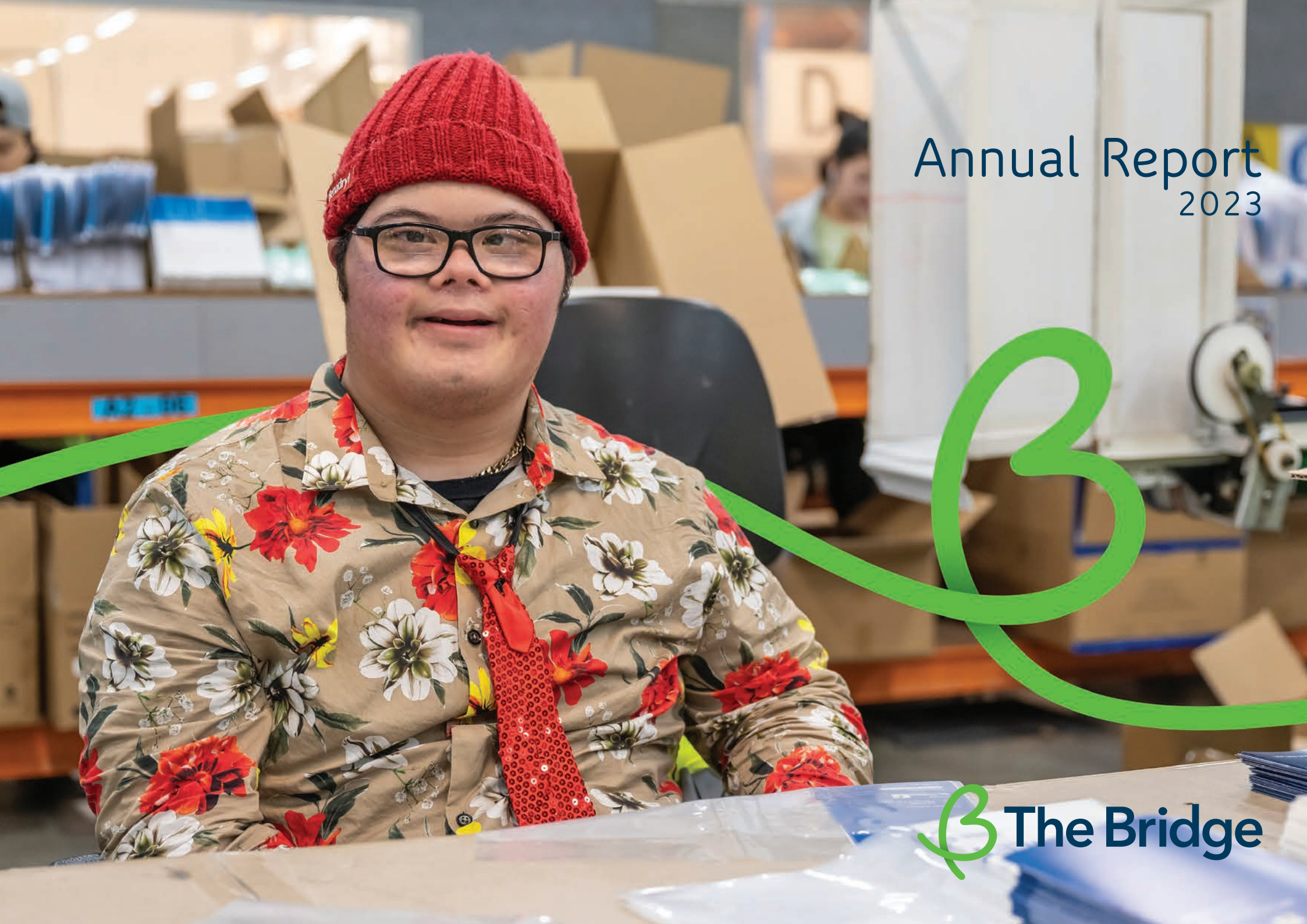


Annual Report 2023





Welcome to The Bridge 2023 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 support, and their inspiring stories.

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

Providing services and support since 1970

Acknowledgement of Country

The Bridge acknowledge the Bunurong people, the Traditional Owners of the land on which we meet and work. We pay our respects to their Elders past, present, and emerging.

Disability Employment Services Provider
Jobs Victoria Employment Service Provider
Certified Social Enterprise
Registered NDIS Provider



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2023 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.

