

Bridges Health &
Community Care Ltd

Annual Report 2020



BRIDGES
Health & Community Care

DIRECTORS

Chairperson

Lester Lewis

Deputy chair

Tony Castro

Treasurer

Alex Dodson

Director

Mark Curry

Director

Scott Thomson

Director

Jodie Mullen

Company Secretary

Nicole Keller

Chief Executive Officer

Sharon Sarah

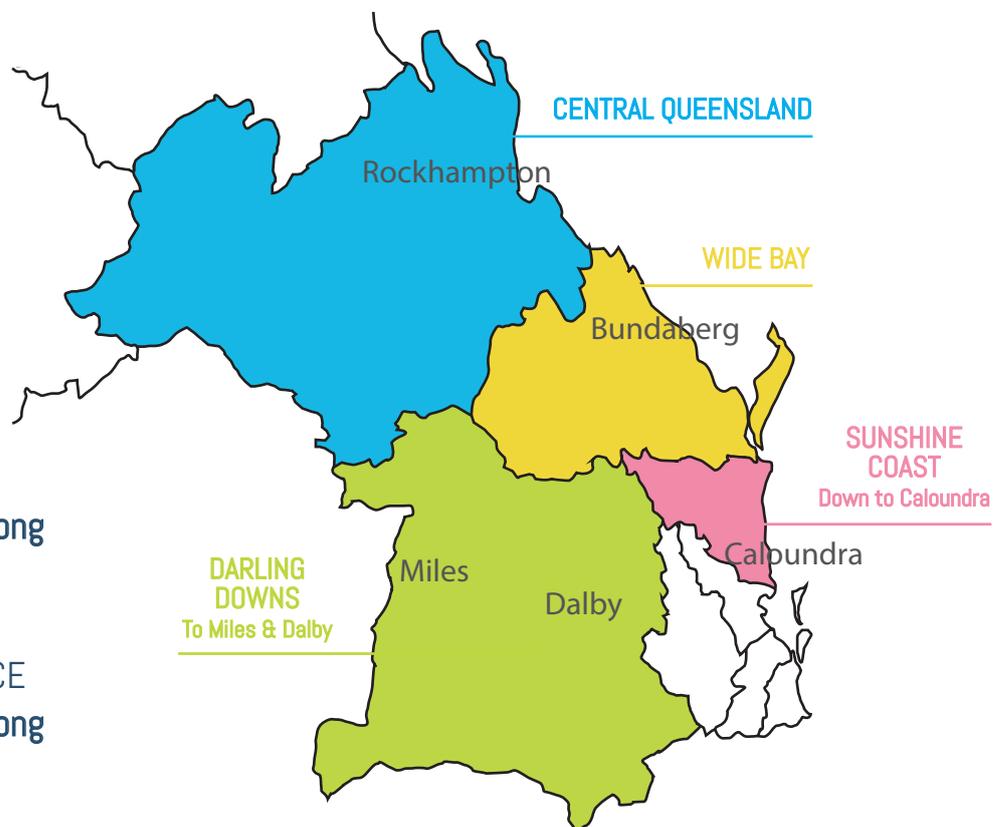
SERVICE AREAS

HEAD OFFICE

Shop 4, 130 Bourbong
Street, Bundaberg
Central Qld 4670

REGISTERED OFFICE

Shop 4, 130 Bourbong
Street, Bundaberg
Central Qld 4670





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FROM THE CHAIR

Mr Lester Lewis



This year has been one full of progress and achievement, although it has been filled with challenges, particularly in relation to the onset of the pandemic Covid-19. Although we always plan for risks, I doubt that any organisation, business or government was prepared for the ramifications of such a major impact on the Australian economy and way of life.

It is pleasing to report, that the quality of service provided to our clients, whilst modified in delivery models, has been maintained at an extremely high level.

Since our last AGM, the Board has met on 6 occasions during 2020. A key initiative commenced this year has been the introduction of the Governance, Risk and Quality Sub-Committee chaired by Jodie Mullen. It has met on 4 occasions this year. A Board Skills Matrix and Board Survey have been completed and will provide insight into developmental and recruitment needs of board members. Other initiatives will include the preparation of a board governance calendar which will flag significant reporting, compliance and submissions dates.

Another new initiative is the introduction of a Membership Sub-Committee. Its charter includes:

- To assess and review directors' inductions, performance and development through review of the skills matrix and board evaluation processes and results, as well as current policies, procedures and documentation currently available within the organisation.
- Actioning and implementing items and activities that have arisen from the Board Skills Matrix.
- Actioning and implementing items and activities from the Board Evaluation results including the research and identification of a range of professional development opportunities for board members, this would also apply to the Board Skills Matrix results as well.
- To assess the board's and organisation's needs in terms of skills, knowledge and experience

for directors, CEO and senior management and make recommendations to the board regarding appointments, retirements and terms of office.

- To ensure proper succession planning for the board and key executives, especially the CEO.

Another initiative this year has been the use of a new software package called Our Cat Herder which assists in managing the board's meetings, discussions, minutes and documents. It has proven to be a great support for all our board members.

