



Annual Report 2022

ATHLETIC DEPT.
OAKLAND CITY

 The Bridge



Welcome to The Bridge 2022 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

Providing services and support since 1970

The Bridge acknowledge the Wurundjeri, Bunurong and Boon Wurrung 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 Services Provider
Registered NDIS Provider**



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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 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

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



A Thriving Organisation

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



Agile Workforce

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



Our achievements 2021-22

Improved satisfaction

across all Connects services with 94% recommending The Bridge to others



Work experience

and volunteer opportunities with UPPAREL, Brainwave Bikes, Save The Children, Degani café and Noble Park Community Centre



Improved opportunities

for clients with integrated service models across community and employment services



Vocational pathways

and support provided to more than 1,300 Victorians



Improved satisfaction

with 79% of staff recommending The Bridge as an employer of choice



11% increase

in Support Coordination with 600 hours of service across the year



New Head Office location

capitalising on innovative technology



72% of enquiries

resulted in service commencement



Successful completion

of Barista training for 18 Youth Jobs Now! participants



Increased employability

opportunities for participants through training courses and volunteering



High levels of satisfaction

with 88% of Employment clients recommending The Bridge to others



30% increase

in integration of Connects services to create more activity opportunities



Rollout of ISO27001

to strengthen The Bridge's cyber security



32% of students

were employed at The Bridge on completion of their placement



Customer Journey Mapping

continues to improve client experiences



Certification

as a Social Enterprise



Customised service model

with 20% increase in participants accessing multiple services



Open Employment opportunities

at UPPAREL, McDonalds, Taco Bell and PBloc



Construction

of three Specialised Disability Accommodation houses at Park Grove



Increased capacity

for Supported Employment with 53 Supported Employees now working at The Bridge Works



Thriving

following Covid-19 and reinvesting our surplus to enhance sites and services



Packaged over 1.3 million

items at The Bridge Works



Aspen Medical partnership

resulting in 142 participants, staff and family members receiving their Covid-19 vaccination



5-Star performance

rating for our Disability Employment Service



Ashlee is achieving her goal of increased independent living skills

Ashlee has been attending The Bridge Connects, Stawell Street, for five years. During this time, she has enjoyed many different activities, including the monthly cultural days, anything that involves football, shopping, art and craft, and developing her friendships.

One of Ashlee's goals has been to increase her independent living skills in a fun and supportive environment. As her skills have increased, she has taken on several key responsibilities around Stawell Street, such as unpacking the dishwasher, unpacking and putting away stationary orders and going to the post office.

The staff have identified that the increase in her independence has supported Ashlee to be more engaged and confident. When asking Ashlee how she feels about having key responsibilities, she responded, *"this makes me feel happy"*.

"The Bridge Connects staff have taught Ashlee many life skills, the confidence to try new things and spending time with the other participants. I am a very happy Mum" - Angela, Ashlee's mum.



Ashlee, with Support Workers
Vanessa and Daniel



Maxine and Michael

Exploring new experiences with Getaways and Your Supports

Michael joined The Bridge Connects in 2016 after hearing about the organisation through his friendship group. He initially started accessing Getaways and was seeking social opportunities following his move from Queensland to Narre Warren, where he now lives with his sister Maxine, and brother-in-law Simon.

Michael is a talented golfer and plays off a handicap of one. He is supported by Collen, Support Worker from Your Supports, to play 18 holes on a regular basis, and he is teaching Collen along the way! He is also learning how to cook to become more independent.

When Michael isn't playing golf he accesses Getaways, exploring new holiday destinations and experiences within Victoria. Michael loves getting out and about, socialising and making new friends in a supported environment.

Maxine said she is extremely happy with the supports being provided to Michael, which helps him meet his goals and provides respite for his family.

With support, Skye is increasing her independence

Skye always has a big smile on her face when she arrives at The Bridge Connects, Stawell Street.

Skye has been attending the day service for four years and has come a long way with increasing her independence. When Skye first commenced, she depended on staff to do everyday tasks for her, now she is more independent and can go to the supermarket to make purchases, pay for them and check she receives the correct change. Once back at Stawell Street, Skye enjoys the food and drinks she bought.

"Skye loves attending Stawell Street. It's what she wants to do. We feel very supported, and I can't fault the service at all" – Barbara, Skye's grandmother.





