

Annual Report 2021



 The Bridge



Welcome to The Bridge 2021 Annual Report detailing information on our governance, operations, and financials as well as a snapshot of our services and activities.

The images in our report are of the people we work with and their inspiring stories.

To learn more about The Bridge, our purpose, our people, and our passion, visit www.thebridgeinc.org.au

Since 1970

Disability Employment Services Provider
Jobs Victoria Employment Service Provider
Registered NDIS Provider



Contents

04	Our Vision, Mission and Values
05	Strategic objectives
06	Our achievements
08	Volunteers and students making a difference
09	Living independently with support
10	Developing skills in day services
11	An engaged workforce is key to our success
12	Nurturing independence through Connects
13	A fresh start and purpose for the future
14	Regaining confidence at work
15	Supporting our culturally diverse community
16	Pathways to leadership at The Bridge
17	Developing confidence and independence
18	Maebelle's building her career
19	Our Board
20	President and CEO report
22	Our people
23	Staff and Supported Employees
24	Volunteers and Life Governors
27	Donors
28	Funders
31	Community support
32	Finance overview

2021 Audited Financial Statements are available
in a supplementary document





Our Vision

A connected society where people of all abilities achieve their full potential.

Our Mission

Transforming lives through empowerment, choice, support, advocacy and connections to home, work and community.

Our Values

Integrity

We are genuine. Our approach with everyone is honest, open, transparent and professional.

Connectedness

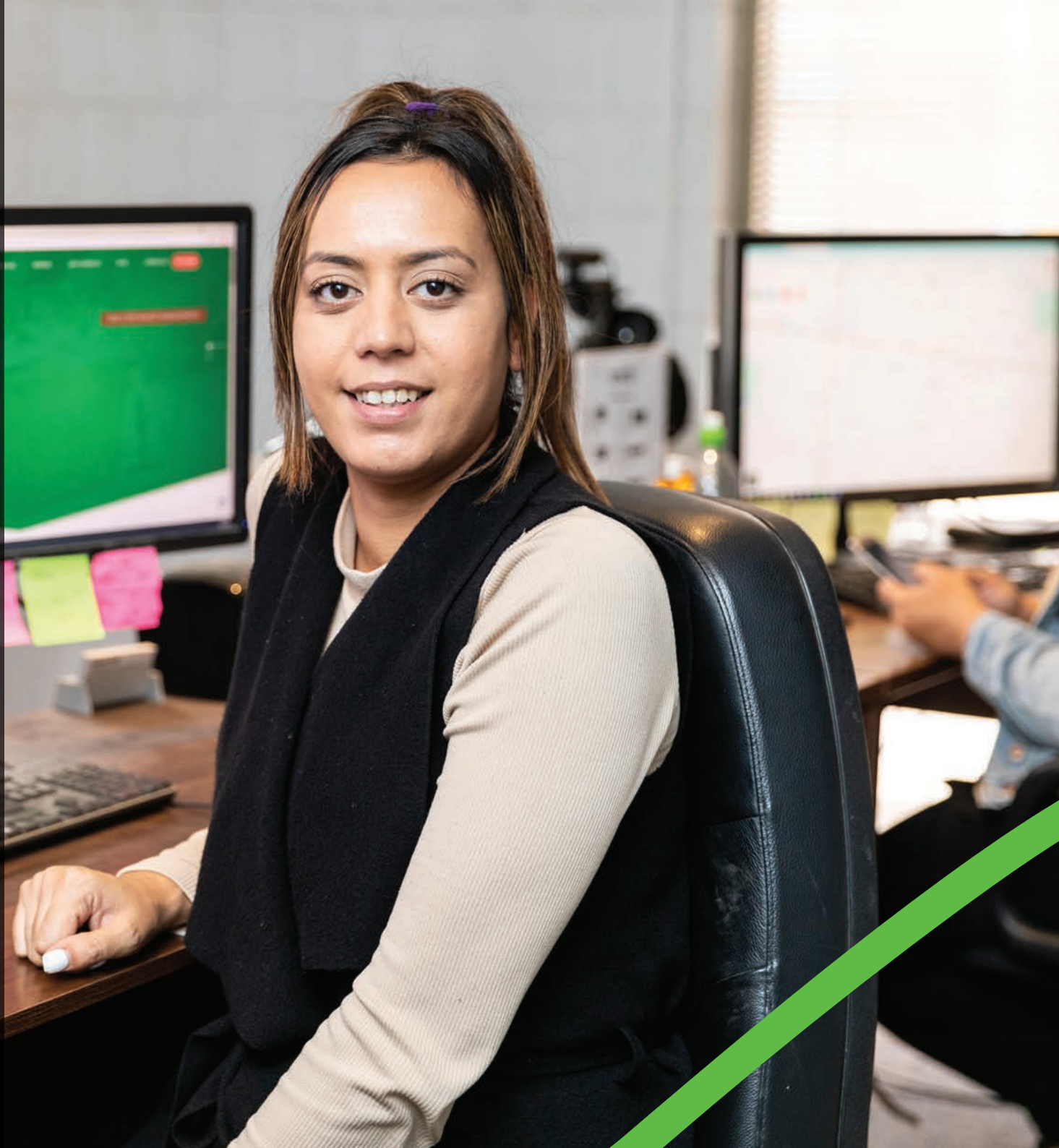
We work collaboratively. We connect people to opportunities and achieve real outcomes. We are holistic, cohesive, well networked and inclusive.