We welcomed a new board member, Antonio (Tony) Castro into our midst this year. His board and governance experience, gained through membership of a number of wide-ranging community boards, has proved invaluable to the board.

Unfortunately, Jodie Mullen will not be continuing her role with our board after the Annual General Meeting due to other work and community commitments. I would like to congratulate Jodie on the work she has initiated and completed during her roles as a board member and as Chairman of the inaugural Governance, Risk and Quality Committee. She has been a great support to the board and to me personally. Her insight and passion for her role is to be highly commended.

I would like to also take this opportunity to extend my appreciation to fellow board members, Scott Thompson, Alex Dodson, Tony Castro and Mark Curry for their contribution, diligence and participation. I would also like to thank Nicole Keller who has commenced her role as Company Secretary for our organisation.

All organisations require strong management, visionary leadership and strategic direction and we are indeed fortunate to have these key factors (amongst many others) embodied in our Chief Executive Officer, Sharon Sarah.

I would like to thank and congratulate Sharon for

her commitment and outstanding leadership of our organisation and her work to set Bridges as the pre-eminent provider of services within our service footprint. So too, I would like to also thank and congratulate the members of the Executive Team and staff for their contribution to another year of growth and success during the most difficult circumstances.

The new year will bring additional challenges, rewards, and changes. I wish you all well as we set our new direction via our Strategic Planning processes.

The Christmas season is rapidly approaching, I wish you and yours a safe, healthy and holy time as we gather our strength to strive forward into the new year.

Last year I spoke about setting our compass towards uncharted waters, we certainly did that, and some seas were smooth and others quite rough. Hopefully, in the new year smooth sailing will be our reward.

Lester Lewis

CHAIRMAN OF THE BOARD



TREASURER'S REPORT



Despite the many challenges presented over the 2019-2020 financial year, Bridges Health and Community Care ended the period in an exceptionally strong and encouraging financial position.



↑ 28.2%

2020 VERSUS 2019 REVENUE

Total Revenue was \$8,482,089, representing a 28.2% increase from prior year (\$6,616,896).

Growth in existing service offerings, as well as access to new grant funding opportunities have assisted in driving this tremendous result.

\$6,616,896

2019 REVENUE

\$8,482,089

2020 REVENUE

5



A summary of the Financial Performance of the Company is contained in the Director's report on page 15 and in our Audited Financial Statement on page 18 in the Annual Report.

I would like to thank Jason Croston and his team at SRJ Walker Wayland for our audited financial Statements and Report.

I would also like to thank Sharon Sarah, Anil Kumar and Graham Ambrey for their continued dedication and hard work in managing the Finances, as well as Jason Krenske and his team at Ulton whom have provided quality services and support to both the Board and the Finance Function.

Finally, I would like to thank the outgoing Treasurer, Camille Woodward, for her dedication and contributions, which have assisted in the transformation and evolution of the Finance Function over the past few years.

I look forward to seeing all that Bridges can achieve in the coming year, and I am grateful to be part of an organisation that makes such a positive impact to the regional Queensland community.

Alex Dodson



Alexandra Dodson

TREASURER

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

FROM THE CEO

Ms Sharon Sarah



What a tumultuous year! Just when the sector thought we were having a hard time going, through a difficult period as we transitioned our federally funded mental health services over to the NDIS, the world is hit by a pandemic.

Bridges had only just started to get on the front foot with our NDIS business, "Choose a Better Life" prior to lockdown. On April 1st (ironically April Fool's Day) 2020, we closed our group centre-based programs and systematically negotiated with staff across all programs and service on their preferred options to take leave, stay at work or work from home.

We kept our services running but our doors closed for 2 months.

We developed innovative ways to stay connected to existing clients and creative ways to engage new ones.

We complied with government regulations and took the restrictions seriously.

In all my years as CEO, I have never experienced such disruption and change in our organisation in such a short period of time. This was not just COVID, but a disproportionate number of staff have lost loved ones this year, creating additional distress, particularly for staff who were born overseas or interstate and have been unable to attend funerals.

While most of our programs have resumed as normal, albeit with COVID screens and restrictions in place, not all programs have fully re-opened.

Bridges founding program in 1998 was the "clubhouse" a psychosocial rehabilitation program for people with mental illness, based on the International Centre for Clubhouse Development (iccd.org) standards. Over several years we have adapted and refined the program to suit our regional communities and funding streams, but always maintained the clubhouse principles of recovery, empowerment, and consumer participation in design, holding true to the approach "nothing about us, without us".



However, over the past 2 years, the clubhouse program, currently known as The Haven, struggled to maintain its core principles under a disability industry framework and striking the balance between recovery-oriented practice and a disability model.

We took the opportunity during this time to undergo an internal and external evaluation of The Haven and associated programs.

As a result, we have restructured our staffing model and designed new programs. From the 1st January, officially, The Haven in Bundaberg and Gladstone will re-open with a new approach, current and new staff and a new name.

We understand this may concern some people who have been supporters of Bridge's "clubhouse" for a long time, but we truly believe that we need to lead the way alongside other true believers and people with lived experience such as Pat Deegan and Helen Glover, to explore and implement new approaches in the mental health sector.