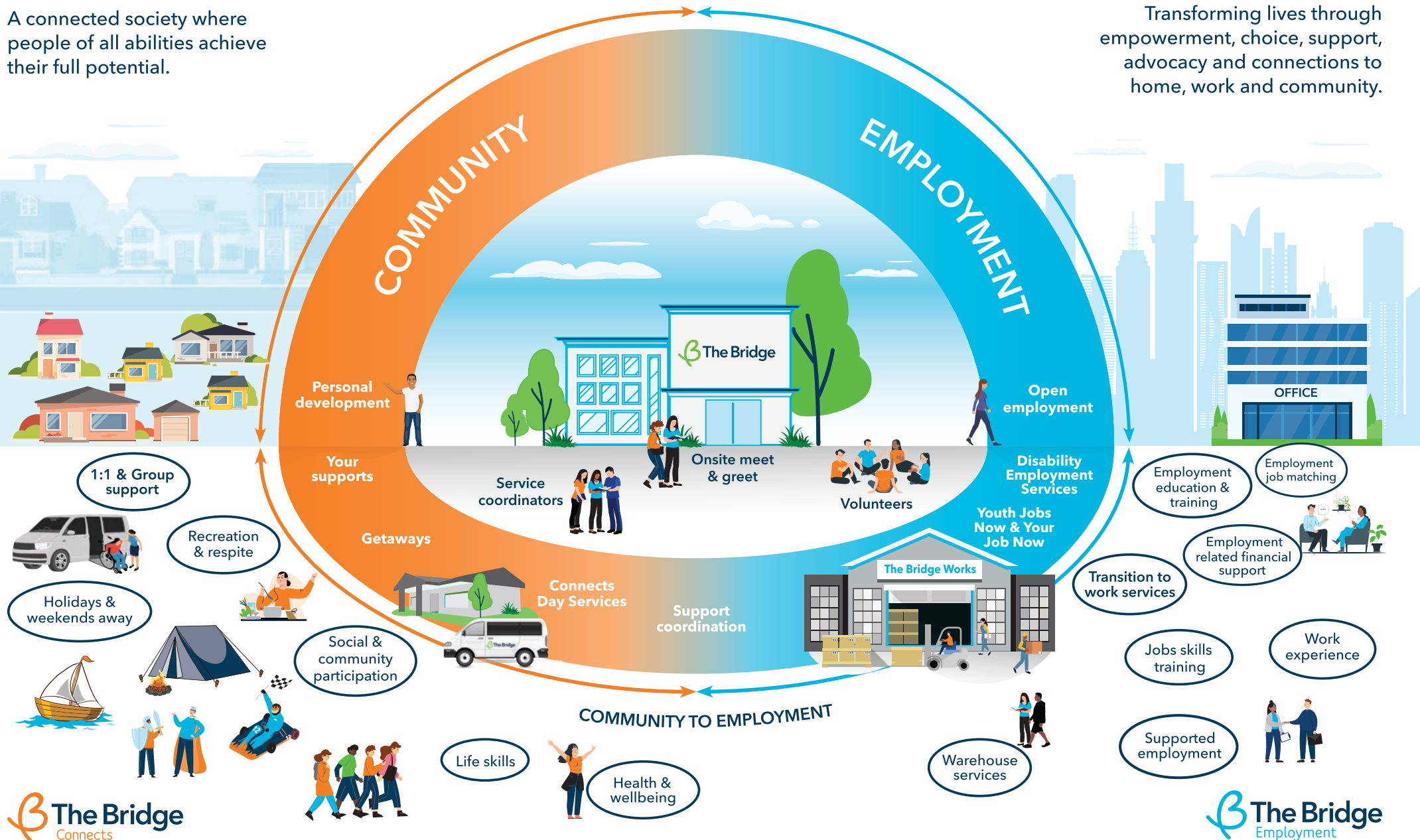


Our Vision:

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 achievements 2022-23

Annual client survey

records 95% client satisfaction across all services



Jobs Victoria Mentors

supported over 110 people into employment



Business transformation

through implementation of new time and attendance, rostering, payroll and HR systems



4,532 hours of support

provided by volunteers



91 participant

commencements across our NDIS services



Assembled 960,000

bowel screening kits for the Australian Government



Reinvigorated our website

achieving a 135% increase in users visiting



Established The Bridge Works Cleaning Crew

providing more employment opportunities for Supported Employees



12% increase

in Support Coordination hours to 7,054



Jobs Victoria Advocates

connects with 2,768 disengaged and disadvantaged Victorians, including 965 culturally diverse



93% of Day Service

participants and carers have received regular feedback on goals and achievements



Increased ICT budget

to transform systems and cyber security



Workforce has grown

to 325 to meet service demand



2,049 appointments

with DES participants



95,000 hours of social impact

through our Social Enterprise



76% of staff

recommend The Bridge
as a positive place to work



8% increase

in service delivery hours
in Connects to 226,000



**Ranked in
top 10%**

of NFP employers for staff
engagement and alignment



**Recycled
7000 bars
of soap**

per week for distribution to
disadvantaged communities



**11 innovation
projects
completed**

in response to feedback
from our people



Increased focus on innovation

Since 2020, The Bridge has increased its focus on its purpose and we are working even harder to achieve a positive impact on the local community. To do this, the Board and Executive team have intentionally pursued innovation-related projects and in 2022, through the commitment of the Board, a dedicated Innovation Fund was introduced organisation wide.

Innovative ideas on how to improve organisational practices, or projects that lead to business transformation, can be submitted by staff, to be reviewed by the Executive team. To date, eleven projects, including integrated service models, expansion of our social enterprise to provide more varied employment options and the Bespoke Leadership Program, have been established and more details of these will be provided throughout the report. Funds have also been used to better market and promote our services and strategic priorities around growth, such as HubSpot CRM system, Google Ad Words and the animation of our new Service Model – Services@TheBridge.

Establishing integrated person-centred services

Over the last three years we have designed and implemented an integrated and individualised service model to better respond to the needs and desired outcomes of the people we support, with a particular focus on those who have employment-related goals. To remain contemporary, we used research on current best practice, active service models and learnings from Sara Murphy – ‘Building Meaningful Lives’ and Peter Smith – ‘Centre for Disability Employment Research and Practice’ on customised employment.

In 2022, we recruited a new Board Director to strengthen our skill set and focus more deeply on person-centred service models and integration of health, disability, community and employment sectors for the benefit of the people we work with, and their carers.

Key aspects of the innovation in service models included:

- Trialling the new service model and further refining our approach to achieve the desired outcomes for social and community participation as well as pathways to employment.
- Training of staff in the new model and assessment processes.
- Finding new service locations for integrated service models for previously separate teams, for an improved client experience.
- Improved relationships with employers, local council, and other non-government organisations to provide better opportunities for participants, which align with their goals.

Service models were then embedded through co-location of our community and employment services in the one facility. A more structured pathway was introduced to facilitate the journey from school to transition to work, then onto supported employment and into our disability employment services (where applicable).