Individuality

We respect individual choices and diversity.
We believe everyone is entitled to a fulfilling life.
We are compassionate, supportive and empowering.

Courage

We have a 'can do attitude' and focus on achieving results. We are determined, passionate, enterprising and dependable. We are forward thinkers who are flexible, adaptable and innovative.



Strategic objectives 2020-2022

Integrated
Continuum
of Service

Evidence Based
Innovation

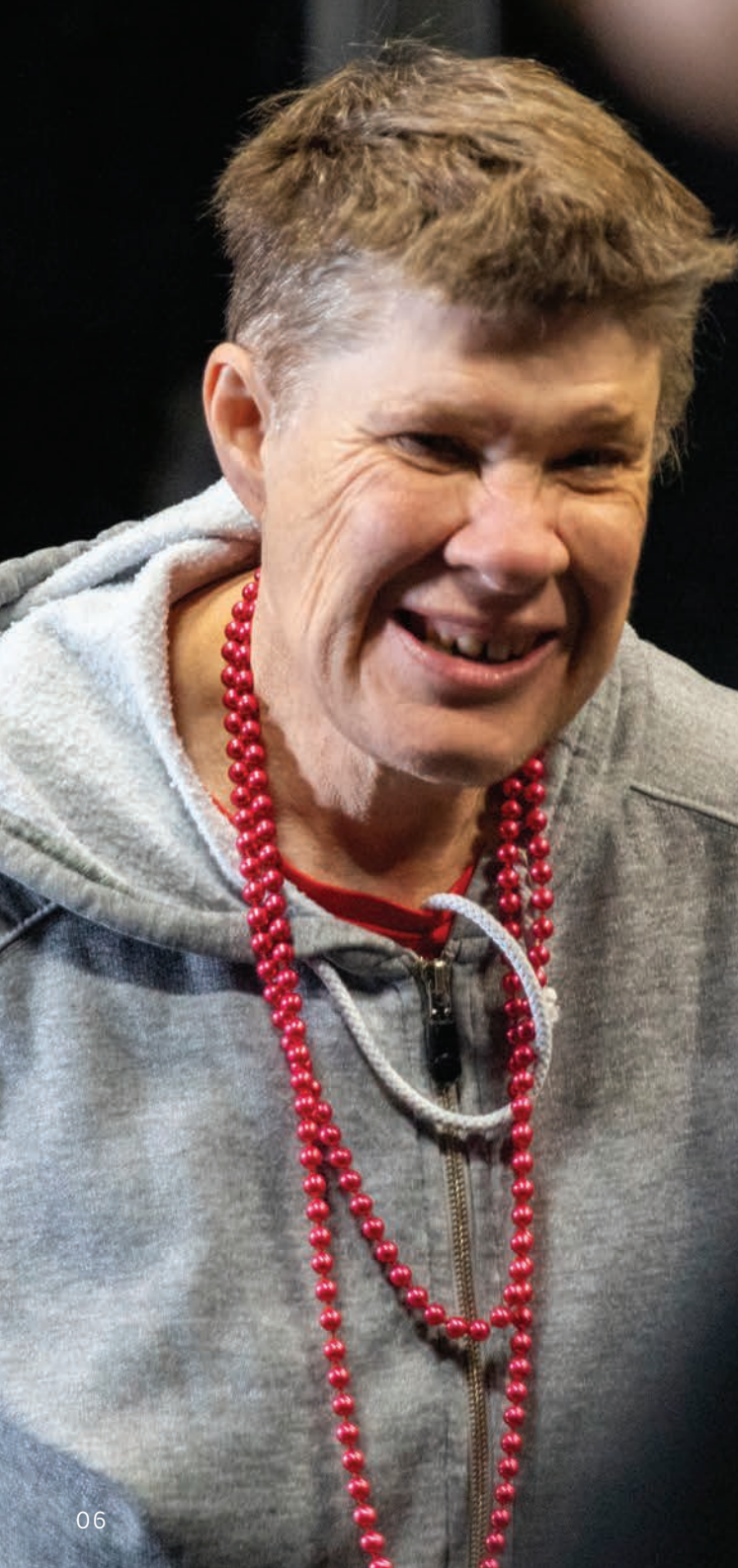
Thoughtful
Growth

Agile
Workforce

Market
Positioning

Strategic
Partnerships





Our achievements 2020-21

**Supported
228 people**
to get jobs



Ability to adapt
and modify service
delivery in response to
the COVID-19 pandemic



**Increased
focus on safety**
with the development of a new
OHS Model and appointment
of Safety Coordinator



Launched
2021-22
People and Culture Plan



Establishment
of the inaugural Community
Voice Advisory Group



**40% of
enquiries**
resulted in
commencements



Opening
of our new Dandenong Day
Service located at Athol Road,
Springvale South



**Appointment of
55 new staff**
across The Bridge services



**Improved
connectivity**
through new communications
infrastructure



**Partnered
with BRITE**
to support three Support
Workers to complete
Disability traineeship



Completion
of Stage A of
Park Grove development



50% increase
in student placements
across Day Services



**Expansion of
DES services**
to include an experienced
Allied Health Practitioner focusing
on career development and
mental health



