



lifebridge
Australia Ltd

ANNUAL REPORT

2019 / 2020





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CHAIRPERSON AND CEO WELCOME

2020 has certainly been an exceptional year.

For Lifebridge 2020 has been extremely challenging yet paradoxically one of our most successful and affirming years. It was a year where our new business foundations were put to the test and proved to be solid and functional.

It was a year where the Lifebridge community spirit was also put to the test and it was heart-warming to see it shine through stronger than ever.

Our purpose “Support, Inclusion, Independence” was never more relevant or more meaningful for our customers than during this year and staff worked tirelessly and with resolve to deliver it.

The year started well as the organisational changes of the past couple of years were finally bedding down. We were confident that the hard work by all, the significant technology investments, new client management system and the structural and business model changes were going to deliver as planned.

Ironically, all these changes were compelled by disability sector reform. They were intended to improve the efficiencies and effectiveness of operating in an ever changing and unfamiliar work environment.

Little did we know that managing the constant change of sector reform would also prepare us for another disruptor of equal magnitude - COVID-19.

The challenges from COVID-19 were many and to name but a few:

- The public health authority shut down most of our direct service including our administration office.
- Service that did remain, significantly decreased as customers became risk averse.
- Applying government mandated social distancing and personal hygiene factors impacted service offerings.
- Staff having to stay home if they had possible Covid-19 symptoms or had personal risk factors that required isolation.
- Border closures limiting movement in our service area.
- PPE shortages.
- The ever-present risk of what this virus was capable of if reached our customers or staff.

It was gratifying to see Management swing into action, and with the support of staff, confront these and many more challenges.

Seeing COVID-19 as another disruptor, and having confidence in the new business processes, allowed Lifebridge to respond in a considered manner rather than it being totally reactive.

Technology and software capabilities were in place enabling a remote, mobile workforce to be implemented at a moment's notice.

The years of hard, and sometimes unrewarding work developing policies and protocols paid off, as almost every contingency had been prepared for and provided a solid foundation for the interpretation and implementation of daily government directives.

Although the Board maintained a vigilant oversight, they never had to embark on crisis management throughout this time.

With reduced customer numbers and service closures mandated by the Government, financial incentives such as Jobkeeper were important in keeping staff in employment and securing the long term viability of the organisation. This allowed a focus on what was important – our customers and maintaining safety for all.

Strategically, Lifebridge recognised early on that the recovery period would not be quick and easy. With this in mind, the shutdown period was used productively reviewing all existing services and developing new delivery models and activities that will be a better fit for the post COVID-19 world.

Every level of the organisation needs to be commended for working together through these challenges and maintaining Lifebridge as a dynamic and viable Disability and Aged Care provider for the Tweed region.

Throughout this report we have captured stories that highlight in a very real way the Lifebridge spirit and the importance of being a community united in its purpose.

We hope you read the stories and are inspired by the human experience as much as we were.

Enjoy the stories, stay safe and go well.