Outcomes achieved have included:

- Improvements in satisfaction of participants and their carers with achievement of goals and outcomes, choice and control and overall support.
- Decrease in complaints.
- Increased satisfaction of staff in delivering services and supports.
- Steady increases in the number of people moving into volunteering, work experience and employment.



Ensuring an outstanding client experience

Ensuring an 'outstanding client experience' was identified as a strategic priority in 2022. To embed this commitment, we established a Community Voice Advisory Group (CVAG) in 2021, with participants and carers representing our services and the broader community.

This has enabled the people at the core of our Mission and Vision to have a voice at the table and be able to provide even greater input to planning and service delivery at The Bridge. Meetings are held at different locations throughout The Bridge to enable the members to be familiar with all our sites and services and enrich their involvement in our service planning and delivery.

To take this commitment to the next level, in 2022 members of CVAG were invited to be on the Client Experience Committee, a sub-committee of our Board. This has enabled The Bridge to improve the experience of our services, driven by people with disabilities and their carers. Our systems, processes and service models have been redesigned to ensure a continued focus on individualised and person-centred support to achieve an outstanding experience and journey. A key aspect includes the development of our integrated service model, Services@TheBridge which has been published on our website and animated for use in onboarding new participants, volunteers, students and staff to The Bridge. Other outcomes from our customer journey mapping work includes our Employment Services Commitment and the enhancement of our process for welcoming new participants to The Bridge.

To ensure our services continue to meet the expectations of the participants and their carers, we conducted satisfaction surveys across all service delivery areas. We particularly focused on areas where we had received feedback previously and had been working hard to improve performance. Overall satisfaction with The Bridge services remained positive at an average of 94.8% across all services and 95.2% stated they would recommend The Bridge to others.

Feedback received from our surveys:

"The Bridge gives us opportunities. Youth Jobs Now is a wonderful place to learn and gives us opportunities. Staff are very supportive and help me improve my skills."

Youth Jobs Now participant

"Great, very professional service provided with fast response times to urgent orders and enquiries."

The Bridge Works business customer

"Staff provide quality support. They are caring and listen and implement instructions and provide feedback. Management are prompt and listen to concerns."

Your Supports / Getaways participant



Expression through art

The Bridge has a long-standing and supportive relationship with the Noble Park Community Centre. They have a range of programs and this year The Bridge was invited to submit artwork for the Noble Park Community Centre Art Show (www.npccartshow.org). This three-day exhibition displayed art which was enjoyed by the whole community. There were prizes for the best pieces and the public had the opportunity to buy the artwork.

Participants from Connects Day Services at Clyde Road, Webb Street and Stawell Street loved being part of this experience and preparing their artwork. The opportunity enabled them to show off their talents while being involved with a wider community event. It was a unique chance to display their work in a relaxed and professional setting.

Participants were proud to be part of this exhibition and to have had their own dedicated wall display at the show which showcased all the Connects services within The Bridge.





Working towards financial independence

Hub31 is located in Dandenong and is an integrated facility for Dandenong Day Service and the transition to work service, Youth Jobs Now.

Since co-locating at Hub31, the focus for Dandenong Day Service has expanded to include opportunities for employment. Tony and Anthony were part of a group that were identified as having employment goals. Anthony (pictured), who was very shy, pursued the drama program to help build his confidence, while Tony chose to work on his employability skills through a 12-month pre-employment course called 'Bridging the Gap', which he graduated from in June this year.

Tony and Anthony were interested to work at The Bridge Works. After a successful trial, they both secured employment and are enjoying learning new skills and being financially independent.

Strengthening our workforce

Kris started her journey at The Bridge in October 2022 by volunteering at Officer Day Service (now at Slattery Place, Pakenham). Within six months, Kris was offered employment and she snapped it up!

Kris loves working with participants by sharing her crafting skills and lending a listening ear. Lauren, Senior Disability Support Worker at Slattery Place said, "She took to support work like a natural and very quickly built strong connections with participants, initiating a number of art and craft activities for our creative participants. Every birthday there is a hand-made card, made by Kris for everyone to sign. We have truly been spoilt rotten!"

Kris has now decided to embark on studying her Certificate IV in Disability at Chisholm Institute and will complete her student placement with The Bridge. We look forward to helping her further develop her skills and confidence for a long and fruitful career in Disability.





L to R - Nathan, Carly, Max, Melissa (staff),
Nicole, Tegan, Tim

Getaways go interstate!

The Getaways team have worked hard to broaden the horizons of participants by expanding their trips away to include more of our wonderful country.

With lots of discussion and research, the team put together a plan to travel to Tasmania. Starting small to ensure success, six lucky participants and two staff were the first group to enjoy a week away interstate and their experience was amazing!

They travelled overnight on the Spirit of Tasmania ferry and enjoyed many activities including, dining at Salamanca Place, an overnight stay in Launceston, experiencing the Gorge City chair lift, a visit to Cadbury's chocolate factory, admiring age-old bridges around Richmond, learning the rich history of Port Arthur, and meeting some wild Tasmanian devils at ZooDoo Zoo. Most importantly, they made unforgettable memories!

Trips to Tasmania will continue with alternative interstate trips being planned by Getaways.

Passionate about making a difference

"I started my employment journey with The Bridge in 2022, as an Employment Coach at Youth Jobs Now. This role allowed me to work closely with participants, coaching them in employability skills and preparing them for supported or open employment. The fulfilment in empowering participants in reaching their full potential was the best feeling.

In March 2023, I was fortunate to join the Support Coordination team as a NDIS Support Coordinator. Previously working at Youth Jobs Now and having background knowledge from my studies in psychology and mental health, allowed me to have transferrable skills for this new role.