**Successful
applications**
for continuation of
Jobs Victoria Employment
Services until 2023 and Casey
Council Youth Employment
services until 2024



**Financial
sustainability**
despite the impacts of
COVID-19 pandemic



Completion
of 12 Cyber Awareness
Training modules by staff



Revamped Youth Jobs Now!

service resulting in interviews, jobs and volunteering



Implementation

of a new Learning Management System and online induction process



Flexibility, willingness and courage

of staff to continue to deliver essential services



Successful

NDIS certification audit



Completion of outcomes measures project

which confirmed participant goals and outcomes were being achieved in all services



Business continuity

for 24/7 service delivery throughout the pandemic to meet community needs



Enhanced cyber security

through introduction of two-factor authentication solution



Commencement

of Jobs Victoria Advocates and Advocates Assistant to assist long term job seekers



Implementation

of new e-reference check system streamlining hiring of staff



Volunteers and students making a difference

2020-21 has been an unusual time for The Bridge's Volunteer and Student Placement Programs which were suspended for most of 2020, then slowly resumed in 2021.

As people's lives changed, some wonderful long-term volunteers moved in different directions, after each making very significant contributions to The Bridge. A huge thank you to all our volunteers and students.

Many volunteers returned in 2021 as circumstances and personal demands allowed and some volunteers completed Certificate IV in Disability and became paid workers with The Bridge.

Student placements also resumed in 2021, a great pipeline for support workers at The Bridge. Volunteers and students contributed approximately 1,920 hours for the year which equates to around \$48,000 economic value.

We are so fortunate to have many volunteers and students supporting our high-quality services at The Bridge.



Living independently with support

"Our names are Matt and Kylie, and we live independently with the assistance of many services from The Bridge.

We have weekly in-home support from Your Supports with our lovely Support Worker, Andrea, who assists us with meal planning, preparation and cooking. Our favourite meal is spaghetti bolognaise, but we love looking at lots of different recipes and choosing what we cook from week to week. Andrea helps us with reading the recipes and supports us through the steps, all whilst having a laugh. Without in-home support, we would be in real trouble in being able to plan and prepare our meals. We also love attending Getaways weekends away and group activities and especially love going to Phillip Island which is our favourite destination.

We are very proud of The Bridge and the way they support us. We know that they are always there for us if we need to talk and we can't thank The Bridge enough for their continuing support through COVID, to make sure supports are still available."



Developing skills in day services

Rebecca has been attending Webb Street for more than 10 years. During this time, she has enjoyed participating in a variety of centre and community-based activities. She has also formed many long-lasting friendships.

Bec has many interests, especially cooking and art. Cooking has assisted her in developing her independent living skills as well as learning about healthy food and nutrition. The cooking program covers all aspects from the garden to the plate. Bec is involved in planting out the garden with next season's produce which are then used to plan and cook meals for the group. Bec's skills have developed in the kitchen which in turn has increased her confidence.

Support Coordination has assisted Bec to increase her connection to services and now she receives 1:1 support through Your Supports and regularly accesses a range of Getaways activities.





An engaged workforce is key to our success

"I started my journey with The Bridge in 2019, as NDIS Administration Officer. I was grateful for the opportunity as this was my first time working in the disability sector.

I was warmly welcomed by my colleagues and the participants. Everyone in the organisation is really friendly, respectful, supportive and appreciative of each other. I was fascinated to find out, when The Bridge celebrated its 50th anniversary in 2020, that so many staff have been working here for such a long time. As I got to know the participants, they added more meaning to the work we do, and we formed a special bond.

I was keen to learn about NDIS and Nicole, General Manager Connects, has mentored me to understand it really well. Then the pandemic hit in 2020. I was amazed by how the organisation looked after our welfare and my skilled team mates came up with innovative ideas for modified services and supported participants during these unprecedented times.

I'm looking forward to more exciting chapters with The Bridge." – Naomi, NDIS Administration Officer

Nurturing independence through Connects

Vanessa has been involved with The Bridge for almost 5 years and receives supports and services through Webb Street, Your Supports and Support Coordination.

Vanessa's father, Jean, said that The Bridge is important to Vanessa and their family because it has allowed her to develop interests outside of the home and has provided a safe place for Vanessa to develop skills, such as her social and organisational skills.

Vanessa is always keen to get ready to attend every day and thrives on following her routine. Being able to spend time with her friends is one of the reasons Vanessa loves to access The Bridge. Vanessa is a very sociable and friendly person and is always talking about her favourite friends and staff.

Jean's hopes for Vanessa for the future include her continuing to be supported to develop her skills, including more help with understanding numbers and counting, and for him to have peace of mind about her care when he is no longer able to.





Soula, DES Manager and Nick

A fresh start and purpose for the future

After years of cancer treatment and finally being given the 'all clear', Nick found himself spending his days looking for something to fill his time. Not knowing what his future held, Nick was craving something that would give him a purpose and make him productive once again.

Tired of trying to keep himself busy through COVID lockdowns, Nick called The Bridge Employment in Frankston with the hope of getting assistance to fulfil his long-time dream of working in the disability sector.

