



BRIDGES
Health & Community Care

ANNUAL REPORT 2022

www.bridgeshcc.org.au





ACKNOWLEDGEMENT OF COUNTRY

Bridges pay our respects to Elders past, present and emerging.

We celebrate the stories, culture, and traditions of Aboriginal and Torres Strait Islander Elders of all communities who also work and live on this land.



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CORPORATE PROFILE



Mission

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

Vision

Bridges is a leader in the design and delivery of innovative, contemporary programs and services. We demonstrate our commitment to the health and wellbeing of Queensland communities. This is done through place-based solutions, self-determination, and ongoing advocacy for improved systems and approaches for people who face adversity, marginalisation, and discrimination.

About Bridges

Bridges is Wide Bay's longest established, leading provider of community-based mental health and drug and alcohol services, with a strong commitment to providing new initiatives and evidence-based processes to enhance and deliver for people at risk and facing adversity within the services catchment. Bridges delivers innovative projects to increase awareness and understanding of mental illness, drugs, and alcohol to reduce stigma and discrimination and improve models of service delivery.

Our Services include allied health, psychological services, community-based mental health services, counselling and support programs for children, youth, adults, families, and carers. Bridges offer disability employment and NDIS support services in several areas in Regional Queensland.

We provide services for people who have been incarcerated in Qld Correctional facilities, as well as a Youth Bail Support Service to help young people assimilate back into society. We provide individualised support for people with mental illness released from Central Queensland Correctional Centres, as well as pre and post transition support services in the North Coast Queensland Corrective Services Catchment.

Our service areas include: Central Queensland [Rockhampton, Gladstone, Agnes Water, and surrounds], Sunshine Coast, West to Dalby, Miles, Cherbourg, South and North Burnett Regions, and Bundaberg/Wide Bay.



OUR BOARD OF DIRECTORS

WHEN A TEAM OUTGROWS INDIVIDUAL PERFORMANCE AND LEARNS TEAM CONFIDENCE, EXCELLENCE BECOMES A REALITY



Antonio Castro

Chairperson & Company Secretary

Antonio (Tony) 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 (President), Club Queensland (Vice President), Chairman of the USC Thunder Netball Club, Regional Business HQ (Secretary), EDON Place Domestic & Family Violence Centre (Board member) and has been serving as a Board Member of Bridges Health & Community Care Ltd since 2020.



Mark Curry

Deputy Chair

Mark Curry 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.



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 accounting, business partnering & treasury roles. Alex previously worked 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 since 2017.

WELCOME TO OUR NEW DIRECTORS



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 most recently joined the Board of Directors of Bridges Health & Community Care Ltd as a Casual Appointee in May 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 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 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 joined our the Board of Directors of Bridges Health & Community Care Ltd as a Casual Appointee in November 2021.



CHAIRPERSON'S REPORT



“

The Board and Senior Management have been working tirelessly to achieve the goals in our Strategic Plan...

”

Another year....

...with challenges and changes that has seen new people at board level, in particular. It is my first year as Chairperson and together with Mark Curry who has taken on the role of Deputy Chair, Alex Dodson as Treasurer, we have Adrian Grant and Jackie Richards join the board offering so much with their respective skills that they bring to the table.

The Board and Senior Management have been 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. This year has been difficult at times because of the ongoing impacts of COVID-19 on staffing levels, program stability and problems associated with the uncertainty of funding arrangements. As a result, some programs have

discontinued and whilst regrettable, it is indicative of the uncertain nature of funding that currently exists in our industry.

With the settlement of Bridges purchasing the former Bundaberg & Rural Fire Station from the State Government completed, planning has been commenced to develop it as our new home. Through no fault of anyone in our organisation, its progress may seem like it has not moved in a timely manner, most likely due to a change in the federal government. Bridges has focussed on other priorities that required more attention like ensuring our financial sustainability so that we can deliver our core services to those members of our community who need them most and rely on.

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. The Board and CEO are planning a face-to-face meeting in the coming months 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 challenges of securing and retaining valuable personnel to deliver our programs.

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. This year Nicole Keller has stepped aside as Company Secretary and this role was undertaken by the Chair. This has allowed Nicole to focus on her role as Executive Assistant to the CEO as well as providing a Secretariat service to myself as Company Secretary. She has been invaluable to me in my role as Company Secretary by keeping me informed on matters and issues that required 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 a very challenging year, Sharon has gone above and beyond in her role which at times she has had to fulfil other roles as well to ensure that all was in order. Whilst we may have not said it often enough, we are indebted to Sharon for the manner in which she has carried out her role especially when she has had to take a hands-on role in different areas of the business.