Marija and her mum, Kata

Connecting to supports that best meet your goals

Marija has been a participant with The Bridge for many years. She currently attends the Bridge Connects, Athol Road, and receives support from Your Supports and Support Coordination.

Day services for Marija is about fostering social connections where she loves catching up with her friends, making new friendships and is always keen to start up a conversation with someone.

Your Supports enables Marija to explore her interests and be part of the community. Some of her favourite things to do include going to the footy, using public transport, visiting the zoo, going to the movies and watching the buskers in the city.

Support Coordination has assisted Marija to connect to supports and services which best meet her goals and outcomes.

Kata, Marija's mother, is very appreciative of all the support provided to Marija and highlighted the ongoing supports they were still able to access during Covid-19 lockdowns.

Transforming people's lives with passion and creativity

Vanessa has been working with The Bridge for over five years. Her journey started as a student at The Bridge Connects Stawell Street site.

Once her placement had finished, Vanessa volunteered two days per week before commencing employment with Your Supports as a Support Worker. She then progressed to a permanent part-time role at Stawell Street, where she still is today.

Vanessa is such a valued member of the team. She is passionate and always looking for ways to improve our service so the participants can have "the best day possible". Vanessa's flair for creativity always has the Stawell Street site looking amazing, as she supports participants in the development of art and craft projects.

"I enjoy giving back and I always leave each day with a full heart. I love seeing the smiles on our participants faces."



Vanessa - Support Worker

Making a difference through volunteering

Mangala has been volunteering with The Bridge for six years. As an accomplished artist, Mangala leads our participants in various creative activities.

"I chose to volunteer with The Bridge because my children have grown up and I wanted to help others, especially with art and craft as it is my hobby and greatest passion."

Over her time with The Bridge, Mangala has had many enjoyable experiences, but she says the greatest joy is the people she works with. "I love the incredible team I get to work with and value the smiles I see on the participants when we do art and craft together."

Mangala is an outstanding artist. The participants really love the art projects that she creates with them. The Bridge Connects at Clyde Road simply couldn't provide this level of support to participants without Mangala.

We are so grateful to Mangala for her ongoing support.

Mangala - artist and volunteer

Empowering people to successfully transition to work

"I began working at The Bridge in 2021 as an Employment Coach. I've always had a strong sense of social justice and inherent need to advocate for people and this role allows me to act on this.

Prior to commencing employment at The Bridge, my work consisted predominantly of building and maintaining professional relationships and managing co-working spaces for large organisations and recruitment agencies. My role at Youth Jobs Now! encompasses many facets of my prior experiences from facilitating in-group training sessions to one-to-one coaching. I play an active role in supporting and liaising with our community partners to help ensure that all our participants are reaching their full potential.

I am motivated, dedicated and work with a high level of integrity and passion to successfully assist the participants to reach their employment goals.

Everyone needs to believe they have a purpose. I am here to empower people with disabilities so that employers can see them as the assets that they are."



Olivia - Employment Coach



Alex - Supported Employee

Learning new skills and making friends at work

"I commenced with The Bridge Your Supports and Getaways in 2019, being supported to upskill on everyday life activities.

There are so many opportunities The Bridge has to offer and options to explore. In 2021 I was offered the opportunity to be involved in a "Come and Try" at The Bridge Works and I'm now a team member! My communication skills have greatly improved due to my work and specific training on effective communication has helped me communicate my needs to my co-workers.

The most rewarding thing at The Bridge is learning different tasks for different jobs, working with a variety of different people and making friends. The Bridge is a great organisation. The staff are supportive, very professional, and helpful.

The Bridge means I can be part of the workforce and be a part of a team."

Developing employability skills for the future

Shane transitioned to Youth Jobs Now! in 2021 while he was still in Year 12. Within six months of group service and one-to-one coaching, Shane gained open employment with UPPAREL, a leading textile recycling company.

Shane is continuing to develop his employability skills in areas of time management, punctuality, workplace conduct and travel training. He has shown enormous improvement and is a great contributor to group sessions. He prides himself on his teamwork and has proven to be a hard worker.

Shane said "All my life, in my 19 years, I always wondered if I would be amazing. Now I know that I'm 100% amazing."

We are so proud of the progress Shane has made and cannot wait to see where this lead him in the future.



Shane - Supported Employee



Connie - Supported Employee

Achieving goals through supported employment

"My name is Connie. I did VCAL at Marnebek High School. After graduating, I joined The Bridge Works. This year is my sixth year working as a Process Worker.