Nick was employed in his last job for almost two decades and the thought of starting again was daunting, especially after his long illness, however within a few weeks, Nick had the confidence to take the next step, back into the work force. He secured a position at The Bridge Employment, Cheltenham Road.

Nick loves the interaction of working with participants and said, "I love my job, love getting out of bed every morning and I'm not retiring any time soon."

Regaining confidence at work

Tairon comes from a culturally diverse background and was looking for work for over a year before signing up with the Jobs Victoria Employment Network team, at The Bridge Employment.

He was starting to feel discouraged about his ability to find full-time, sustainable work. It affected his confidence. With the help of The Bridge, Tairon was quickly placed in a factory hand vacancy at ACME Binding, and it seemed to be a great fit. Tairon doesn't drive and it helped that the company was located along his nearest train line, enabling him to get there reliably each day.

His self-confidence has continued to grow in the role and his future looks bright. Well done Tairon!





Supporting our culturally diverse community

Ahmad is a Jobs Victoria Advocate at The Bridge, a new initiative from the State Government, to help Victorians access supports and services to secure sustainable employment.

Ahmad was a doctor back in Afghanistan and had worked for eight years in community health. After coming to Australia, he completed his Master's in Health Promotions / Public Health. He wanted to continue practicing in Australia but was unable to complete his placements due to personal circumstances. Despite that, he never lost hope.

Being from a CALD background, having lived experience as a job seeker, and being a beneficiary of the Jobs Victoria Employment Service, Ahmad knows how important it is to access the right services. He enjoys helping his fellow Victorians, especially those from a CALD background, to get connected and access the right employment, training, or educational services to have a prosperous future.

Pathways to leadership at The Bridge

"I completed my bachelor's degree in business, majoring in management, at Swinburne University. I struggled to find a job for a very long time, but this didn't stop me from trying and staying optimistic.

I decided to do further training to allow me to work in other fields, such as getting my cabling licence to work for NBN. I worked for a few months but as it was a limited contract, it ended.

My father had a chance meeting with staff from The Bridge and he told them about my situation. The staff member asked that I call them to discuss my options, which I did. The Bridge Employment was advertising for a Leading Hand, and I was encouraged to apply. I was successful and offered full-time employment.

I worked hard and six months later, the role of Warehouse Manager became available. I applied and was once again successful!

I am very happy in my role and so thankful to The Bridge for giving me this opportunity." - Ali, Warehouse Manager





Developing confidence and independence

Brodie has been accessing Youth Jobs Now! group supports and 1:1 supports for nine months. During this time Brodie's confidence and independence has developed immensely. Given our current climate, joining the workforce has been a challenge many Victorians have faced however, this is no hinderance to Brodie's ability to persevere.

Brodie secured interviews at three McDonalds restaurants and a Target. Although the interviews were postponed due to COVID lockdown, YJN! coaches continued to prepare Brodie catering to his current employment needs.

Brodie is an active member of the YJN! Committee, an initiative implemented by the coaches. One of the Committee's responsibilities is to inspire their peers who are anxious about joining the workforce to whom Brodie confidently reassured, "You may be nervous and feel like you're not ready, but these coaches are not going to leave you. They have been with me every single step of the way. They are here for us."

Maebelle's building her career

"My story with The Bridge began when I was introduced to Nathan, Jobs Victoria Employment Service Coordinator, through a friend. I was looking for work, however lacked the skills required to secure a job.

Nathan supported me with resume writing and interview skills, but he also helped me develop my confidence, to believe in myself and take on the challenge of building my career and future.

During the stressful time of COVID lockdowns and finding a job, Nathan kept in touch with me and frequently asked how I was feeling and how The Bridge can continue to support me, which I am very thankful for.

Nathan helped me secure a full-time job with The Bridge Employment, Cheltenham Road. I enjoy the friendly and supportive working culture and environment. The people here are awesome, and the management team is great.

Now I feel very happy and financially much more stable, and I recently got my driving licence. Yay!"



Nathan, Jobs Victoria Employment Service Coordinator and Maebelle

Our Board

The Board governs the organisation and is accountable to its members for its performance. The Board has seven members, six Directors are elected by members of the Association, and a Chief Executive Officer appointed by the Board.

Board members



Jim Hall
President



Helena Higginbottom
Vice President
(retired January 2021)



Sue Banks
Vice President



David Mallinson
Treasurer



John Jeffries
Director



Sally Bennett
Director



Mary-Jane Stolp
Chief Executive Officer



Phillip Toovey
retired Chief Executive Officer

Board committees

Finance & Audit Committee

David Mallinson – Chair
John Jeffries
Mary-Jane Stolp

Co-opted members

Richard Dawe – Chief Financial Officer
Tetyana Thurston – Finance Team Leader

Quality & Risk Committee

Sally Bennett – Chair
Sue Banks
Mary-Jane Stolp

Co-opted members

Ausra Wells – General Manager
Nicole Stribbles – General Manager

Investment Committee

Jim Hall – Chair
David Mallinson
Mary-Jane Stolp

Co-opted member

Richard Dawe – Chief Financial Officer

Property Development Advisory Committee

Jim Hall – Chair
Sue Banks
Mary-Jane Stolp
Richard Dawe

President and CEO report

Reflecting on the last 12 months there were many highs mixed in with the challenges of learning to live with COVID-19.