For myself, career wise, I have come full circle. I started in the mental health sector in 1996, committed to change and true consumer participation in the design and delivery of mental health services after decades of institutionalisation and abject control, establishing the first ever community-based mental health service in the region, to proactively designing new resources and approaches for people with mental health challenges.

Language in this industry has always been relevant and important in breaking down stigma, labels, and illness experts in other people's lives.

A new approach will challenge the narrative, disrupt the status quo, ensure greater self-determination, while our workforce will reflect our values and desire for change.

We can't wait, and we have already started, with our Mind-Life project (see page 10) and Recovery Coaches. Watch this space!!

In times of change, not everyone will follow us, and we understand this. For those staff who are travelling along this new journey – thank you... and keep the faith!

I'd like to take the opportunity to thank the Executive team, Nicole, Dan, Sam and Maree and Business Manager, Bec for hanging in there and pushing through these difficult times. Additionally, thank you to our Clinical Teams, Program Leads, Support Workers, Practitioners, Finance and Administration Staff for all the hard work you do with integrity and professionalism.

Thank you also to Shelly Pisani who joined our team this year for about 7 months and increased our social media presence and profile.



www.bas.org.au will transition to the new domain name bridgeshcc.org.au in the coming weeks.

HEAD TO:
[www.bridgeshcc](http://www.bridgeshcc.org.au)

OUR MISSION:

To improve the health, social and economic outcomes for people of all ages and communities.

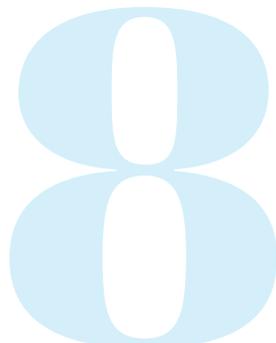
Other major undertakings this year are:

- Finalised the move from an Incorporated Association to a Company Limited by Guarantee – huge thanks to Dan White – BHCC's Contracts and Compliance Manager for all your hard work and our Governance sub-committee.
- Roll-out of new staff contracts, employee on-boarding and Learning Centre to improve efficiency, compliance and manage risk.
- Conducted several comprehensive reviews of large suppliers to ensure quality and cost effectiveness.
- Designed our new website – Coming SOON.
- Achieved Quality Accreditation for ISO 9001:2015; National Standards for Disability Services, NDIS Practice Standards and Human Services Quality Framework.
- Completed a comprehensive IT Audit to mitigate any risks, enhancing our Privacy protections across all programs and locations.
- Established 4 new locations in Bundaberg, Rockhampton, Hervey Bay and Gladstone.
- Commenced roll out of new programs namely, Mind-Life, Tag a Mate, Take a Break and Complex Care Coordination (Stepped Care).
- Worked alongside social media experts, attended multiple real and virtual workshops and 1:1 training sessions with Hancock Creative and the National Institute of Dramatic Arts (NIDA) to improve our social media, presentation and marketing skills.
- Participated in a state-wide evaluation and the re-design of drug and alcohol service types in Qld alongside industry experts and the University of NSW.
- Routinely participate in meetings with the NDIA on issues relating to psychosocial disability services under the NDIS through our MIFA membership.
- Outsourced a Chief Financial Officer role to local firm, Ultons, to enhance our Finance Department and Business Strategy and:
- Trained 5 staff as Certified Personal Medicine Coaches, including myself

Finally thank you to the Board of Directors for your support and advice throughout the year and your ongoing commitment to the vital work we do in the community.

Sharon Sarah

CEO



306 NDIS clients



1297

DARTS clients



124

mental health participants



357

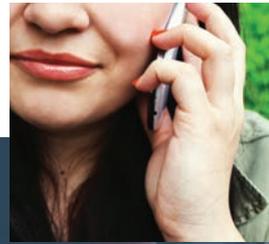
new clients - adult mental health programs

267 new DES clients



2020 YEAR IN REVIEW

9



273

people on parole received support to transition back into the community

CREST
COMMUNITY RE-ENTRY
SERVICES TEAM



47

families received information and advice – Breakthrough for families



942

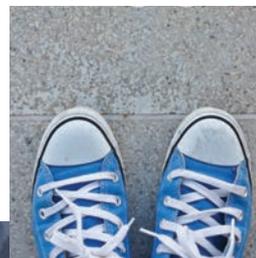
prisoners received information and advice

CREST
COMMUNITY RE-ENTRY
SERVICES TEAM



148

hours of drug and alcohol education for the region



22

young people assisted while on bail



mind-life™



Mind-Life Challenges us to Live Different, Think Different, and Be Different outside of the perceived limitations caused by the symptoms of mental illness.

This is a wicked problem that has attracted many people to want to solve. It requires brave and fearless thinking that can create new ways of living and being.

Mind-Life's main assumption is that an inability to live and lead a full life is not necessarily or simply because of the symptoms of mental illness, but much more from the reduced opportunities to exercise our human rights and to live extraordinary lives.



Mind-Life Project is due to complete with final report October 2022 – meanwhile there will be lots more exploring and designing to participate in if this is a wicked problem that excites you.