I am thankful for the support of my Youth Jobs Now Service Coordinator who guided and believed in me, as well as the Support Coordination team who continue to show their ongoing support and steer me towards achieving success.

The Bridge has fuelled my passion in assisting people who need it the most."

Sophy - Support Coordinator





Emily is upskilling to reach her goals

Slattery Place Day Service participant, Emily, has been hard at work over the past year.

Emily has a goal of one day being a barista and was supported to develop her work ready skills through the completion of a Certificate in Work Skills course.

This helped to maintain her literacy and numeracy, as well as develop her understanding of the skills required in the workplace. Emily was also supported to develop her work ready skills through weekly volunteer work at Myuna Farm in Doveton. Through both programs, she was able to prepare for work, develop her independence, build social and community connections, and keep physically active!

Emily was supported by the Support Coordination team at The Bridge to secure work experience at a local café in Cranbourne, where she hopes to one day fulfill her dream of being a barista.

Self-advocating achieves outcomes

Ryan enjoys watching his favorite team, Collingwood, play live, but he stopped going to games as he felt he was missing out. Disability seating in stadiums is positioned at the back of bays, and as Ryan is in a wheelchair his view is blocked during the most exciting times in a game as everyone stands up to cheer!

With support from the team at Stawell Street Day Service, Ryan submitted a letter of complaint to the Australian Human Rights Commission. Marvel Stadium staff responded, contacting Ryan to arrange a meeting to discuss his concerns. Together they designed new signage for seats directly in front of disability seating, to increase disability awareness.

118 seats now have disability awareness signs, and 33 aisles have signage at the access point into bays that are in front of wheelchair bays. Ryan's dream is that one day all stadiums will have wheelchair bays up the front and in the action!



L to R - Jono Kearney - Stadium Event Manager, Joe Falzon - Security Lead, Alex Musgrove - Legal Counsel, Megan O'Toole - Stadium Operations and Major Events Manager, Tracey Van Grunsven - Support Worker at The Bridge, Kon Karasavidis - Occupational Health & Safety Manager
Front - Ryan



Rebecca discovered her love of dance

Meet Rebecca, who took part in a national rock n' roll dance competition alongside her Uncle Grant, who was also her dance partner!

Rebecca accesses several services at The Bridge including Your Supports, Support Coordination and Clyde Road Day Service. It was via Your Supports that Rebecca discovered her love for rock n' roll dancing. She blew everyone away with some of her complex moves and received a prize in the showcase selection category.

Rebecca's dad, Wayne, proudly said, "Bec only started dance lessons six months ago through Your Supports and now attends every week. This amazing service is there so people like my daughter can achieve their goals. It opens up opportunities for people with all abilities to do the things they love."

Participants at Clyde Road and Stawell Street Day Services have since trialled rock n' roll lessons and now have lessons with Uncle Grant every Monday!

Creating a sense of belonging

This year at Webb Street Day Service, they have introduced a number of onsite incursion opportunities that were planned for all participants to enjoy and engage with. Some highlights include the very engaging Charlie Silly Pants - Magician Extraordinaire, an African Drumming program and as there are some huge Marvel and DC Comic fans, the participants enjoyed a visit from Spiderman!

Through these onsite incursions, the team are focused on assisting participants to be empowered, to experience social connectedness and create a sense of belonging. With everyone getting together to enjoy and participate, we have seen all participants take steps towards achieving their social goals.



A young man with dark hair and glasses is sitting in a green chair. He is wearing a grey zip-up hoodie over a brown t-shirt. He is looking directly at the camera with a slight smile. The background shows a kitchen area with a wooden shelf holding a potted plant and a blue teapot. A window with blinds is visible behind him.

Kenny's skills training leads to employment

Kenny is a participant of Youth Jobs Now and with support from his Employment Coach, he has completed work skills training which led to employment in a Korean ice cream shop.

Having decided he wants a career in hospitality, Kenny asked for additional training from the Employment Coaches. He is now learning how to make barista quality coffee and serve food with the confidence of an experienced hospitality worker.

The goal at Youth Jobs Now is to give every participant the tools they need for successful and sustainable employment.

We are so proud of Kenny and the skills and knowledge he is gaining from his current job and training.

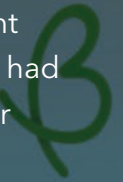
Patrick's goal of open employment

"Since starting employment at The Bridge Works, my journey has been a smooth one due to the support that has been provided to me by the team of Training and Support Officers.

I have learned many tasks and gained lots of knowledge by working on different production lines such as Royal Canin, Unicharm, Sonic Healthcare and Soap Aid. The staff are always there to walk me through anything, step by step, and I have learned a lot.

I have recently completed all my training modules in manual handling, quality control, hazard and risk management and OH&S and feel so proud! I then had the opportunity to work in a team for The Bridge Works Cleaning Crew.

This is the start of my goal to step into open employment, by working offsite and more independently. I'm very excited and my family are so very proud of me for taking on this new work."

 The Bridge

WORKS
CLEANING CREW

thebridgeinc.org.au
Registered NDIS Provider





Partnering with Soap Aid to save lives

The Bridge Works is saving lives by partnering with Soap Aid, a not-for-profit charity and social enterprise. Soap Aid works with accommodation partners in Australia and New Zealand to divert their used guest soap from landfills so that Soap Aid can recycle the soap into brand new bars for distribution to disadvantaged communities in Australia and overseas. The aim is to reduce hygiene related diseases and deaths through handwashing with soap and hygiene education.

The Bridge Works operates Soap Aid's recycling plant and is involved in the soap recycling process. The partnership produces over 7,000 bars of recycled soap per week to provide essential hygiene to communities in need.