The Bridge successfully completed its first NDIS certification audit in August 2020. An amazing achievement given the audit was performed virtually in the middle of a pandemic! Shortly after, The Bridge celebrated 50 years of service delivery to the community with an online party complete with a magician, a band and a home delivery of food and drink for all staff.

During the many lockdowns, we became very adept at adapting with modified service delivery and a plethora of online service offerings including a disco, yoga and relaxation, news of the day and employability skills. In this way, services could be continued, and we pay tribute to our frontline staff for their adaptability and resilience in supporting The Bridge community.

In January 2021 we opened our newest day service located in Athol Road, Springvale South. This facility provides much improved amenities and parking, larger areas for activities as well as a kitchen and outdoor recreation area which supported a revamped program of offerings with more variety. We also bid farewell to Helena Higginbottom after 11 years as Board Director and a fantastic contribution to The Bridge. Around this time, Stage B of Park Grove kicked off and approval was given by the Board for three houses in Stage C to be designed to meet requirements for Specialised Disability Accommodation.

On-site services scaled up again in January and February and business support staff returned to the office as everyone worked hard to find COVID normal. Thanks to our admin and management team who adapted so well to working from home whilst enabling The Bridge to maintain business continuity and quickly return to business as usual.

In keeping with our strategic priorities, the development of the GoodHuman app continued and a new Finance system was implemented to improve our efficiency and effectiveness and future proof The Bridge. March saw an enormous amount of work undertaken to achieve certification of our Employment services and ICT systems. Our inaugural Community Voice Advisory Group was also established in March with participants and carers from across The Bridge, to provide input into our services and supports and help us plan for the future. The group has been meeting every two months and is making a fantastic contribution to the community we support. Our first Safety Coordinator was appointed in April to coordinate the implementation of effective safety processes throughout The Bridge, ensuring safety is an integral part of the organisational culture, day-to-day practices and continuous improvement processes at all services.

Despite the adverse impacts of COVID-19, services again started to grow, and recruitment continued in earnest with 55 new starters for the year. Student placements became a key talent pipeline as we saw many people move from retail and hospitality to join the disability sector as they searched for increased job security.

April and May saw some staffing changes as people re-evaluated their lives post lockdown. New staff brought with them high levels of energy and enthusiasm, giving The Bridge the opportunity to reinvigorate the Employment Service models towards our vision for the future. Despite the enormous challenges, our DES achieved 5 stars in December, March and June. Successful applications for funding through Jobs Victoria and Casey Council over the next two to three years will also ensure our signature employment services thrive and achieve our vision and mission into the future.

The Bridge again sponsored the 7News Young Achiever Awards which acknowledge, encourage and promote the positive achievements of young people up to 29 years of age and showcase their achievements whilst paying tribute to their vision, innovation and commitment to their community. This year Jerusha Mather, a young woman with cerebral palsy won The Bridge Create Change Award from a strong field of young achievers, following her efforts in actively campaigning for the rights of people with disabilities to pursue courses and careers despite barriers.



In June we said farewell to Phillip Toovey, former CEO who had been with The Bridge for 33 years. Phillip made an extraordinary contribution over this time in making The Bridge the progressive and vibrant organisation it is today. Our new CEO, Mary-Jane Stolp, was appointed after very competently fulfilling the Acting CEO role for the previous 10 months during a challenging time for the organisation.

Throughout the year we have kept a close eye on proceedings from the Royal Commission and developments with the NDIS to ensure The Bridge remains well positioned to respond to the changes ahead. The Bridge continues to strive for a successful future and are ready to adapt to new challenges whilst remaining focussed on the people we support and ensuring safe, quality service delivery. We are most grateful for the leadership and support of our Board and management team who have enabled The Bridge to achieve service and business continuity through a challenging 12 months, whilst remaining optimistic about the future.

Jim Hall

President / Chair

Mary-Jane Stolp

Chief Executive Officer / Secretary



Our people

During the 2020/21 financial year, we successfully adapted and responded to the impact of COVID-19 on our operations and workforce.

People and Culture Plan

In January 2021, we released The Bridge 2021-22 People and Culture Plan as a strategic framework to implement workforce strategies, ensuring The Bridge has sufficient staff resources to meet operational needs, now and into the future.

242 staff members worked with us

Despite repeated lockdowns, The Bridge continued to offer remote servicing and face to face support for participants requiring this essential service. We conducted online interviews and further strengthened our electronic systems to facilitate the recruitment, onboarding, and induction of 55 new staff members during the year.

45 supported employees worked with us

The Bridge Employment warehouse facility continued to operate in a modified COVID-safe manner, with 45 supported employees working alongside Training and Support Officers and Process Workers throughout the year.

34 Volunteers worked with The Bridge during 2020/21

This was a great effort given Volunteering Australia research shows that COVID-19 significantly impacted on the volunteer sector with almost two thirds of volunteers estimated to have stopped volunteering between February and April 2020. <https://www.volunteeringaustralia.org/new-research-the-experience-of-volunteers-during-covid-19/#/>

Learning and Development

We implemented a new learning management system, the 'NGO Training Centre' and established an organisational working party to complete a full review and update of The Bridge staff onboarding and induction content.