HEAD TO:
www.mind-life.org.au

Whilst our health and community models of service assist people to manage their symptoms better; these models can inadvertently disable a person's identity, autonomy, and ability to live outside of the illness experience.

Mind-Life boldly disrupts the construct of "psychiatric disability" as we have known it - not by trying to change the person, but by challenging the narrative, creating resources and hosting events that build opportunities to LIVE different, THINK different and ultimately BE different.

Taking the lead from CEO Sharon Sarah's vision to reframe psychosocial disability, reduce stigma and improve service delivery options, this bold assumption forms the basis of the work of the Mind-Life Project.

Human Rights and social inclusion are central to the work.

The project is funded by the NDIA through an Information, Linkages and Capacity Building Grant.

Embracing Human Centred Design as the method for the project this year, the mind-life team launched into action.

Human Centred Design offers a creative, inclusive, and often surprising way to understand problems and design innovative resources. Its very nature of being iterative makes it dynamic and offers opportunities to create new responses to never ending problems in ways that we may not have previously imagined.

As Tim Brown from IDEO says "Design is now too important to be left to the designers".

Starting with a range of empathy interviews to understand the nature of the problem from personal points of view, the team have interviewed people with experience of the problem both service providers and people with psychosocial disability.

Themes from these interviews offered a range of tantalising How Might We ... questions for us to test in the initial Design Labs. These include: How Might We create resources that help us dance better together (when we seek out or provide services)? and How Might We create resources so that 'access all areas' passes are available to everyone in our community? These somewhat unusual statements enable the Design Teams to tease out ideas for solutions.

This year Design Labs and Design Teams have been held in Bundaberg and Cairns and online via Virtual Design Labs. New platforms such as Miro Boards (virtual whiteboards) and old school butchers' paper and sticky notes have been part of the teams' regular tool kit. Mind-Life Designers come from all walks of life including artists, architects, businesspeople, service providers, journalists, people with lived experience and families. Intentionally we have built teams with a range of experiences and world views.

Currently the team is engaged in the first set of draft of resource development – the challenge is to release initial rough prototypes for testing before the end of the year.

In 2021, we will be extending the reach of Design Labs to other major regional and rural areas including Townsville, Rockhampton and Mt Isa as well as ongoing Virtual Design Labs.

The project sets out to challenge the narrative, the discourse and current understandings on the barriers to life for people who experience psychosocial disability, so it's important for the project to connect widely to understand, design and test and try.

Partners in this endeavour include Helen Glover from enLightened Consultants who is engaged as the Chief Human Centred Design Guide and Provocateur and Hancock Creative who have mentored the team into the world of social media.

We are also delighted that Professor Katherine Boydell and Dr Becca Hardy from Black Dog Institute have joined as the Evaluation Team to the project.

The Mind-Life team also includes, Gill Townsend Project Manager, El Lizzi, Project Officer Administration, Shelly Pisani, Melissa Robertson, Project Officer Social Media Management and Sharon Vaughan, Project Officer Resource Development.

Information about the project can be found on social media and the website www.mind-life.org.au where we invite you to sign up to receive regular updates.



55
PEOPLE



attended a Design Lab
workshop

DIRECTORS REPORT

Bridges Health & Community Care Ltd
ACN 632 275 275 / ABN 45 402 866 190

Directors Report
for the Year Ended 30 June 2020

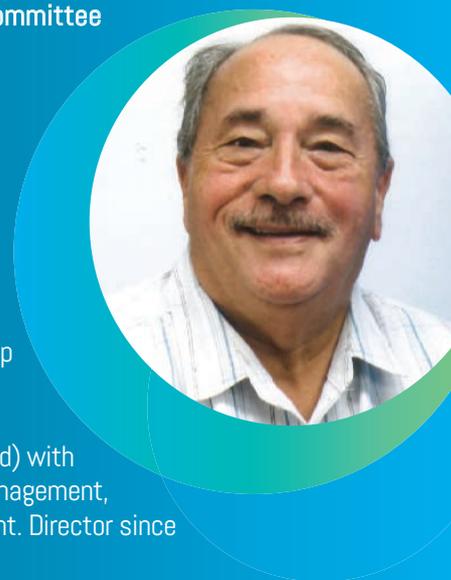
The Directors present this report along with the financial statements for the year ended 30 June 2019.

Directors

The Directors of the Company at any time during or since the end of the year are:

Lester Lewis - Chairperson, Member of the Governance, Quality & Risk Sub-Committee and the Membership Sub-Committee

Lester Lewis is the current Chairman of the Board of Bridges Health & Community Care, having served previously as President of Bridges Aligned Services, Vice President and as a Member. He has previously held board positions with the Bundaberg Chamber of Commerce for several years with portfolios of strategic development, member activities and membership development. He has additional Queensland board experience as State President of Queensland Jaycees, amongst other State leadership roles. He also has the experience of 4 years' experience on the National Board of Australian Jaycees and in 1981 he was awarded a Senatorship (World Life Membership) of Jaycees International for meritorious service. He is also a Life Member of Bundaberg Amateur Theatrical Society and is the recipient of an Australia Day award for cultural activities. Lester is a Justice of the Peace (Qualified) with 49 years' service. He has tertiary qualifications in Small Business Management, Management, Project Management, Business, Telephone Counselling and Training and Development. Director since 2013.