I have learned a lot from working at The Bridge Works such as pick-packing, manual handling, pallet jack, stock take, assembly, customer service, receptionist duties, quality check and control. Most of all I have learned how to work in a team and how to support my team members to achieve targets.

I completed training this year to increase my skills, knowledge and experience in all these areas as well as Code of Conduct, OH&S, Positive Workplace Communication, Working with Others, Punctuality and Attendance.

My advice for someone who wants to work at The Bridge is to just be yourself. The Bridge Works is always welcoming and very supportive. Don't be afraid."

Making a difference whilst gaining on the job experience

"My name is Rose. I have a degree in health and business and have always been interested in disability support services.

I joined the team at The Bridge Works in May 2022 as a Training & Support Officer supporting Supported Employees to train and upskill for workforce opportunities.

My journey in disability support services has just begun. It's been such a positive experience to have the help and guidance from a caring and supportive manager and team members as I start my new career in disability.

I have facilitated and delivered training to our Supported Employees to upskill on work processes, occupational health and safety and have helped them to achieve their personal goals.

My goal is to gain as much experience and grow with The Bridge."



Rose - Training & Support Officer

Our Board

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

Board members



Sue Banks
Chair



David Mallinson
Treasurer



Sally Bennett
Director



Sue Hansford
Director



John Jeffries
Deputy Chair



Jim Hall
Director



Andrew Stewart
Director



Mary-Jane Stolp
Secretary / Chief Executive Officer

Board committees

Finance & Audit Committee

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

Quality & Risk Committee

Sally Bennett
Sue Hansford
Mary-Jane Stolp

Co-opted members

Nicole Stribbles – General Manager Connects
Chrissy Gordon – Manager People, Culture & Quality

Investment Committee

Jim Hall
David Mallinson
Mary-Jane Stolp
Richard Dawe

Property Development Advisory Committee

Jim Hall
Sue Banks
Mary-Jane Stolp
Richard Dawe

Client Experience Committee

Andrew Stewart
Sue Banks
Mary-Jane Stolp
Kathy Angus – Community Voice Advisory Group
Wayne Witham – Community Voice Advisory Group

Co-opted member

Shelley Tubb – Intake and Engagement Lead

Chair and CEO report

It has been great to see a renewed sense of optimism for the future across all our services and steady growth following the challenging times resulting from Covid-19. With a new Chair of the Board, a new CEO, and two new Board Directors, The Bridge has undertaken a transformation over the past 12 months. We have updated our organisational structure to meet organisational needs and made sure we have skilled leaders who add value to the organisation. This year we welcomed Chrissy Gordon as Manager People, Culture and Quality, David Kazakoff as General Manager Employment Services and Naomi Black as Marketing Manager. We also pay tribute to our coordinators and team leaders for going above and beyond in ensuring The Bridge continues to be the progressive and vibrant organisation it is today.

Our Board and Executive team continually assess our operations against the goals of our Strategic Plan, whilst focusing on providing the best services to the people we support. In June, our new strategic priorities for 2022-2024 were launched and feature on page 5, with a full copy available via the web site. Covid-19 continues to catalyse and accelerate the need for change, as we have had to find new ways to adapt in how we provide our services and the nature of those services themselves. A full list of The Bridge's achievements for the year is detailed on pages 6 and 7. Of note, our community services provided 226,736 hours of service and our integrated service model is making a difference to more than 500 clients. We have also assisted over 1,300 Victorians with vocational pathways and support. The Bridge remained viable with the support of our property development project and through prudent management of expenses.

During the year we progressed property projects that aligned with our strategic priorities including completion of Stage B of our Park Grove development, at the former Callandar Road, Noble Park location. Stage C has commenced and includes three Specialised Disability Accommodation houses which are expected to be completed in April 2023. In addition, we relocated our Head Office and our Dandenong Day Service and Youth Jobs Now! services to ensure modern amenities and facilities for our workforce and the people we support, into the future. Planning approval was also received for our newest location at Slattery Place, Pakenham which will deliver both day services and employment programs as integrated opportunities in one co-location.

Results of our client surveys in 2021 showed 91% would recommend The Bridge services to others and to further strengthen our commitment to person-centred services, we established a Client Experience Committee (CEC). As a sub-committee of the Board, the CEC was launched in April and includes representatives from our Community Voice Advisory Group to help us continue our customer journey mapping work and ensure an outstanding experience for the people we support. Continuous quality improvement is key to our operations. When it all comes together and works, we can make a real difference to people's lives.