Carol Bellew from Soap Aid said, "Our partnership with The Bridge will enable Soap Aid to expand our positive impact on the community of Victoria by offering employment opportunities to people with disability and young people from disadvantaged backgrounds while saving and improving the lives of vulnerable children and adults around the globe."

www.soapaid.org

Changing careers

From an early age Christine had a passion for caring and supporting others. When completing her Diploma of Community Service, she chose The Bridge for her work placement.

“There are so many supports now for people with disabilities. It inspired me to go back to studying. I was scared to start with, but it led me here and I’m making a difference in people’s lives.”

For her placement, Christine worked at Webb Street Day Service and Youth Jobs Now.

“When my work placement ended, I was employed with The Bridge. All the staff help each other, and we all have something special to bring to the table. For participants in our programs, I get excited for them. I know firsthand about the judgements made against people with disability. There is no judgement at The Bridge.”



Our Board

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

Board members



Sue Banks
Chair



John Jeffries
Deputy Chair



David Mallinson
Treasurer



Sally Bennett
Director



Andrew Stewart
Director



Sue Hansford
Director



Siân Slade
Director



Mary-Jane Stolp
Chief Executive Officer / Secretary

Board sub-committees

Finance, Audit & Investment Committee

David Mallinson – Chair
John Jeffries
Sue Banks
Mary-Jane Stolp
Richard Dawe – Chief Financial Officer

Quality & Risk Committee

Sally Bennett – Chair
Sue Hansford
Siân Slade
Mary-Jane Stolp

Co-opted members

Nicole Stribbles – General Manager Connects
David Kazakoff – General Manager Employment
Melinda Cartwright – General Manager People, Culture & Quality

Property Development Advisory Committee

Sue Banks – Chair
David Mallinson
Mary-Jane Stolp
Richard Dawe

Client Experience Committee

Andrew Stewart – Chair
John Jeffries
Siân Slade
Mary-Jane Stolp
Kathy Angus – Community Voice Advisory Group
Wayne Witham – Community Voice Advisory Group

Co-opted member

Naomi Black – Marketing Manager

Chair and CEO report

The Bridge has had a great year. We consolidated our operations in the early part of the financial year after moving our Head Office, Youth Jobs Now and The Hub Day Service to more contemporary, fit for purpose locations. The layout and design of these new spaces has had a positive impact on staff morale and the overall service delivery, setting up The Bridge for the future.

Stage B of our major development project at Park Grove, Noble Park was completed, and Stage C commenced, including our three purpose-built specialised disability accommodation houses (SDA). Our SDA houses are due to be ready for service delivery in early 2024 and given continued housing shortages, the Board and Executive team are pleased to be able to respond to community needs via this new service offering for The Bridge.

Given our steady growth and the identified need for a second co-located and integrated service delivery site, we looked at several options. We considered the demand data from NDIS and identified significant unmet demand for NDIS services in the Cardinia Shire. We worked with Cardinia Shire Council to consider all their under-utilised sites as a temporary service delivery location whilst we established a more permanent location. We then partnered with a local developer to develop a brand-new purpose-built facility in Pakenham, designed to support integrated service models. The site commenced services on 26th July 2023 and will provide services for up to 70 participants by the end of 2024.

We received fantastic feedback from auditors, participants and carers involved in our external NDIS audit in December 2022. We continue to strive for best practice across our services and remain focused on ensuring an outstanding client experience. Our Innovation Fund enabled the Leadership team to embark on some minor and major projects during the year to continuously improve our services, systems and processes and ensure an agile workforce and thriving organisation.

Building on the certification of our social enterprise and our intention to expand our supported employment services, we commenced a Mobile Cleaning Work Crew and planned the opening of a second warehouse to provide more employment opportunities for people with disability and disadvantage.

Our focus on cyber security has continued and we achieved the Right Fit for Risk Certification (ISO27001) for our Disability Employment Services in December 2022. This was followed by a comprehensive Cyber Security Simulation with our Executive team and Board in January. Practising our crisis management and business continuity plans ensures that in the event of a cyber breach, we can respond effectively with minimal adverse impacts to services and a timely return to business as usual.

Our Getaways team developed a model for taking small groups of participants away for an extended period of time. Two trips to Tasmania were a fantastic success and demand for this service is high. Plans for a trip to Sydney and Queensland are well advanced and this new service option will continue, given the positive feedback received - *'I just wanted to say a big thank you for Lee's photo book from his recent trip to Tasmania. Such a lovely gesture and I'm sure he will treasure it along with the memories from the experience. Thank you to all at The Bridge for offering these opportunities and supporting the clients to widen their often small and sheltered world and be exposed to new experiences.'* Debbie, sister of participant, Lee

The Bridge continues to advocate on behalf of the communities we support with our peak bodies, around accommodation, funding for people with complex needs, employment opportunities, worker retention, unregistered providers, and NDIS pricing. In liaison with our Community Voice Advisory Group, we provided feedback on the Victorian Disability Act, the NDIS Review, Quality and Safety Frameworks for NDIS and the Department of Social Services and Supported Decision Making Frameworks with VALID. In response to the Royal Commission into Disability Services and recommendations for providers, we have reviewed our systems and processes to identify any areas we can improve.

It has been a great year at The Bridge, and we are confident, given our fantastic team, this work will continue to transform the lives of the people we support.

Sue Banks

Chair

Mary-Jane Stolp

Chief Executive Officer / Secretary



Our people

As the number of people we support grows, so does our workforce, with 272 employees, 58 of which are Supported Employees, 36 volunteers and 17 students, at any one time bringing us to a total workforce of 325 helping deliver our services across 11 sites.

Our People, Culture and Quality team partner with leaders and staff across The Bridge to ensure an agile workforce and thriving organisation.