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.

No doubt as this year draws to an end and a new year beckons, we wonder what new challenges we may face and have to deal with, but I am sure that collectively, 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 2023!

Antonio (Tony) Castro

Board Chair

Bridges Health & Community Care Ltd



AGM 2021-2022





TREASURER'S REPORT



Persistence and Resilience

Bridges Health and Community Care Ltd ('Bridges') ended the financial year 2022 in a loss position of \$470,355.

Increased competition for grants and increased NDIS service providers impacted total revenue (\$8,608,318), a 5.2% decrease from prior year. Bridges management nevertheless worked hard to successfully secure grant income of \$6,604,947, which was \$215,454 lower than FY21, but an increase of \$237,696 from FY20.

Employee Benefits expense increased marginally by 5.2% YoY, which was an achievement given the backdrop of a challenging hiring and resourcing environment. Investment in skilled and quality staff ensures that Bridges is run efficiently and to a high standard, and it is also necessary to ensure legal and compliance obligations are being met.



Other expenses increased by \$310,059, driven largely by IT investment and security costs, which has been required in response to the significant growth of the organisation in recent years. Occupation costs increased by 28.1% YoY, however these costs are expected to drop in FY23 due to the closure of several sites, and further decreases will be realised once Bridges is able to take up occupation in the new headquarters.

Bridges purchased the old Bundaberg & Rural Street Fire Station in 2021 (\$976,988 at cost on balance sheet) which has been an important step for the growth and maturity of the organisation, as well as being a valuable use of surplus funds. We are expecting further investment into the new headquarters in the coming years.

Bridges management and the Board have been working together to identify opportunities for cost reduction and efficiencies, as well as taking action in relation to non-performing service offering.

Bridges ended the financial year with net assets of \$2,941,046, leaving Bridges in a very secure financial position heading into the FY23 year.

Despite the many challenges prevalent in the past few years, Bridges has proven to be an extremely resilient organisation. This is largely due to the ongoing contributions of Sharon Sarah and her persistence in securing substantial grant funding. I would like to thank James Karami, Anil Kumar and Graham Ambrey for their continued dedication in managing the Finances, as well as Nicole Keller for her patience, and continued efforts in supporting myself and the Board.

Lastly, thank you to the rest of the Board for their constant efforts. I am grateful to be able to serve an organisation that makes such a positive impact.

Alexandra Dodson, CA

Treasurer

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

Bridges Health & Community Care Ltd



CEO'S REPORT



“

Well, it has been another massive year for Bridges management and staff. We have new Board members, a new Strategic Plan, and an exciting new vision for the future of Bridges but also for the sector.

”

This year also signalled the closure of our founding program The Haven, formerly known as Bridges Clubhouse, after 25 years of operation. The reasons are varied but primarily come down to insufficient funding and a lack of alignment with best practice recovery focussed, capacity building services, increased complexity, and limitations in the current funding streams on offer for people with moderate to severe mental illness. We also ceased to offer 1:1 NDIS support services and several of our group programs for similar reasons. Regardless Bridges remain one of the largest and most experienced government funded community-based mental health providers in Wide Bay and Central Qld.

We are the only local provider with 25 years' experience in working with people with moderate to severe mental illness in this region AND professionally accredited in Recovery Coaching under the NDIS and experienced Support Coordinators for people with psychosocial disabilities.

This year we handed back our contract for our Specialist (mental illness) Disability Employment Services (DES) contract due to extensive delays in determining future funding beyond June 30 and staff leaving to ensure job security. An external review of the DES program and our own experience shows that the model is grossly unsuited for people with mental ill-health. Additionally, the outcomes of the review of the DES program and any proposed changes will not be for a further 2 years, providing more reasons to seek opportunities for new innovative skills development and pre-employment programs.

With these changes there was a 20% reduction in staff for the organisation in line with our financial capacity. With such significant changes we look forward to progressing our vision for new ways of collaborating with local communities to build personal capacity and contribute more broadly to the social, health and economic outcomes for local communities.

This fiscal year, Bridges invested heavily using our retained surplus in purchasing and implementing new software to meet strict privacy requirements and IMS controls and to mitigate cyber security attacks. We have a new Executive Leadership Team, including revised roles and changes in our back-end structure to create more efficiencies.

The Federal election and change of government have caused delays in knowing the outcome of future grants and progressing our ideas and plans. We have used this time wisely and given us time to pivot, change and restructure to meet our contractual obligations for existing programs.