Staff Traineeships

In 2020, we partnered with a Registered Training Organisation (Brite) to offer a traineeship in Certificate IV in Disability to three Support Workers. We applied for the Boosting Apprenticeship Wage subsidy from the Australian government to upskill the trainees who will become qualified by the end of 2021.

External Payroll Audit

We engaged an external auditor to review Connects staff pay and conditions following the first full year under the new Connects Employment Agreement. Audit findings confirmed all staff are paid correctly.

Student Placements

Our ability to support student placements in 2020/21 was challenged due to COVID-19, however we were still able to facilitate 16 student placements during this period. We were pleased to then offer seven students paid employment on completion of their course.

Staff Health and Wellbeing Program

Our Staff Health and Wellbeing Committee implemented a range of initiatives including Weekly Walking Group, online trivia sessions, online meditation and R U OK? Day promotion / activities. In addition to this, The Bridge continued to offer free flu vaccinations, private health insurance discount and Employee Assistance Program for all staff. Uptake of the EAP grew by 50% over the past two years.



Volunteers

Adrienne Tan
Angela Lu
Anna Allen
Annie Ladlow
Barbara Out
Caroline Fittall
Deanne Ades
Doug Wroe
Faruque Islam
Geraldine Pay
Heather Murray
Henny Castricum

Ian Dudley
Jeanette Gibson
Kristin Robertson
Linda Duncan
Mangala Kalansuriya
Marie Johnson
Mark Titford
Merle Williams
Michael de Grieve
Michelle Rowland
Mursal Hassani
Peter Smith

Peter de Fontenay
Rayyan Berjaoui
Rosario Davis
Roslyn Rogers
Stuart Scullin
Tiffany Tan
Tim McDermott
Tracey van Grunsven
Vivienne Bayer

Life Governors

Mr GD Cogan
Mr B Coleman
Mrs R Cork
Mrs CF Davis
Mrs UT Deayton
Mr C Dickie
Mrs NS Goodwin
Mr SB Ingham
Mr RG Jeffs
Mrs J Judd
Mr JW Kortum
Mrs J Lovett
Mr GM Maynes

Mrs G Meadows
Mr J Mickles
Mr IJ Morgan
Mrs DM Muir
Mr P O'Brien
Mr D Poole
Mr T Roffato
Mr A Rose
Mrs MJ Russon
Mr LT Smith
Mr IGN Warner
Mr N Wickenten

We wish to acknowledge the contributions of numerous Life Governors, now deceased, whose names can be found on our website.







Donors 2020-21

Harrison Brown	\$50.00
Robyn Feher	\$50.00
John and Judy Brown	\$2000.00
United Forklift & Access Solutions	Equipment to the value of \$475.00
Fytogreen Australia	Equipment to the value of \$2000.00
MTD Products	Equipment to the value of \$2200.00

Thank you to all our donors

Financial contributions help
The Bridge make a positive impact
on people's lives

- Improve our services through the provision of additional resources and staff development
- Enhance community awareness of people with a disability
- Invest in new initiatives and solutions that make a difference to the lives of individuals and families
- Strengthen the capacity of the organisation to deliver on our vision, mission and goals

help build The Bridge
thebridgeinc.org.au/get-involved/support-us/



Funders 2020-21

The Bridge is grateful for the support of the following organisations, through grants received for various services and projects:

Government funding

Commonwealth Government
Department of Social Services



National Disability Insurance Scheme



Victorian Government
Department of Families, Fairness and Housing



Department of Jobs, Precincts and Regions



Local Government







Community support

Access Skills Training
 Aikido Fitness Cranbourne
 All Together Choir
 Arts Access
 Artz Smartz All Abilities Theatre
 Balla Centre Cranbourne
 Berwick Cheese Factory
 Berwick Lawn Bowls Club - Les Herring
 Berwick Op Shop
 Bowland Cranbourne
 Bunnings - Fountain Gate
 Bunnings - Keysborough
 Cardinia Life Sports and Aquatic Centre
 Cardinia Leisure
 Casey Aged Care
 Casey ARC
 Casey Indoor Sports Centre
 Casey RACE
 Casey Radio
 Changing Places Transforming Lives
 Cheerful Givers
 Cheltenham Community Centre
 Chisholm TAFE
 City of Casey
 City of Greater Dandenong
 Clayton AMF
 Cranbourne Basketball Stadium
 Cranbourne Eagles All Abilities Football Team
 Cranbourne Greyhound Racing Club
 Cranbourne Indoor Sports
 Cranbourne Toy Library
 Dandenong Library

Dandenong Market
 Dandenong Neighbourhood House
 Doveton Neighbourhood Learning Centre
 Endeavour Hills Library
 Frankston City Council - Meals on Wheels program
 Fusion Theatre
 Fytogreen Australia
 Gen U
 Genesis Fitness Berwick
 Genesis Fitness Frankston
 Good Guys Cranbourne
 Gravity Zone
 Greyhound Racing Victoria - The Great Chase
 Good Human
 Hallam Community Centre
 Hallam Senior Citizens Club
 Hampton Park Community Centre
 Hampton Park Community House
 Hoops 247 Indoor Sports Centre
 IGA - Narre Warren
 Integral Quality Management
 JTI
 Kelly's Hotel - Cranbourne
 Keysborough Learning Centre
 Licola Wilderness Village
 Lysterfield Sailing Club
 McDermott Commercial
 Meals on Wheels Dandenong
 Merry Makers Singing Group
 Monash University Frankston Campus -
 Sandra and Wendy (Cricket instructors)