Our social media strategy in the past year was focused to maximise reach by promoting diversity and appeal to a younger demographic. This was through developing a distinctive brand voice to accompany eye-catching visuals and engaging video content that explains what we do and why. This targeted and consistent approach has successfully grown our online community to more than 3000 followers, a 25% increase with organic interaction across all platforms.

The Bridge sponsored the 7NEWS Young Achiever Awards for the fourth year running and the winner of this years 'The Bridge Create Change Award' was Jasmine Le Tisser who at 22 years of age has helped to create an impactful change within our community locally, and nationally, by raising awareness of Neurofibromatosis.

Great progress was made with the support of our integrated People, Culture and Quality team with growth in volunteers and student placements, an even stronger focus on health and wellbeing, learning and development and supporting our high performing teams to take The Bridge into the future. A key outcome from this work was a significant improvement in employee engagement and alignment across the year with overall job satisfaction increasing from 67% to 78%, as well as 78% of respondents stating they look forward to coming to work each day.



We are looking forward to celebrating our Length of Service awards and other awards for those people who have made an outstanding contribution to The Bridge across the year. We are pleased to be recognising more than 25 people, 12 of whom have been with The Bridge for more than 12 years including past President and longstanding Board Director, Jim Hall.

The Bridge continues to lobby 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 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.

While Covid-19 has brought with it many changes - how we work, live and support our vulnerable communities - The Bridge continues to adapt and is excited about the future. To ensure our success and sustainability, the Board and Executive team continues in its commitment to plan for The Bridge's future and capitalise on new challenges as they arise.

In closing, we extend our sincere thanks to clients and their families, staff, volunteers, customers and stakeholders for their continued support and resilience during these extraordinary times.

Sue Banks

Chair

Mary-Jane Stolp

Chief Executive Officer / Secretary



Our people

249 Employees including 53 Supported Employees

We have had a vibrant year. While Covid-19 restrictions have continued to some degree, with mask wearing and isolation, we returned to the office from January 2022, strengthening our sense of collaboration and achievement across all services.

People, Culture and Quality Team (PCQ)

Newly defined roles have supported the growth of the People, Culture and Quality Team. With a strong focus on safety across all sites, the team works closely to deliver people services, safety advice and support and audit programs, ensuring participants are receiving high quality services, activities and job search support.

Learning and Development

We have delivered some 90 on-line learning programs for employees to help them develop the skills they need, achieve their learning goals and support career pathways at The Bridge.

The Bridge has supported traineeships with three employees undertaking a Certificate in Disability Services, involving workplace learning and upskilling and is enrolling more people for the coming year.

Eight team leaders and coordinators have successfully completed the Manage To Lead Program over the last 12 months and three staff members are currently engaged in the program. Positive written feedback has been received from employees who have completed the program and they have expressed how grateful they are for this opportunity to develop their leadership skills for the future.

Health, Wellbeing and Engagement (HWE)

Our HWE Team have collaborated to deliver connectivity and wellbeing programs across all sites, enabling networking and support of one another. Online Stretch Yoga and Mindfulness programs have inspired staff along with an organisation-wide Cancer Council Morning Tea. With NAIDOC Day and Ramadan being acknowledged, we continue to promote diversity, respect and cultural difference.

We continue to work closely with Converge to provide our Employee Assistance Program to foster resilience and support agility through one to one counselling, an online wellness magazine and programs targeting key topics such as stress, anxiety, and fitness and wellness initiatives.

Staff Survey

Following a full Staff Survey in late 2021, a Culture Action Plan was developed and rolled out over the last 12 months. We are pleased to see The Bridge transition from the top 50% of like organisations to the top 25% within the 12 months with overall satisfaction with the job improving from 67% to 78% in this time.