Bridges said good-bye to several staff who had been with us for many years, as they made the decision to try something new or moved from the region. This created unprecedented vacancies in some of our services and challenges in replacing such exemplary staff. Subsequently Bridges enhanced our Workforce strategy through an assertive recruitment campaign and more incentives to join our organisation. Additionally, with the opening of state borders and relaxations around COVID-19 mandates, this has enabled us to successfully recruit new high-quality staff across the programs, including First Nation's workers in our youth programs contributing to our indigenous employment targets set down in our Reconciliation Action Plan.

There are some exciting new projects in the early planning stage, so this year is a watching brief as we diversify our business and start a new chapter to ensure long term sustainability while demonstrating innovation and diversity in our service. We are delighted to announce the continuation of the Mind-life project for an 18 months, which will enable us to build on the evidence base and benefits of the mind-life resources.

There are exciting times ahead! As always, thank you to the Board for their stewardship and support and to all staff for your support and belief in Bridges vision and delivering a quality service to people seeking help and support.

Sharon Sarah
CEO

Bridges Health & Community Care Ltd



BRIDGES WOULD LIKE TO ACKNOWLEDGE THE FOLLOWING FUNDING BODIES:

Central Burnett Youth Service	Department of Children, Youth Justice and Multicultural Affairs
Bail Support Service	Department of Children, Youth Justice and Multicultural Affairs
Community Re-Entry Services Team	Queensland Corrective Services
Time to Work Employment Service	Department of Education, Skills and Employment
Family Mental Health Support Services	Department of Social Services
Mindlife	Department of Social Services
Counselling Youth Outreach Services	Central Qld, Wide Bay Sunshine Coast Primary Health Network
Withdrawal Management Dayhab	Central Qld, Wide Bay Sunshine Coast Primary Health Network
Clinical Care Coordination	Central Qld, Wide Bay Sunshine Coast Primary Health Network
Commonwealth Psychosocial Support	Central Qld, Wide Bay Sunshine Coast Primary Health Network
Alcohol and Other Drug Counselling	Central Qld, Wide Bay Sunshine Coast Primary Health Network
Alcohol and Other Drug Psychosocial Intervention	Queensland Health Community Services Funding Branch
Community Based Mental Health - Rockhampton	Queensland Health Community Services Funding Branch
Community Based Mental Health - Wide Bay	Queensland Health Community Services Funding Branch
Breakthrough for Families Qld	Queensland Health Community Services Funding Branch

DIRECTOR'S REPORT

The Directors present this report along with the financial statements for the year ended 30 June 2022.

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 Committee Meetings	
	A	B	A	B
ALEXANDRA DODSON	6	6	4	4
ANTONIO CASTRO	5	6		
MARK CURRY	6	6	0	4
* JACQUELINE RICHARDS	4	6		
* ADRIAN GRANT	0	6		
* LESTER LEWIS	3	6		
* SCOTT THOMSON	1	6		

* Jacqueline Richards commenced with Bridges in November 2021

* Adrian Grant commenced with Bridges in May 2022

* Lester Lewis ceased his Directorship with Bridges in November 2021

* Scott Thomson ceased his Directorship with Bridges in November 2021

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 six 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 loss for the financial year which amounted to \$470,355.

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



Dated this 2nd day of November 2022

Adrian Grant
Director



Dated this 2nd day of November 2022

Bridges Health & Community Care Ltd

Financial Statements

For the Year Ended 30 June 2022

Bridges Health & Community Care Ltd

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For the Year Ended 30 June 2022

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Directors' Report
30 June 2022

The directors present their report on Bridges Health & Community Care Ltd for the financial year ended 30 June 2022.

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 surplus/(deficit) of the Company amounted to \$ (470,355).

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 2022 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: A. Grant (Oct 6, 2022 16:28 GMT+10)


Director:

Dated this 6 day of October 2022

AUDITOR'S INDEPENDENCE DECLARATION

As auditor for the audit of Bridges Health & Community Care Ltd for the year ended 30 June 2022, 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.



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Jason Croston, FCA
Registered Company Auditor
Brisbane
SRJ Walker Wayland

Dated: 9 October 2022

Bridges Health & Community Care Ltd

Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2022

		2022	2021
	Note	\$	\$
Revenue	4	8,608,318	9,072,794
Finance income		12,157	4,105
Other income	4	-	100,000
Employee benefits expense		(6,989,120)	(6,642,817)
Depreciation and amortisation expense		(9,215)	(8,987)
Other expenses	5	(2,092,495)	(1,782,436)
Surplus/(deficit) for the year		(470,355)	742,659

The accompanying notes form part of these financial statements.