Learning and development

Our learning and development program upskills our teams and supports them to achieve their goals at The Bridge. One hundred online learning and development programs were delivered to staff throughout the year, along with in-person training for CPR, First Aid, Manual Handling, Health and Safety Representatives (5-day course) and Fire and Emergency. Twenty-six leaders participated in professional development focusing on change management, emotional intelligence, self-care, teamwork and mastering difficult conversations. Several leaders and potential future leaders were also supported through formal one-to-one coaching and mentoring throughout the year.

Health, Wellbeing and Engagement (HWE)

Our HWE team are providing programs and events that focus on connection, celebrating our diversity and culture with a strong focus on enhancing our staff wellbeing.

This year we have celebrated NAIDOC week, International Day of Friendship, Wear It Purple, R U OK? Day, Beyond Blue fundraiser, Movember - Men's Health Month, International Day of People with Disability, IDAHOBIT Day as well as having sessions providing support for staff on nutrition tips from a qualified nutritionist.

Recognition

Celebrating the fantastic contribution of our diverse team, we presented our Length of Service Awards and Outstanding Achievement Awards.

By the end of 2022, 16 staff achieved milestones of 10 years or more including:

Six people recognised for achieving their 20-year milestones

- Marissa Collao-Sandoval (Your Supports)
- Jarrod Reaper (Getaways)
- Raymond Boyd (Webb St)
- Giuseppe Di Benedetto (Works)
- Deanne Ades (Dandenong Day Service)
- Peter Smith (Works)

Edward Treloar from The Bridge Works who achieved an amazing, 25 years of service, a fantastic achievement!

This year we introduced our Outstanding Achievement Awards and the following people were recognised for consistently going 'above and beyond'

- Team Player - Vanessa Pulford (Stawell St Day Service)
- Exemplary Customer Service - Jae Stephan (People Culture and Quality)
- Commitment to the Values - Gabriel Norris (Volunteers and Student Placements)
- Safety Superstar - Moe Akari (Works)
- Outstanding Leadership - Emma Psychakis (Webb St Day Service) and Nicky Panagiotou (Youth Jobs Now)



OLD HOBART TOWN
HISTORIC MODEL VILLAGE

TASMANIA'S ORIGINAL & RICHMOND'S FAMOUS OUTDOOR MODEL VILLAGE



PROVIDING A FASCINATING INTRODUCTION TO HOBART & TASMANIA FOR OVER 27 YEARS

STEP BACK IN TIME
AT TASMANIA'S TRIPLE TOURISM AWARD WINNING ATTRACTION
Do not miss this historic experience at 1:16 scale!

Staff engagement and alignment surveys

For the third year in a row, we evaluated the feedback from our staff to confirm our focus on developing our workforce and ensuring a positive culture was achieving our desired results.

Since 2021 we have continued to work hard on our employee engagement and alignment and in 2023 our results improved across the following key metrics, along with our survey response rate, which now sits at 61%.

Improvements included:

- Overall satisfaction about working at The Bridge increased from 67% to 74%.
- Recommending The Bridge to others as a positive place to work increased from 64% to 76%.
- I understand how my role contributes to The Bridge's goals, from 79% to 87%.
- The Bridge supports me to achieve work-life balance, from 60% to 68%.

We were delighted to find out that we are now ranked in the top 10% of the 340 not-for-profit sector organisations that our results were compared to, because of our investment in people, long term direction, feedback on Senior Leadership and overall Team Leadership and Effectiveness!

Some responses received to the question of 'What are the top three things The Bridge does well?':

- Delivers fantastic services to our participants, the people employed are passionate about giving back to the community, The Bridge is ambitious in what it would like to achieve.
- Providing quality services that are customised as much as possible to meet individual needs and preferences.
- Strong commitment to the overarching Mission and Vision.

- The Bridge is a fantastic workplace. We are very lucky with our senior management team! Lead with gratitude, communication with context, ask for input, give credit when its due, prioritise wellbeing.
- Allowing clients to have control over their choices on day-to-day activities, promotes freedom and equality for all people. Working towards client goals, about how to best achieve them and making sure everyone is happy in the process.
- The Bridge is focused on recruiting and retaining a strong workforce. Staff development and satisfaction is a priority which in turn ensures great service to our participants and clients. It's a really good place to work.

BOUNCE

FREE SPIRITS UNLEASHED





Funders 2022-23

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



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





Acknowledgement of community support, donors and partners

AAMTECH	Monash City Council
Ace Wire	Mossman Builders
AFL Community Ticketing	Myuna Farm
Andrew Stewart (donor)	Oasis Leisure Centre
Brotherhood of St Laurence	Property Advance
Bunnings Pakenham (donor)	Royal Canin
Cardinia Shire Council	Sailability Albert Park
Cheerful Givers	Sailability Lysterfield Sailing Club
City of Casey	Soap Aid
City of Greater Dandenong	Sonic Healthcare
Family Life	Southern Masters Cycling Club
Find a Penny Foundation	Springvale Toy Library
Frankston City Council	Taicon Group
Greyhound Racing Victoria - The Great Chase (donor)	Unicharm
Grill'd Casey Central (donor)	Uniting Church, Narre Warren North
Jobs Victoria	

We wish to acknowledge and thank the contributions of our Life Governors, whose names can be found on our website.

We would also like to thank John and Judy Brown for their generous and ongoing support of The Bridge, over many years, which has most recently enabled us to establish a new program for our Supported Employees - The Bridge Works Cleaning Crew.