MTD Gardening Equipment
 Muscular Dystrophy Association
 Myuna Farm
 Narre Warren Bowl
 Narre Warren Community Centre
 Narre Community Learning Centre
 Narre Warren Opportunity Shop
 Noble Park Aquatic Centre
 Noble Park Community Centre
 Noble Park Post Office
 Oasis Leisure Centre
 OC Connections
 Officer Community Centre
 Paddy O'Donoghue Centre
 Reflections Dance Academy Cranbourne
 Riding Develops Abilities
 Rising Up Fitness
 Sailability Albert Park
 Sandown Cobras Football Club
 Sandown Hotel
 Southern Dandenong Community Nursery
 Springvale RSL
 That's The Thing About Fishing -
 Glenn Cooper
 Turning Point Church
 Uniting Church, Narre Warren North
 Upper Beaconsfield Community Centre
 VALiD
 Volunteer Gifts
 Walker Street Gallery Dandenong
 Warren Op Shop
 Waves Leisure Centre Highett

John Barron
 X Golf Mornington
 XFC Gym
 Yarra Valley FM
 YMCA Endeavour Hills Leisure Centre
 13CABS

Finance overview

2020 -21

Once again, The Bridge experienced a year that was heavily impacted by the coronavirus pandemic, the organisation was unable to operate anywhere near to its normal capacity for many months and we only really started to recover back to something close to normal in January 2021.

The remainder of the financial year was much less impacted with two short lockdowns causing some interruptions. Most affected were our Connects services together with Cheltenham Road having had most of its Supported Employees isolating.

Fortunately, from a financial perspective, we remained eligible for JobKeeper for six months of the year and we also completed the first stage of construction of 11 houses at Park Grove, our property development at Callander Road, Noble Park. Whilst the lockdown made selling these a somewhat slow process, all had been sold and settled by the end of January 2021.

The Bridge ended the year with total income of \$21,044,000. \$6,534,000 from the Park Grove house sales, \$2,468,000 came from government stimulus payments and \$12,042,000 from normal operations (down \$1,509,000 from 2019-20).

Expenses totalled \$19,895,000 for the year which was \$6,759,000 more than 2020 although most of that was due to the costs associated with the houses that were sold. \$6,410,000 related to the cost (land and building) of the Park Grove houses, \$699,000 was paid to staff as JobKeeper top-up payments and \$12,786,000 to fund normal operations (up \$119,000 on 2019-20).

We therefore made an overall surplus of \$1,149,000 although excluding the surpluses from house sales and JobKeeper, The Bridge made an operational deficit of \$744,000.

JobKeeper in particular, has enabled the organisation to maintain a strong financial position that will ensure ongoing sustainability and has also ensured we have been able to retain most of our staff through the downturn in service activities through the various lockdowns.

Profit and Loss

Income - \$21,044,000

As noted, whilst the overall income increased, this was entirely due to a combination of JobKeeper and house sales. Operationally, our income dropped by 11% (-\$1,509,000). The Connects services were most impacted, falling by 18% whilst Employment managed to increase income slightly, growing by 3%. The main funding areas impacted were the NDIS activities which resulted in funding falling by \$1,454,000 (down 14%) compared to 2019-20. All other operational income held quite steady despite the challenging environment.

Expenditure - \$19,895,000

Excluding costs associated with house sales and JobKeeper, the operational costs totalled \$12,786,000 which represented an increase of \$119,000 (up 1% compared to 2019-20). Staff costs, excluding JobKeeper top-up payments, increased by \$317,000 (3%) whilst all other costs reduced by \$198,000.

Balance Sheet

Park Grove Development Property

During the year we sold 11 houses and commenced the second phase of construction which is a further 14 houses. The costs associated with this are capitalised under "Inventories" until houses are sold. Therefore, during the year

we incurred \$2,955,000 in additional construction costs and released \$6,410,000 to Profit and Loss that related to the 11 houses that were sold following the first phase of construction.

Borrowings

These are related to funding of the Park Grove project and have reduced substantially from \$3,560,000 in 2019-20 to \$796,000. That is due to the funding associated with the first stage having been fully repaid and second stage being only partly financed and also not yet complete.

Cash

The Bridge remains in a strong cash positive position with cash increasing by \$406,000 in the year and \$232,000 being added to investments. At the year end, cash and investment reserves totalled \$3,932,000. Cash and Bank \$2,727,000 and Investments \$1,205,000.

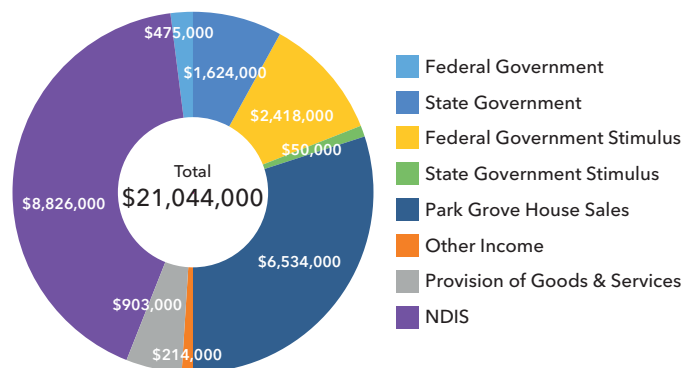
Net Assets

The net assets at the year-end were a very healthy \$13,154,000 which provides an excellent, sustainable position from which to continue growth once lockdown conditions relax.