Bridges Health & Community Care Ltd

Statement of Financial Position

30 June 2022

	Note	2022 \$	2021 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	3,084,902	5,202,183
Trade and other receivables	7	95,214	241,952
TOTAL CURRENT ASSETS		3,180,116	5,444,135
NON-CURRENT ASSETS			
Trade and other receivables	7	72,362	82,731
Property, plant and equipment	9	1,008,728	40,955
TOTAL NON-CURRENT ASSETS		1,081,090	123,685
TOTAL ASSETS		4,261,206	5,567,820
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	8	435,023	435,279
Employee benefits	12	665,207	586,987
Financial liabilities	10	21,962	-
Other liabilities	11	124,017	995,948
TOTAL CURRENT LIABILITIES		1,246,209	2,018,214
NON-CURRENT LIABILITIES			
Employee benefits	12	73,951	138,205
TOTAL NON-CURRENT LIABILITIES		73,951	138,205
TOTAL LIABILITIES		1,320,160	2,156,419
NET ASSETS		2,941,046	3,411,401
EQUITY			
Accumulated surplus		2,941,046	3,411,401
TOTAL EQUITY		2,941,046	3,411,401

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the Year Ended 30 June 2022

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

2021

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2020	2,668,742	2,668,742
Surplus/(deficit) for the year	742,659	742,659
Balance at 30 June 2021	3,411,401	3,411,401

The accompanying notes form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2022

	2022	2021
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	7,883,124	8,523,768
Payments to suppliers and employees	(9,057,536)	(8,324,353)
Interest received	12,157	4,105
Net cash provided by / (used in) operating activities	16 <u>(1,162,255)</u>	<u>203,520</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment	<u>(976,988)</u>	(25,000)
Net cash used in investing activities	<u>(976,988)</u>	(25,000)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from borrowings	<u>21,962</u>	-
Net cash provided by financing activities	<u>21,962</u>	-
Net increase/(decrease) in cash and cash equivalents held	(2,117,281)	178,520
Cash and cash equivalents at beginning of year	<u>5,202,183</u>	5,023,663
Cash and cash equivalents at end of financial year	6 <u><u>3,084,902</u></u>	<u>5,202,183</u>

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

For the Year Ended 30 June 2022

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 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).

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.

Notes to the Financial Statements

For the Year Ended 30 June 2022

2 Summary of Significant Accounting Policies

(c) Revenue and other income

Grant revenue

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.

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.

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 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.

Items of property, plant and equipment acquired for nil or nominal consideration have been recorded at the acquisition date fair value.

Notes to the Financial Statements

For the Year Ended 30 June 2022

2 Summary of Significant Accounting Policies

(e) Property, plant and equipment

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.

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.

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*.

(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 2022

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

	2022	2021
	\$	\$
Revenue		
Cafe income	3,992	5,586
DES subsidy income	-	792
Fees and charges	821,289	899,426
Grant income	6,604,947	6,820,401
NDIS fee income	1,106,371	1,246,879
Other income	29,883	17,379
Private practice income	41,836	82,332
Total revenue	8,608,318	9,072,794

Notes to the Financial Statements

For the Year Ended 30 June 2022

4 Revenue and Other Income

	2022	2021
	\$	\$
Other Income		
Cash flow boost subsidy	-	100,000
Total other income	-	100,000

5 Result for the Year

The result for the year includes the following specific expenses:

	2022	2021
	\$	\$
Other expenses:		
Accounting and professional fees	39,700	57,605
Advertising and promotions	36,486	22,668
Business planning costs	-	10,529
Cafe expenses	1,361	2,901
Cleaning	37,375	27,948
Client support costs	46,899	35,200
Computer expenses	270,852	93,622
Consultancy fees	134,610	141,004
COVID-19 expenses	6,137	3,809
DES subsidy expense	-	9,091
Equipment Hire	11,122	-
Establishment costs	22,952	-
Insurance	32,029	21,385
Legal fees	41,185	44,284
Membership fees	1,932	22,410
Minor asset purchases	43,385	68,484
Motor vehicle expenses	309,399	303,883
NDIS expenses	-	1,049
Occupancy costs	508,253	396,737
Participant activities	-	26,659
Printing, postage and freight	32,863	39,300
Quality accreditation	43,367	18,276
Repairs and maintenance	86,700	137,162
Security monitoring expenses	16,414	-
Service delivery consumables	-	100
Sundry expenses	90,430	52,969
Telephone and internet charges	203,128	171,288
Training and development	37,391	-
Travel and accommodation	38,525	74,072
Total other expenses	2,092,495	1,782,436