Antonio Castro - Deputy Board Chair, Member of the Governance, Quality & Risk Sub-Committee and Membership Sub-Committee

Tony Castro has recently moved on from his family farming operation and has always been heavily involved in advocating for the agricultural sector in the Bundaberg region, particularly canegrowers. A dedicated community volunteer, Tony is a Director with the Waves Sports Club (Secretary), Club Queensland (Vice President), Chairman of the USC Thunder Netball Club and most recently joined as Director of the Board of Bridges Health & Community Care LTD as a casual appointee in January 2020.



Alex Dodson - Treasurer, Chair of the Finance Sub-Committee

Alex currently works within the Treasury function for Toyota Finance Australia. She has been with the organisation for several years, with her previous role being as a Finance Business Partner. Alex has worked in the professional services industry (specialising in business advisory and tax) and obtained her Chartered Accountant qualifications in 2015. She enjoys giving back to the community and has been serving as a Board Member of Bridges Health & Community Care since 2017.



Jodie Mullen - Chair of the Governance, Quality & Risk Sub-Committee

Jodie Mullen joined the Bridges Health & Community Care Board in December 2018 and has extensive experience in health and community services sector. Jodie had worked in frontline service delivery and program management in drug and alcohol, and criminal justice and most recently has over 12 years corporate governance experience specifically in the areas of compliance, policy and procedure development/ review, information privacy, quality and accreditation, and business/ process improvement. Jodie has qualifications in psychology, criminology, governance, training and compliance, and is a member of AICD, GIA and ICDA. Director since 2018.



Mark Curry - Member of the Finance Sub-Committee

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. Director since 2018.



Scott Thomson - Chair of the Membership Sub-Committee

Over the past 5+ years, Scott has worked across education, financial and professional services in learning and business development roles both regionally and nationally.

During his years in professional services, Scott has proven his commercial acumen and ability to make a positive impact within large, complex organisations that operate highly competitive markets. Currently working at LinkedIn as an Account Executive, Scott partners with businesses to help them leverage LinkedIn solutions to accelerate capability and business performance. When not a corporate warrior Monday to Friday, Scott likes to spend time at the gym and checking out the latest brunch spots. Director since 2018.



Kerry Simpson - Director

Kerry taught for more than 35 years in New South Wales and Queensland schools and TAFE Queensland and has several years' experience in small crops farming. She has a keen interest in mental health a major in her Arts Degree; and as a consumer, carer and consumer advocate. Kerry has been a Board member of Bridges Health & Community Care since 2003 with part of that time in the role of Secretary from 11th November 2020 until Kerry resigned from her position on the Board on 6th December 2020.



Camille Woodward - Director

Camille splits her time between teaching meditation and accounting. After working as a financial accountant for 9 years, Camille is now an accounting academic at UTS and Macquarie University. In 2015, she founded Monday Mind, a Yoga and meditation school for corporates, offering on-site yoga classes for team building and stress reduction. Camille served on the Board of Bridges Health & Community Care as Treasurer from 11th November 2020 and was a board member of Mental Illness Fellowship Australia and is a NSW Regional Councillor of CA ANZ. Camille resigned from her position on the Board on 6th December 2019.



Nicole Keller - Company Secretary

Nicole Keller has 15 years of Administration experience across several industries including, Insurance, Training & Agriculture. With a positive approach and can-do attitude Nicole has been able to tailor her skills to meet the various positions, from ground up projects to farming operations. Currently Nicole is the Executive Assistant to the CEO and Company Secretary for Bridges Health & Community Care Ltd. Appointed March 2020.



The board ensures the organisation has a secure long term future by: Establishing the organisation's strategic direction and priorities. Interacting with key stakeholders to inform them of achievements and ensuring they have input into determining strategic goals and direction.

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

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		Governance, Quality & Risk Committee Meeting		Finance Committee Meetings	
	A	B	A	B	A	B
ALEXANDRA DODSON	6	6			1	1
ANTONIO CASTRO	4	4	2	2		
JODIE MULLEN	6	6	3	3		
LESTER LEWIS	6	6	3	3		
MARK CURRY	6	6				
SCOTT THOMSON	6	6				
KERRY SIMPSON	2	4				
CAMILLE WOODWARD	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 (2019 – nine members).

Review and result of operations

Despite the many challenges presented over the 2019-2020 financial year, Bridges Health & Community Care ended the period in an exceptionally strong and encouraging financial position.

Total Revenue was \$8,482,089, representing a 28.2% increase from prior year (\$6,616,896). Growth in existing service offerings, as well as access to new grant funding opportunities have assisted in driving this tremendous result.

Staff costs have increased by a corresponding 28.1% for the year, expected given the growth in revenue. Other expenses remained relatively stable from last year.

