASB 119 *Employee Benefits*.

Notes to the Financial Statements

For the Year Ended 30 June 2023

2 Summary of Significant Accounting Policies

(h) Economic dependence

Bridges Health & Community Care Ltd is dependent on the Government for the majority of its revenue used to operate the business. At the date of this report the directors have no reason to believe the Government will not continue to support Bridges Health & Community Care Ltd.

3 Critical Accounting Estimates and Judgments

Those charged with governance make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

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

The significant estimates and judgements made have been described below.

Key estimates - impairment of property, plant and equipment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates - useful lives of assets

Management of the company determine the estimated useful lives and related depreciation charges for its property, plant and equipment. The depreciation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Key estimates - receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

4 Revenue and Other Income

	2023	2022
	\$	\$
Revenue		
Cafe income	1,215	3,992
Fees and charges	278,210	821,289
Grant income	6,376,034	6,604,947
NDIS fee income	521,205	1,106,371
Other income	94,664	29,883
Private practice income	8,274	41,836
Total revenue	7,279,602	8,608,318

Notes to the Financial Statements

For the Year Ended 30 June 2023

5 Result for the Year

The result for the year includes the following specific expenses:

	2023	2022
	\$	\$
Other expenses:		
Accounting and professional fees	21,509	39,700
Advertising and promotions	33,553	36,486
Cafe expenses	-	1,361
Cleaning	35,129	37,375
Client support costs	52,442	46,899
Computer expenses	206,361	270,852
Consultancy fees	66,834	134,610
COVID-19 expenses	35	6,137
Equipment Hire	8,973	11,122
Establishment costs	11,572	22,952
Insurance	26,313	32,029
Legal fees	10,228	41,185
Membership fees	1,807	1,932
Minor asset purchases	34,299	43,385
Motor vehicle expenses	264,761	309,399
Occupancy costs	511,512	508,253
Printing, postage and freight	20,010	32,863
Quality accreditation	24,174	43,367
Repairs and maintenance	36,024	86,700
Security monitoring expenses	12,200	16,414
Sundry expenses	66,512	90,430
Telephone and internet charges	146,479	203,128
Workshop expenses	11,786	37,391
Travel and accommodation	22,280	38,525
Total other expenses	<u>1,624,794</u>	<u>2,092,495</u>

6 Cash and Cash Equivalents

	2023	2022
	\$	\$
Cash on hand	793	3,481
Cash at bank	3,887,017	3,081,421
Total cash and cash equivalents	<u>3,887,810</u>	<u>3,084,902</u>

Notes to the Financial Statements

For the Year Ended 30 June 2023

7 Trade and Other Receivables

	2023	2022
	\$	\$
CURRENT		
Trade receivables	36,521	71,650
Prepayments	29,024	23,564
Total current trade and other receivables	65,545	95,214
NON-CURRENT		
Rental deposits	72,443	72,362
Total non-current trade and other receivables	72,443	72,362

8 Property, Plant and Equipment

	2023	2022
	\$	\$
LAND AND BUILDINGS		
Buildings		
At cost	976,988	976,988
Total land and buildings	976,988	976,988
PLANT AND EQUIPMENT		
Motor vehicles		
At cost	75,228	75,650
Accumulated depreciation	(51,029)	(43,910)
Total motor vehicles	24,199	31,740
Total property, plant and equipment	1,001,187	1,008,728

Notes to the Financial Statements

For the Year Ended 30 June 2023

9 Trade and Other Payables

	2023	2022
	\$	\$
CURRENT		
Trade payables	63,564	225,953
GST and PAYG payable	185,733	192,698
QLeave payable	-	16,192
Other payables	89	180
Total current trade and other payables	249,387	435,023

10 Financial Liabilities

	2023	2022
	\$	\$
CURRENT		
Attvest loan	-	21,962
Total current financial liabilities	-	21,962

11 Other Liabilities

	2023	2022
	\$	\$
CURRENT		
Unexpended grants	620,312	124,017
Total current other liabilities	620,312	124,017

12 Employee Benefits

	2023	2022
	\$	\$
CURRENT		
Provision for annual leave	287,840	311,148
Provision for long service leave	71,743	77,585
Provision for personal leave	170,521	187,472
Provision for health & wellbeing leave	-	69,546
Provision for TOIL	9,354	19,456
Total current employee benefits	539,458	665,207

Notes to the Financial Statements

For the Year Ended 30 June 2023

12 Employee Benefits

	2023	2022
	\$	\$
NON-CURRENT		
Provision for long service leave	53,257	73,951
Total non-current employee benefits	53,257	73,951

13 Contingencies

In the opinion of those charged with governance, the Company did not have any contingencies at 30 June 2023 (30 June 2022:None).

14 Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

15 Cash Flow Information

(a) Reconciliation of result for the year to cashflows from operating activities

	2023	2022
	\$	\$
Surplus/(deficit) for the year	623,525	(470,355)
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
- depreciation	7,119	9,215
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	29,669	146,738
- (increase)/decrease in prepayments	(81)	10,369
- increase/(decrease) in income in advance	496,296	(871,932)
- increase/(decrease) in trade and other payables	(185,638)	(255)
- increase/(decrease) in employee benefits	(146,442)	13,965
Cashflows from operations	824,448	(1,162,255)

Bridges Health & Community Care Ltd

Notes to the Financial Statements

For the Year Ended 30 June 2023

16 Statutory Information

The registered office and principal place of business of the company is:

Bridges Health & Community Care Ltd
Shop 4, 130 Bourbong Street
BUNDABERG CENTRAL QLD 4670

Bridges Health & Community Care Ltd

Responsible Persons' Declaration

The responsible persons declare that in the responsible persons' opinion:

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

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

A Castro

Adrian Grant

Responsible person [A Castro \(Aug 30, 2023 11:30 GMT+10\)](#)

Responsible person [Adrian Grant \(Aug 30, 2023 21:03 GMT+10\)](#)

Dated 30-Aug-2023

INDEPENDENT AUDITOR'S REPORT

To the members of Bridges Health & Community Care Ltd.

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Bridges Health & Community Care Ltd, which comprises the statement of financial position as at 30 June 2023, 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 statement, including a summary of significant accounting policies, and the directors' declaration.

In our opinion the financial report of Bridges Health & Community Care Ltd has been prepared 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 Company's financial position as at 30 June 2023 and of its performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards to the extent described in Note 2, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company 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 Company'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.

Other Information

The directors are responsible for other information. The other information comprises the information included in the Director's Report for the year ended 30 June 2023, but does not include the financial report or our auditor's report thereon.

Our opinion on the financial report does not cover the Director's Report and accordingly we do not express any form of assurance conclusion thereon.

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

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

Responsibilities of Directors for the Financial Report

The directors of the Company 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 for such internal control 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 the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level 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.

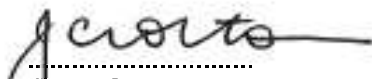
As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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 the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Company.
- Conclude on the appropriateness of directors' use of the going concern basis of accounting and based, on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company 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.



.....
Jason Croston
SRJ Walker Wayland
Director

Date: 5 September 2023

Address: Unit 3, 27 South Pine Road, BRENDALE QLD 4500



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This program is proudly supported and funded by the Queensland Government

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