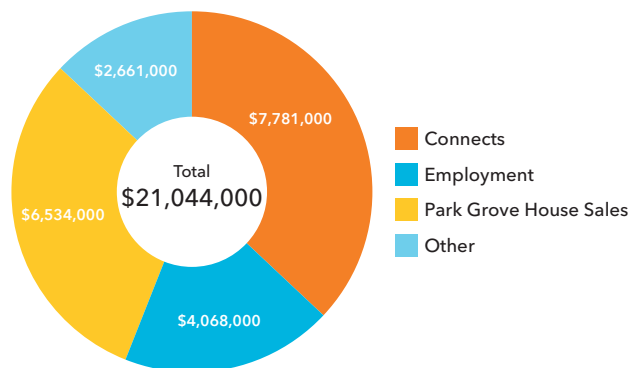
Richard Dawe
Chief Financial Officer

Note: Figures are rounded to the nearest thousand dollars.
2021 Audited Financial Statements are available in a supplementary document.

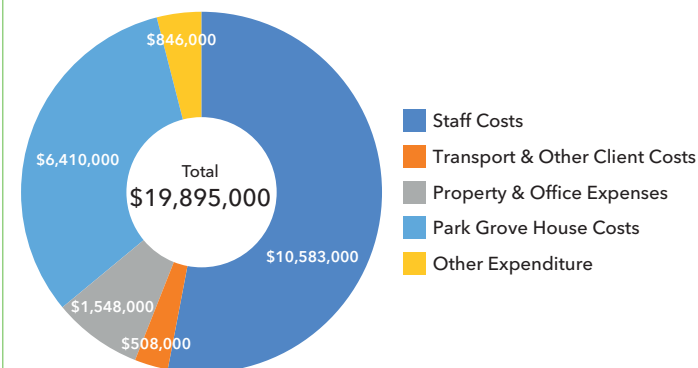
Income by source
for the year ended 30.6.21
Total Revenue \$21,044,000



Income by business unit
for the year ended 30.6.21
Total Revenue \$21,044,000

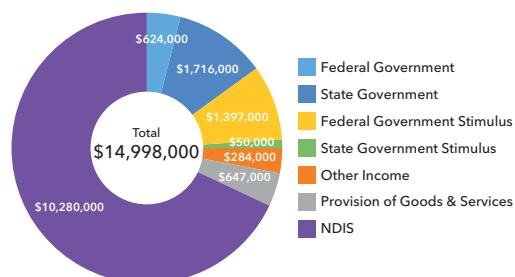


Expenditure breakdown
for the year ended 30.6.21
Total Expenditure \$19,895,000

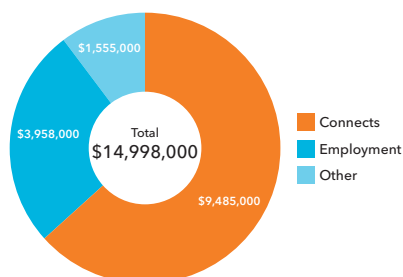


Comparison to 2019-20 Income and Expenditure

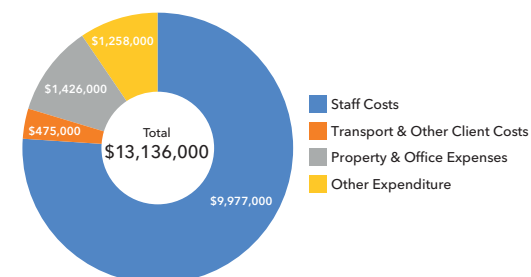
Income by source
for the year ended 30.6.20
Total Revenue \$14,998,000



Income by business unit
for the year ended 30.6.20
Total Revenue \$14,998,000



Expenditure breakdown
for the year ended 30.6.20
Total Expenditure \$13,136,000







The Bridge Inc.

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www.thebridgeinc.org.au

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Dandenong Vic 3175

Service Enquiries

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1800 274 343
enquiries@thebridgeinc.org.au

Reg. No A0033971H
ABN 31 506 563 698



Disability Employment Services Provider
Jobs Victoria Employment Services Provider
Registered NDIS Provider



thebridgeinc.org.au

The Bridge Connects

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Getaways

03 8710 8588

Your Supports

03 8710 8555

NDIS Support Coordination

03 8710 8555

Day Services:

Athol Road

Springvale South Vic 3172
03 9546 8369

Clyde Road

Berwick Vic 3806
03 9769 3950

Officer Community Hub

Officer Vic 3809

Stawell Street

Cranbourne Vic 3977
03 5995 5250

The Hub

Dandenong Vic 3175
03 9701 7311

Webb Street

Narre Warren Vic 3805
03 9705 9111

The Bridge Employment

Disability Employment Services (DES)

Jobs Victoria Employment Service
Jobs Victoria Advocates Program
Casey CALD Youth Employment project
School Leaver Employment Support (SLES) / Transition to Work - [Youth Jobs Now!](#)
Supported Employment / Social Enterprise

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