Total Assets and Cash Equivalents have increased significantly during the financial year, with a portion of this offset against Unexpended Grants in the Other Liabilities.

The net result for this financial year, a surplus result of \$1,204,585, has been largely due to the ability of the organisation in managing its costs whilst also providing our customers and clients with expanded service offerings and quality programs.

The organisation now has \$2,669,159 held in Retained Earnings, which presents an exciting opportunity for investment and growth in the future.

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 groups as part of the NDIS plans
- Implementation of the Mind-Life project

While COVID19 created many challenges for staff, client and the general community, Bridges responded to the pandemic in a careful and considered way, updating our Business Continuity Plan, checking in on all our staff and responding to their needs, but ultimately continued to deliver services within our capacity and accordingly to government regulations.

While there were obvious changes in the way services were delivered for a period of 4 months during the height of the pandemic in Qld, there were no other significant change in the nature of these activities occurred during the year.

Strategy

Our Strategic Plan sets the direction of our service provision, development of new services and delivery methodologies. Our Business Plan details the actions and activities undertaken throughout the year and includes measurement of performance through the key performance indicators and details desired outcomes for our company.

BHCC's 5-year Strategic Plan – 2019 to 2024 details the short and long term objectives of the Company.

They include:

- Growing our Board through recruiting skills-based Director's to ensure our governance is robust and supported through industry experts;
- Delivering our specialist services through government grants while building our business services;
- Seeking out new opportunities through grants and/or diversification of service types, within our area of expertise.

To achieve these objectives BHCC will require ongoing skill development, additional leadership roles to manage operations, strategy and risk alongside good governance, accreditation and sound policies to ensure continuous quality improvement.

Staff well-being and positive work culture are at top of mind, particularly during such a difficult year. BHCC have introduced a staff wellbeing strategy and will progress that over the next few years.

Significant Changes in the State of Affairs

There were no significant changes in the company's situation 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 profit of the company for the financial year amounted to \$1,204,585

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 state of affairs 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:

Ms Jodie Mullen

Director



Dated this 25th day of November 2020

Mr Antonio Castro

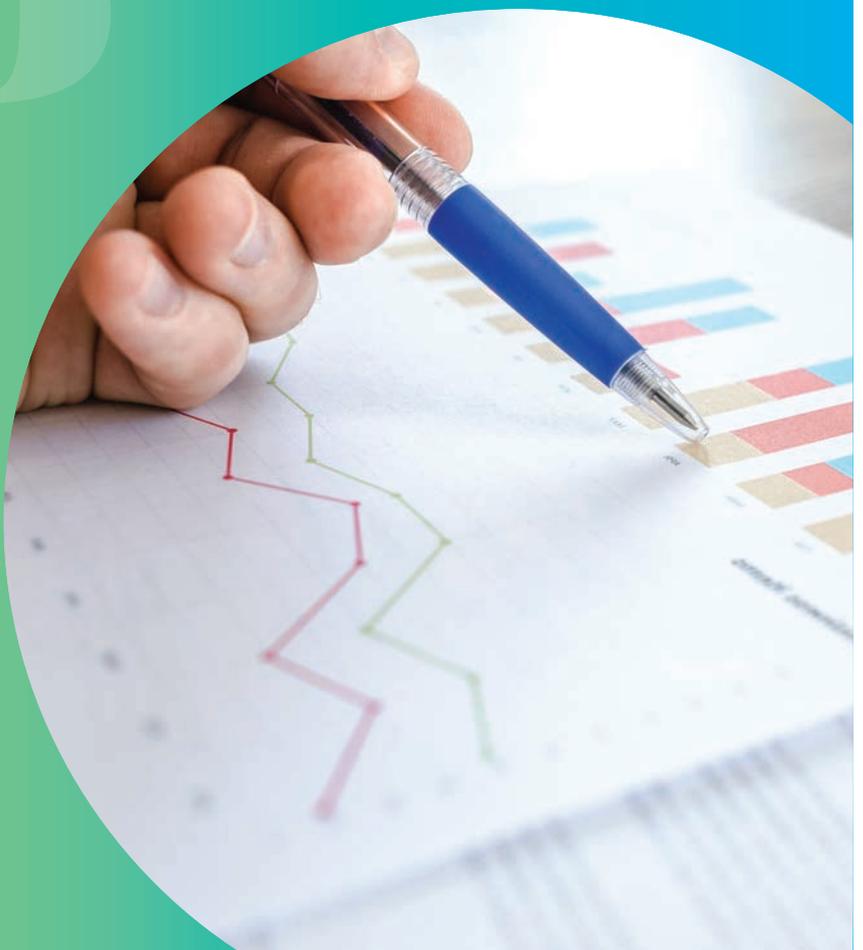


Dated this 25th day of November 2020

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AUDITORS FINANCIAL REPORT

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Bridges Health & Community Care Ltd

Financial Statements

For the Year Ended 30 June 2020

Bridges Health & Community Care Ltd

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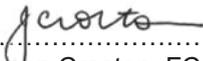
For the Year Ended 30 June 2020

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AUDITOR'S INDEPENDENCE DECLARATION

As auditor for the audit of Bridges Health & Community Care Ltd for the year ended 30 June 2020, 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: 15 September 2020

Bridges Health & Community Care Ltd

Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2020

		2020	2019
	Note	\$	\$
Revenue	3	8,482,089	6,616,896
Finance income		9,076	13,015
Employee benefits expense		(5,685,167)	(4,438,025)
Depreciation and amortisation expense		(6,499)	(5,737)
Other expenses	4	(1,594,913)	(1,566,902)
Surplus/(deficit) for the year		1,204,585	619,247

The accompanying notes form part of these financial statements.