Current volunteers

Amanda Oliver	Mangala Kalansuriya
Annie Ladlow	Margaret Champion
Deanne Ades	Michael de Grieve
Effie Tomaras	Peter de Fontenay
Evan Lewis	Peter Smith
Hafiza Ibrahim	Roslyn Rogers
Henny Castricum	Ryjev Panes
Ian Dudley	Scott Samuel
Karen Winter	Sukaina Mohammadi
Linda Scopel	Vivienne Bayer
Lucy Majstorovic	Yudi Jiang

Thank you to all our wonderful volunteers who contribute so much to The Bridge and the people we support.



Finance overview

2022-23

The Bridge had an excellent year delivering a strong surplus whilst growing across most programs.

This was the first year since 2018-19 not significantly impacted by the coronavirus pandemic. After three challenging years it was encouraging to see the operations of The Bridge perform so well, with strong growth across the two operational service areas (Connects and Employment).

During the first part of the year, we sold the remaining five houses from the second stage of construction at Park Grove. These sales delivered income of \$3,432,000 and a surplus of \$276,000. The final construction stage that commenced in the second half of 2021-22 proceeded throughout 2022-23 but was delayed by supply challenges within the building industry. This has resulted in completion moving back to mid 2023-24. This means we have been unable to complete the three Specialist Disability Accommodation (SDA) houses, however we expect to see the participants commence in early 2024.

The Bridge ended the year with total income of \$20,128,000 which was \$741,000 more than 2021-22 and includes \$3,432,000 (\$2,552,000 less than 2021-22) from the Park Grove house sales and \$16,696,000 from normal operations (up \$3,293,000 on 2021-22).

Expenses totalled \$18,471,000 for the year which was \$16,000 less than 2021-22. Of this, \$3,156,000 (\$2,219,000 less than 2021-22) related to the cost (land and building) of the Park Grove houses and \$15,315,000 funded normal operations, an increase of \$2,203,000 from the previous year.

Overall, we made a surplus of \$1,657,000, including \$276,000 from the sale of houses and \$1,381,000 from operations, for reinvestment into our sites and services.

Profit and Loss

Income - \$20,128,000

Excluding income associated with house sales, the operational income totalled \$16,696,000 which was an increase of \$3,293,000 (up 25% compared to 2021-22). Most of this increase came from our NDIS funded services which grew by 22% to \$2,358,000. Both operational parts of the organisation contributed to this strong growth with Employment up by 24% and Connects increasing income by 17%.

Since 2020-21, our operations have now grown by a total of \$4.6M (up 39%) as a result of the excellent work from our teams.

Expenditure - \$18,471,000

Excluding costs associated with house sales, the operational costs totalled \$15,315,000, an increase of \$2,203,000 (up 17% compared to 2021-22) due to growth in services.

Staff costs increased by \$1,514,000 (up 15%) whilst all other costs increased by \$689,000.

Balance Sheet

Park Grove Development Property

During the year we sold five houses and continued construction of the final stage (a further twelve houses) of which three will be retained by The Bridge to operate as SDA. The costs associated with this are capitalised under "Inventories" until houses are sold.

During the year, we spent \$2,200,000 on construction and \$74,000 on selling costs. We received \$3,432,000 from the

sale of the five houses resulting in the Park Grove project delivering a cash surplus for the year of \$1,157,000.

Cash

At the year end, cash and investment reserves totalled \$8,187,000 (up by \$2,505,000 from June 2022). This increase was a result of the strong surplus along with house sales at the Park Grove development:

Cash and Bank	\$3,609,000 (down \$1,155,000)
Investments	\$4,578,000 (up \$3,660,000)

This position is very strong and enables The Bridge to complete the remaining Park Grove construction and invest in continued organisational growth.

Net Assets

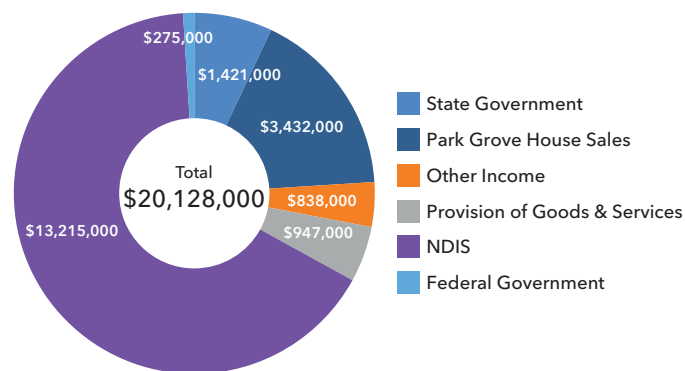
The net assets at the year-end were a healthy \$15,711,000. Once construction is completed at Park Grove, The Bridge will be financially well positioned to invest in future strategies supporting continuous improvement across all areas, most importantly in delivery of outstanding services to more people with disability and disadvantage.

During 2022-23, The Bridge also commenced an Innovation Fund to encourage continual improvement and growth initiatives. At the year end \$81,000 had been accumulated for future innovation activities with \$79,000 spent during the year on various projects.

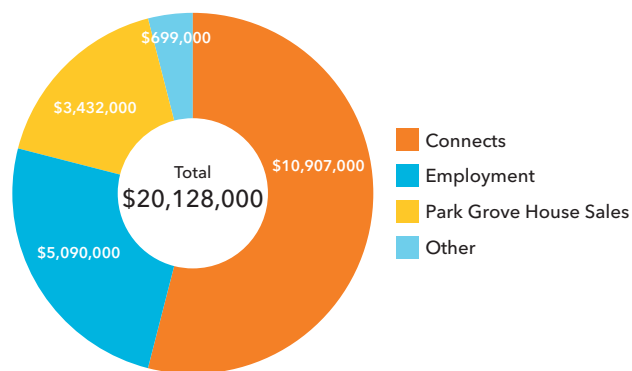
Richard Dawe
Chief Financial Officer

Note: Figures are rounded to the nearest thousand dollars.
2023 Audited Financial Statements are available in a supplementary document.