Volunteers

Angela Lu	Ian Dudley	Peter de Fontenay
Anna Allen	Jeanette Gibson	Rayyan Berjaoui
Annie Ladlow	Jenna Chang	Roslyn Rogers
Carolina Morales	Karen Winter	Scott Samuel
Caroline Fittall	Linda Duncan	Sophy Vasilev
Craig Harrison	Mangala Kalansuriya	Tim McDermott
Deanne Ades	Margaret Champion	Tina Chang
Douglas Wroe	Marie Johnson	Tracey van Grunsven
Geraldine Pay	Michael de Grieve	Vivienne Bayer
Hafiza Ibrahim	Michelle Rowland	Yudi Jiang
Heather Murray	Mursal Hassani	
Henny Castricum	Peter Smith	

Life Governors

Mr GD Cogan	Mr GM Maynes
Mr B Coleman	Mrs G Meadows
Mrs R Cork	Mr J Mickles
Mrs CF Davis	Mr IJ Morgan
Mrs UT Deayton	Mrs DM Muir
Mr C Dickie	Mr P O'Brien
Mrs NS Goodwin	Mr T Roffato
Mr SB Ingham	Mr A Rose
Mr RG Jeffs	Mrs MJ Russon
Mrs J Judd	Mr LT Smith
Mr JW Kortum	Mr IGN Warner
Mrs J Lovett	Mr N Wickenten

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







Donors 2021-22

United Forklift & Access Solutions	Equipment to the value of \$1,000.00
Mr Bun Kong YOU & Mrs Ly Keav LOUV	\$25.00
P&J O'Callaghan	\$500.00
Warren Opportunity Shop	\$1,000.00
John and Judy Brown	\$20,000.00

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 2021-22

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 Australia Group
 Access Skills Training
 Ace Wire
 Aikido Fitness Cranbourne
 Aligned Leisure
 All Together Choir
 Ace Wire,
 AAMTECH
 Arts Access
 Artz Smartz All Abilities Theatre
 Aspen Medical
 Balla Centre Cranbourne
 Berwick Cheese Factory
 Berwick Lawn Bowls Club
 Berwick Opportunity Shop
 Bowland Cranbourne
 Brainwave Bikes
 Brite Training Institute
 Bunnings Cranbourne, Fountain Gate
 Bunnings - Keysborough, Pakenham
 Cardinia Life Sports and Aquatic Centre
 Cardinia Leisure
 Casey ARC
 Casey Indoor Sports Centre
 Casey RACE
 Changing Places Transforming Lives
 Cheerful Givers
 Cheltenham Community Centre
 Chisholm TAFE
 City of Casey
 City of Greater Dandenong
 Clayton AMF

Connect Health and Community
 Cranbourne Basketball Stadium
 Cranbourne Eagles All Abilities Football Team
 Cranbourne Greyhound Racing Club
 Cranbourne Indoor Sports
 Dandenong Community & Learning Centre
 Dandenong Library
 Dandenong Neighbourhood House
 Dart World
 Degani café
 Dominos Narre Warren
 Doveton Neighbourhood Learning Centre
 Endeavour Hills Library
 Fusion Theatre
 Gamblers Help
 Gen U
 Genesis Fitness Berwick
 Genesis Fitness Frankston
 Gravity Zone
 Greyhound Racing Victoria - The Great Chase
 Good Human
 Hallam Community Centre
 Hallam Senior Citizens Club
 Hammond Institute
 Hampton Park Community Centre
 Hampton Park Community House
 headspace Syndal (Alfred Health)
 Holmesglen Institute
 Hoops 247 Indoor Sports Centre
 IGA - Narre Warren
 Kelly's Hotel - Cranbourne
 Keysborough Learning Centre

Licola Wilderness Village
 Little Green Panda
 Lynbrook Community Centre
 Lysterfield Sailing Club
 McDermott Commercial
 McDonalds
 Merry Makers Singing Group
 Mission Australia
 Muscular Dystrophy Association
 Myuna Farm
 Narre Warren Bowl
 Narre Warren Community Centre
 Narre Warren Community Learning Centre
 Narre Warren Opportunity Shop
 Narre Warren SES
 Noble Park Aquatic Centre
 Noble Park Community Centre
 Oasis Leisure Centre
 OC Connections
 Officer Community Centre
 Patterson Lake Community Centre
 PBloc
 Perroplas
 Presentation Family Centre
 Reflections Dance Academy Cranbourne
 Ramset
 Riding Develops Abilities
 Ripples and Tonic Phillip Island
 Rising Up Fitness
 Sailability Albert Park
 Sandown Cobras Football Club
 Sandown Hotel