Notes to the Financial Statements

For the Year Ended 30 June 2022

6 Cash and Cash Equivalents

	2022	2021
	\$	\$
Cash on hand	3,481	4,387
Cash at bank	3,081,421	5,197,796
Total cash and cash equivalents	3,084,902	5,202,183

7 Trade and Other Receivables

	2022	2021
	\$	\$
CURRENT		
Trade receivables	71,650	141,952
Prepayments	23,564	-
ATO integrated client account	-	100,000
Total current trade and other receivables	95,214	241,952

	2022	2021
	\$	\$
NON-CURRENT		
Rental deposits	72,362	82,731
Total non-current trade and other receivables	72,362	82,731

8 Trade and Other Payables

	2022	2021
	\$	\$
CURRENT		
Trade payables	225,953	75,132
GST and PAYG payable	192,698	212,331
QLeave payable	16,192	18,029
Superannuation payable	1	129,699
Other payables	179	88
Total current trade and other payables	435,023	435,279

Notes to the Financial Statements

For the Year Ended 30 June 2022

9 Property, plant and equipment

	2022	2021
	\$	\$
LAND AND BUILDINGS		
Land and buildings		
At cost	976,988	-
Total land and buildings	976,988	-
PLANT AND EQUIPMENT		
	2022	2021
	\$	\$
Plant and equipment		
At cost	-	121,446
Accumulated depreciation	-	(121,446)
Total plant and equipment	-	-
Furniture, fixtures and fittings		
At cost	-	122,209
Accumulated depreciation	-	(122,209)
Total furniture, fixtures and fittings	-	-
Motor vehicles		
At cost	75,650	75,650
Accumulated depreciation	(43,910)	(34,695)
Total motor vehicles	31,740	40,955
Leasehold Improvements		
At cost	-	41,110
Accumulated depreciation	-	(41,110)
Total leasehold improvements	-	-
Total property, plant and equipment	1,008,728	40,955

10 Financial Liabilities

	2022	2021
	\$	\$
CURRENT		
Attvest loan	21,962	-
Total current financial liabilities	21,962	-

Notes to the Financial Statements

For the Year Ended 30 June 2022

11 Other Liabilities

	2022	2021
	\$	\$
CURRENT		
Unexpended grants	124,017	995,948
Total current other liabilities	124,017	995,948

12 Employee Benefits

	2022	2021
	\$	\$
CURRENT		
Provision for annual leave	311,148	301,171
Provision for long service leave	77,585	87,772
Provision for personal leave	187,472	181,897
Provision for health & wellbeing leave	69,546	-
Provision for TOIL	19,456	16,147
Total current employee benefits	665,207	586,987

	2022	2021
	\$	\$
NON-CURRENT		
Provision for long service leave	73,951	138,205
Total non-current employee benefits	73,951	138,205

13 Key Management Personnel Remuneration

The remuneration paid to key management personnel of the Company is \$304,249.

14 Contingencies

In the opinion of those charged with governance, the Company did not have any contingencies at 30 June 2022 (30 June 2021:None).

15 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.

Notes to the Financial Statements

For the Year Ended 30 June 2022

16 Cash Flow Information

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

	2022	2021
	\$	\$
Surplus/(deficit) for the year	(470,355)	742,659
Cash flows excluded from surplus attributable to operating activities		
Non-cash flows in surplus:		
- depreciation	9,215	8,987
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	146,738	(126,397)
- (increase)/decrease in prepayments	10,369	(20,625)
- increase/(decrease) in income in advance	(871,932)	(522,629)
- increase/(decrease) in trade and other payables	(255)	39,613
- increase/(decrease) in employee benefits	13,965	81,912
Cashflows from operations	<u>(1,162,255)</u>	<u>203,520</u>

17 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

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*.

A. Grant

Director A. Grant (Oct 6, 2022 16:28 GMT+10)



Director

Dated **Oct 6, 2022**

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 2022, 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 2022 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 2022, 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.

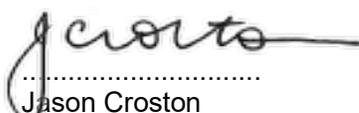
As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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: 9 October 2022

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



Bridges Health & Community Care Ltd

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