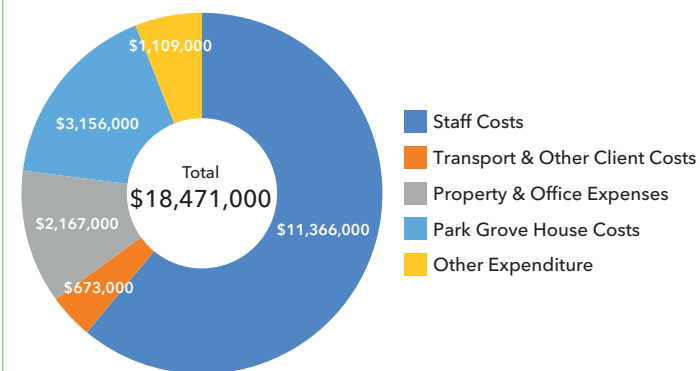
Income by source
for the year ended 30.6.23
Total Revenue \$20,128,000



Income by business unit
for the year ended 30.6.23
Total Revenue \$20,128,000

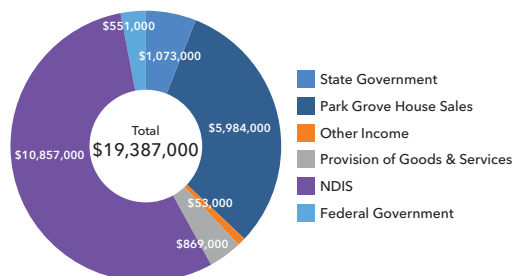


Expenditure breakdown
for the year ended 30.6.23
Total Expenditure \$18,471,000

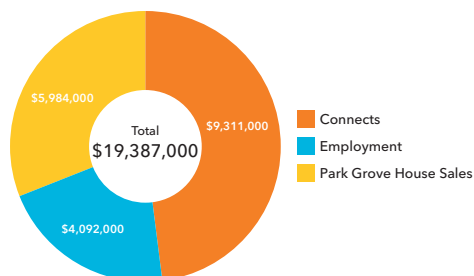


Comparison to 2021-22 Income and Expenditure

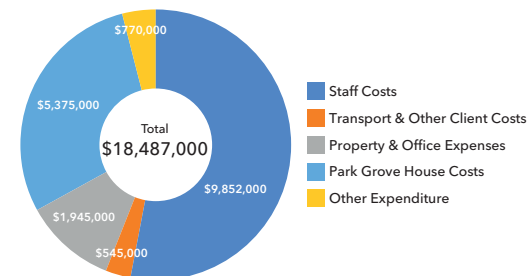
Income by source
for the year ended 30.6.22
Total Revenue \$19,387,000



Income by business unit
for the year ended 30.6.22
Total Revenue \$19,387,000



Expenditure breakdown
for the year ended 30.6.22
Total Expenditure \$18,487,000





Strategic Intent

2022 - 2024

To be the most progressive provider of social, community and economic participation for people with disability and disadvantage in the Southeast corridor by:

Being an outstanding provider

Expanding our focus on employment pathways

Developing strong and sustainable partnerships

Improving outcomes for the people we support



Outstanding
Client
Experience



A Thriving
Organisation



Agile
Workforce

Our services deliver unparalleled client experiences, high-quality and safe outcomes by:

Promoting The Bridge's signature service model

Improving the client journey

Integrating community and employment services

Identifying opportunities to partner with complementary organisations

We will implement a growth strategy to ensure we can have a greater social impact by:

Establishing new service sites

Expanding our Employment Services and vocational transition programs

Investing in technology solutions and strengthening governance processes

Developing and implementing fundraising strategies

We will empower our workforce and strengthen their capability by:

Identifying and investing in leadership development and career pathways

Supporting teams to deliver outstanding client experiences

Collaborating to design our services

Creating a strong culture of engagement characterised by high performing teams



The Bridge Inc.

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Service Enquiries

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1800 274 343
enquiries@thebridgeinc.org.au

Reg. No A0033971H

ABN 31 506 563 698



Global-Mark.com.au®



Business for good

Disability Employment Services Provider
Jobs Victoria Employment Service Provider
Certified Social Enterprise
Registered NDIS Provider



thebridgeinc.org.au

The Bridge Connects

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03 8710 8555

info@thebridgeconnects.org.au

Getaways

03 8710 8588

Your Supports

03 8710 8555

NDIS Support Coordination

03 8710 8555

Day Services:

69-71 Athol Road
Springvale South Vic 3172
03 9546 8369

Suite 1, 9 Clyde Road
Berwick Vic 3806
03 9769 3950

Level 1, 31 Princes Highway
Dandenong Vic 3175
03 9701 7311

89-91 Slattery Place
Pakenham Vic 3810
03 5945 3500

3 Stawell Street
Cranbourne Vic 3977
03 5995 5250

67-69 Webb Street
Narre Warren Vic 3805
03 9705 9111

The Bridge Employment

Disability Employment Services (DES)

Casey CALD Youth Employment Project

School Leaver Employment Support (SLES) / Transition to Work - [Youth Jobs Now](#)

Supported Employment / Social Enterprise

Main Office

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Dandenong Vic 3175

03 8710 8555

info@thebridgeemployment.com.au

Disability Employment Services (DES)

Suite 8
108-120 Young Street
Frankston Vic 3199
03 9784 3888
info@thebridgeemployment.com.au

4/216 Main Street
Mornington Vic 3931
03 9784 3888
info@thebridgeemployment.com.au

Youth Jobs Now (ages 16-24)

Your Job Now (ages 25+)

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