Save The Children
 SE Community Links
 Sister Works
 Southern Dandenong Community Nursery
 Southern Masters Cycling Club
 Springvale RSL
 Taco Bell
 That's The Thing About Fishing - Glenn Cooper
 The Water Well Project
 Unicharm
 Uniting Church, Narre Warren North
 UPPAREL
 Upper Beaconsfield Community Centre
 VALiD
 Volunteer Tutor Scheme
 Von Pace
 Walker Street Gallery Dandenong
 Walkinshaw
 Warren Opportunity Shop
 Waves Leisure Centre Highett
 White House Healesville
 X Golf Mornington
 XFC Gym
 YMCA Endeavour Hills Leisure Centre
 13CABS

Finance overview

2021-22

The Bridge has again performed well this year, demonstrating financial sustainability that ensures service continuity and ongoing employment for almost 300 employees and volunteers. This was the third year impacted by the coronavirus pandemic with an extended lockdown from August 2021 to November 2021 affecting operations.

The rest of the year saw no more lockdowns, however operations at The Bridge were still affected with many staff and participants isolating with Covid, flu or other illness. This last year however, we did not have access to JobKeeper. It is therefore a credit to our staff that we came through the early year lockdown having continued (as much as possible) to deliver services and, by year end, we managed a small operational surplus (\$291,000).

Towards the end of the year, we completed the second stage of construction (14 houses) at Park Grove, our property development at Callander Road, Noble Park. By year end we had sold nine houses delivering income of \$5,984,000 and a surplus of \$609,000. The exciting news is we have commenced construction of three Specialist Disability Accommodation houses as part of the final building phase. These are expected to be ready for participants to use during the first half of 2023.

The Bridge ended the year with total income of \$19,387,000. \$5,984,000 from the Park Grove house sales and \$13,403,000 from normal operations (up \$1,361,000 from 2020-21).

Expenses totalled \$18,487,000 for the year which was \$1,408,000 less than 2021. \$5,375,000 (\$1,035,000 less than 2021) related to the cost (land and building) of the Park Grove houses, we had no JobKeeper top-up payments (\$699,000 last year) and \$13,112,000 funded normal operations (up \$326,000 on 2020-21).

Overall, we made a surplus of \$900,000, \$609,000 coming from the sale of houses and \$291,000 from operations.

Profit and Loss

Income - \$19,387,000

Overall income decreased by \$1,657,000 compared with 2020-21, however we had no JobKeeper income (\$2,468,000 last year) and we sold two less houses at Park Grove resulting in \$550,000 less income.

Operationally, income increased by 11% (+\$1,361,000). This recovery mainly came from the resilient efforts of the Connects services which had been most impacted by the pandemic. Employment services maintained income with a small 1% growth.

As a result, NDIS funded areas had the largest income growth with NDIS income growing by \$2,031,000 (up 23%) demonstrating continuing strong demand for these services.

Expenditure - \$18,487,000

Excluding costs associated with house sales, the operational costs totalled \$13,112,000 which represented an increase of \$326,000 (up 2.5% compared to 2020-21). Staff costs (excluding JobKeeper top-up) decreased by \$32,000 whilst all other costs increased by \$358,000.

Balance Sheet

Park Grove Development Property

During the year we sold nine houses and commenced construction of the final stage (a further 12 houses) of which three will be retained by The Bridge to operate as Specialist Disability Accommodation. The costs associated with this are capitalised under "Inventories" until houses are sold.

During the year, we spent \$3,861,000 on construction and \$140,000 on selling costs. To offset these, we received \$5,984,000 from the sale of the nine houses resulting in the Park Grove project delivering a cash surplus for the year of \$1,983,000.

Borrowings

Having completed the second stage of construction and sold nine of the houses, all remaining borrowing had been fully paid off by the year end.

Cash

At the year end, cash and investment reserves totalled \$5,682,000 (up by \$1,750,000 from June 2021). As noted, this increase was mostly the result of the Park Grove development:

Cash and Bank \$4,764,000 (up \$2,037,000)

Investments \$918,000 (down \$287,000)

This position is very strong and enables The Bridge to complete the remaining Park Grove construction without seeking further external finance.

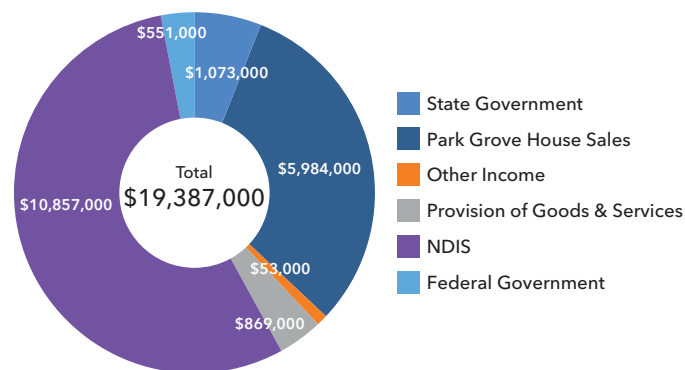
Net Assets

The net assets at the year-end were a healthy \$14,054,000. 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.