Statement of Financial Position

30 June 2020

	2020	2019
Note	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	5 5,023,663	2,690,093
Trade and other receivables	6 115,972	72,495
TOTAL CURRENT ASSETS	5,139,635	2,762,588
NON-CURRENT ASSETS		
Property, plant and equipment	8 24,941	21,279
Other assets	9 62,106	45,714
TOTAL NON-CURRENT ASSETS	87,047	66,993
TOTAL ASSETS	5,226,682	2,829,581
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	7 395,666	320,884
Employee benefits	12 506,969	420,720
Other liabilities	10 1,518,577	502,764
TOTAL CURRENT LIABILITIES	2,421,211	1,244,368
NON-CURRENT LIABILITIES		
Employee benefits	12 136,312	120,639
TOTAL NON-CURRENT LIABILITIES	136,312	120,639
TOTAL LIABILITIES	2,557,523	1,365,007
NET ASSETS	2,669,159	1,464,574
EQUITY		
Retained earnings	2,669,159	1,464,574
TOTAL EQUITY	2,669,159	1,464,574

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 2020

2020

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2019	1,464,574	1,464,574
Surplus/(deficit) for the year	1,204,585	1,204,585
Balance at 30 June 2020	2,669,159	2,669,159

2019

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2018	845,328	845,328
Surplus/(deficit) for the year	619,247	619,247
Balance at 30 June 2019	1,464,574	1,464,574

The accompanying notes form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2020

	2020	2019
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	9,490,167	6,787,187
Payments to suppliers and employees	(7,155,511)	(5,618,479)
Interest received	9,076	13,015
Net cash provided by operating activities	13 <u>2,343,732</u>	<u>1,181,723</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment	<u>(10,162)</u>	(4,590)
Net cash used in investing activities	<u>(10,162)</u>	(4,590)
Net increase/(decrease) in cash and cash equivalents held	2,333,570	1,177,133
Cash and cash equivalents at beginning of year	<u>2,690,093</u>	<u>1,512,960</u>
Cash and cash equivalents at end of financial year	5 <u><u>5,023,663</u></u>	<u><u>2,690,093</u></u>

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

For the Year Ended 30 June 2020

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*.

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).

Grant revenue

Grant revenue is recognised in the statement of profit or loss and other comprehensive income when the entity obtains control of the grant, 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.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, 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 to the contributor, otherwise the grant is recognised as income on receipt.

Bridges Health & Community Care Ltd receives 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 the statement of profit or loss and other comprehensive income.

Notes to the Financial Statements

For the Year Ended 30 June 2020

2 Summary of Significant Accounting Policies

(c) Revenue and other income

Interest revenue

Interest is recognised using the effective interest method.

Rendering of services

Revenue in relation to rendering of services is recognised depending on whether the outcome of the services can be estimated reliably. If the outcome can be estimated reliably then the stage of completion of the services is used to determine the appropriate level of revenue to be recognised in the period.

If the outcome cannot be reliably estimated then revenue is recognised to the extent of expenses recognised that are recoverable.

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 payable 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.

Items of property, plant and equipment acquired for nil or nominal consideration 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.

Plant and equipment

Plant and equipment are measured using the cost model.

Notes to the Financial Statements

For the Year Ended 30 June 2020

2 Summary of Significant Accounting Policies

(e) Property, plant and equipment

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the assets 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 arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Changes in the measurement of the liability are recognised in profit or loss.

Long-term provision recognised for long service leave has been measured on the undiscounted basis which does not comply with AASB 119 *Employee Benefits*.

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*.

(h) Economic dependence

Bridges Health & Community Care Ltd is dependent on the Government for the majority of its revenue used to operate the company. As at the date of this report the board has no reason to believe that the Government will not continue to support Bridges Health & Community Care Ltd.

Notes to the Financial Statements
For the Year Ended 30 June 2020

3 Revenue and Other Income

	2020	2019
	\$	\$
Revenue		
Cafe income	18,708	19,357
DES subsidy income	16,661	-
Fees and charges	973,330	701,024
Grant income	6,367,251	5,127,644
NDIS fee income	1,043,544	671,140
Other income	13,462	25,582
Private practice income	49,132	57,853
Psych practice income	-	14,297
Total revenue and other income	<u>8,482,089</u>	<u>6,616,896</u>

Notes to the Financial Statements
For the Year Ended 30 June 2020

4 Result for the Year

The result for the year includes the following specific expenses:

	2020	2019
	\$	\$
Other expenses:		
Accounting fees	14,645	512
Advertising and promotions	14,697	10,936
Audit fees	7,000	5,500
Business planning costs	5,666	16,350
Cafe expenses	23,466	19,799
Cleaning	20,309	18,821
Client support costs	44,382	160,158
Computer expenses	135,462	67,635
Consultancy fees	46,753	78,423
COVID-19 expenses	32,602	-
DES subsidy expense	17,803	-
Establishment costs	13,813	13,676
Insurance	24,302	15,170
Legal fees	74,446	23,791
Loss on sale of assets	-	928
Membership fees	20,004	14,679
Minor asset purchases	99,889	38,011
Motor vehicle expenses	269,326	229,896
NDIS expenses	5,521	299,849
Occupancy costs	356,349	297,991
Printing, postage and freight	40,181	28,127
Quality accreditation	46,233	37,569
Repairs and maintenance	61,364	31,758
Service delivery consumables	24,019	-
Sundry expenses	31,578	27,037
Telephone and internet charges	118,227	94,339
Travel and accommodation	46,875	35,945
Total other expenses	1,594,913	1,566,902

5 Cash and Cash Equivalents

	2020	2019
	\$	\$
Cash at bank and in hand	5,023,663	2,690,093
Total cash and cash equivalents	5,023,663	2,690,093

Notes to the Financial Statements
For the Year Ended 30 June 2020

6 Trade and Other Receivables

	2020	2019
	\$	\$
CURRENT		
Trade receivables	115,972	108,257
Prepayments	-	(35,743)
Other receivables	-	(19)
Total current trade and other receivables	115,972	72,495

7 Trade and Other Payables

	2020	2019
	\$	\$
CURRENT		
Trade payables	49,393	54,824
GST payable	230,909	160,236
Superannuation payable	115,086	105,824
Other payables	278	1
Total current trade and other payables	395,666	320,884

8 Property, plant and equipment

	2020	2019
	\$	\$
LAND AND BUILDINGS		
Buildings		
At cost	41,110	41,110
Accumulated depreciation	(41,110)	(41,110)
Total buildings	-	-
PLANT AND EQUIPMENT		
Plant and equipment		
At cost	121,446	121,446
Accumulated depreciation	(121,446)	(121,446)
Total plant and equipment	-	-

Notes to the Financial Statements
For the Year Ended 30 June 2020

8 Property, plant and equipment

	2020	2019
	\$	\$
Furniture, fixtures and fittings		
At cost	122,209	122,209
Accumulated depreciation	(122,209)	(122,209)
Total furniture, fixtures and fittings	-	-
Motor vehicles		
At cost	50,650	40,488
Accumulated depreciation	(25,709)	(19,209)
Total motor vehicles	24,941	21,279
Total property, plant and equipment	24,941	21,279

9 Other Assets

	2020	2019
	\$	\$
NON-CURRENT		
Rental deposits	62,106	45,714
Total non-current other assets	62,106	45,714

10 Other Liabilities

	2020	2019
	\$	\$
CURRENT		
Income received in advance	107,922	132,438
Unexpended grants	1,410,655	370,326
Total current other liabilities	1,518,577	502,764

11 Contingencies

In the opinion of those charged with governance, the Company did not have any contingencies at 30 June 2020 (30 June 2019:None).

Notes to the Financial Statements
For the Year Ended 30 June 2020

12 Employee Benefits

	2020	2019
	\$	\$
CURRENT		
Provision for annual leave	247,594	204,101
Provision for long service leave	77,548	70,490
Provision for personal leave	168,271	133,665
Provision for TOIL	13,556	12,464
Total current employee benefits	506,969	420,720
	2020	2019
	\$	\$
NON-CURRENT		
Provision for long service leave	136,312	120,639
Total non-current employee benefits	136,312	120,639

13 Cash Flow Information

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

	2020	2019
	\$	\$
Surplus for the year	1,204,585	619,247
Cash flows excluded from surplus attributable to operating activities		
Non-cash flows in surplus:		
- depreciation	6,499	5,737
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	(7,734)	(19,714)
- (increase)/decrease in prepayments	(52,134)	35,743
- increase/(decrease) in income in advance	1,015,813	190,004
- increase/(decrease) in trade and other payables	74,781	202,404
- increase/(decrease) in employee benefits	101,922	148,302
Cashflows from operations	2,343,732	1,181,723

Notes to the Financial Statements

For the Year Ended 30 June 2020

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 Statutory Information

The registered office of 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

Directors' Declaration

The director's declare that in the director's 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*.



Director



Director

Dated 10th September 2020

INDEPENDENT AUDITOR'S REPORT

To the Directors 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 2020, 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 2020 and of its performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1, 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.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is 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 is appropriate to meet the needs of the members. The management's responsibility also includes such internal control as the officers 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, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing as applicable, matters relating to going concern and using the going concern basis of accounting unless Management either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Management are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

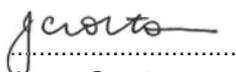
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level assurance, but is not a guarantee that an 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 the Company.
- Conclude on the appropriateness of Company's use of the going concern basis of accounting and based, on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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
Registered Company Auditor

Date: 15 September 2020

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

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