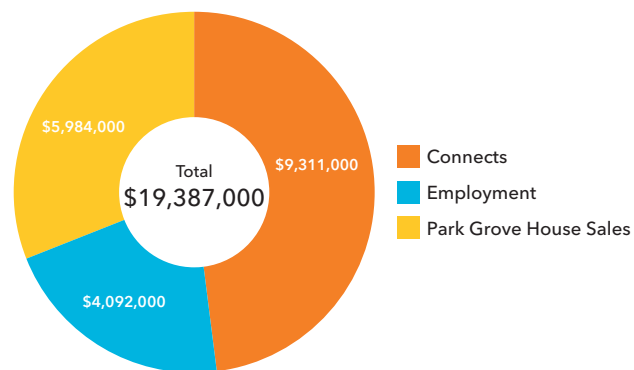
Richard Dawe
Chief Financial Officer

Note: Figures are rounded to the nearest thousand dollars.
2022 Audited Financial Statements are available in a supplementary document.

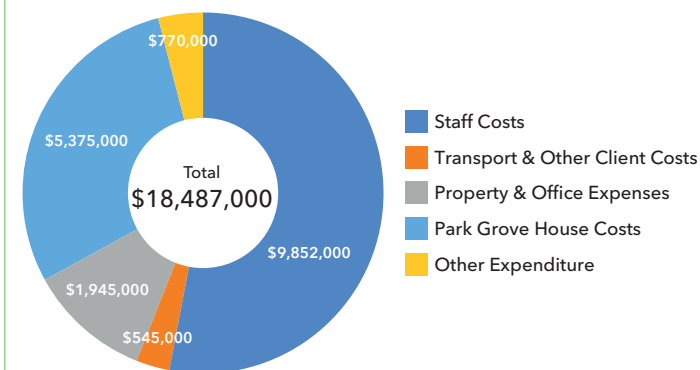
Income by source
for the year ended 30.6.22
Total Revenue \$19,387,000



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

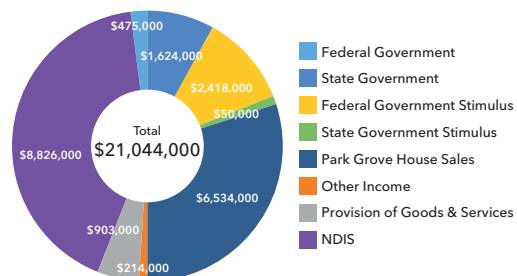


Expenditure breakdown
for the year ended 30.6.22
Total Expenditure \$18,487,000

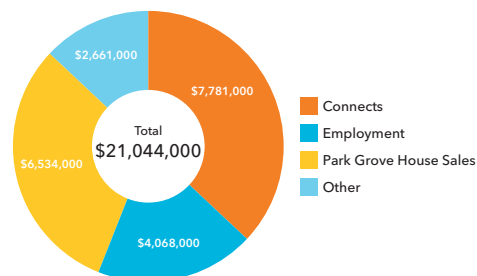


Comparison to 2020-21 Income and Expenditure

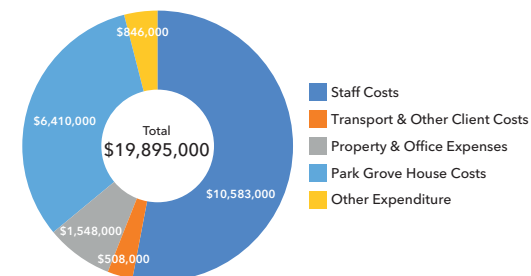
Income by source
for the year ended 30.6.21
Total Revenue \$21,044,000



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







The Bridge Inc.

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Service Enquiries

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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:

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Springvale South Vic 3172
03 9546 8369

Clyde Road

Berwick Vic 3806
03 9769 3950

Officer Community Hub

Officer Vic 3809

Princes Highway

Dandenong Vic 3175
03 9701 7311

Stawell Street

Cranbourne Vic 3977
03 5995 5250

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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