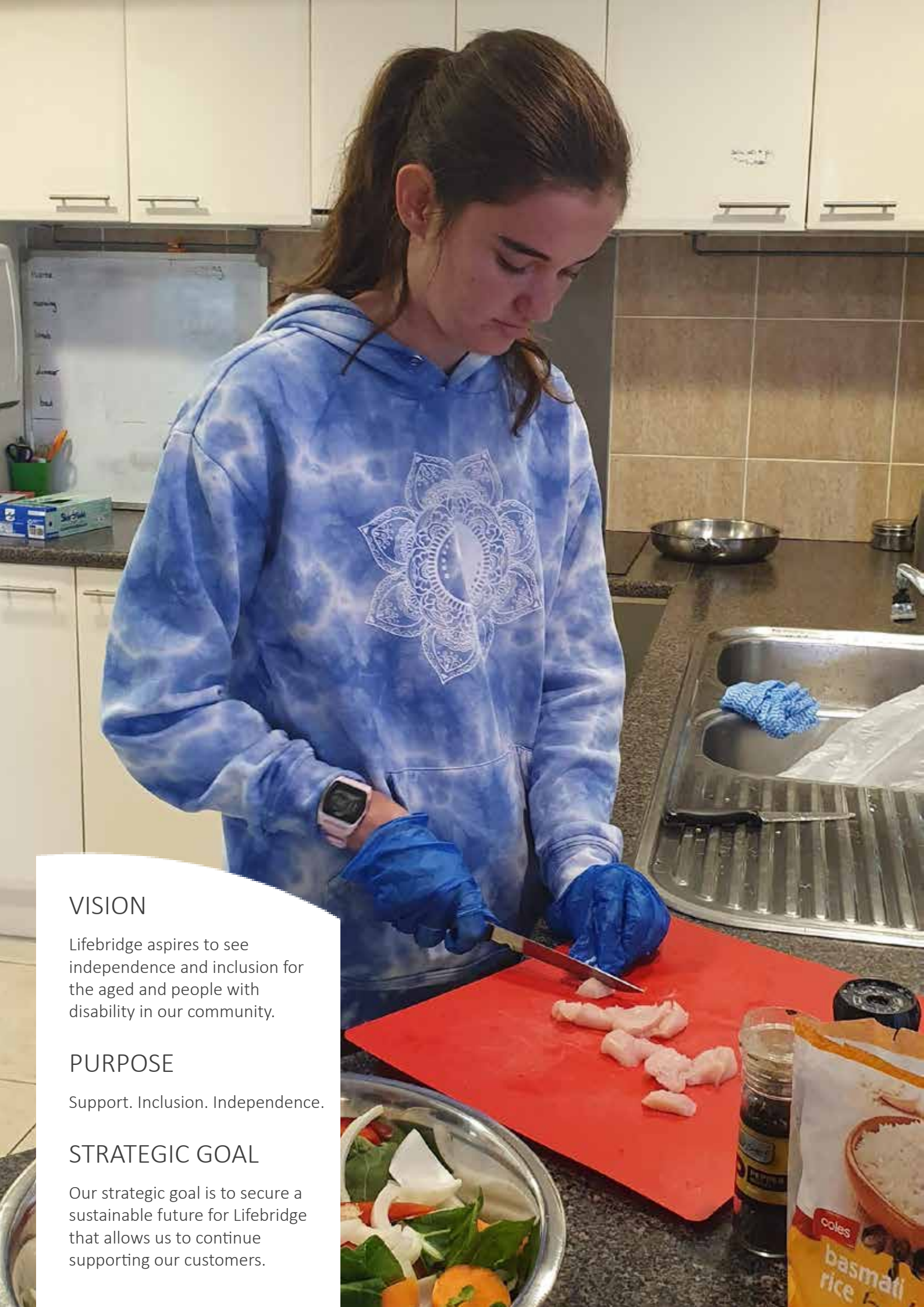
Norm and Bronwyn



Bronwyn Mitchell
Chief Executive Officer



Norm Henstridge
Board Chairperson



VISION

Lifefridge aspires to see independence and inclusion for the aged and people with disability in our community.

PURPOSE

Support. Inclusion. Independence.

STRATEGIC GOAL

Our strategic goal is to secure a sustainable future for Lifefridge that allows us to continue supporting our customers.

VALUES

Fundamental to the 'The Lifebridge Advantage' are our core values which govern our operations in their entirety. These values are the framework that guide our decision-making and hold Lifebridge accountable to our customers.

Together these form the foundation of our strategic framework and as employees we are compelled to uphold them to deliver a positive impact on the lives of our customers and their families.

THESE VALUES WILL
CONTINUE TO GUIDE US
EVERY DAY AND WILL BE
REFLECTED IN EVERY ASPECT
OF OUR WORK LIFE.



Excellence

We seek to excel in everything we do and deliver the best outcome for our customers.



Integrity

We are true to our word and actions, and our behaviours reinforce this.



Innovation

We strive to find new or better ways of doing things to meet our customers' needs.



Professionalism

We are customer focused, outcome driven and business like in the way we work.



Respect

We are one team that respects our customers' individual rights and potential as well as our colleagues' skills, talents and contributions.



Trust

We earn and instill trust by listening, being open, communicating well, being transparent and accountable for our actions.

COMMITTED TO A BRIGHTER FUTURE

The COVID-19 pandemic highlighted the essential role that Lifebridge has in the community and in the lives of each of our customers.

More than ever, the value of the Lifebridge Vision and Purpose was reinforced and demonstrated through action. We knew the pandemic would eventually be managed but it was only going to be through the resilience and focus of the entire Lifebridge Team in making the necessary changes at a time of uncertainty.

We didn't get to choose the circumstances of 2019/20, nor did we have control over many of the decisions that were being made. However, we could control our responses and thoughts. Our messaging was to remain focused on our purpose, continue to show kindness to one another and maintain a growth mindset. These became the hallmarks of the Lifebridge team.

As things progressed and changed, so did Lifebridge. The main priority was always for the safety and wellbeing of our customers, staff and volunteers. We have changed the way we do things around here to make being COVID Safe an essential part of our daily lives.



PERSONAL HYGIENE

Good Hygiene Practices are reinforced in our monthly Staff Updates and also in communications to our customers.

Signage reinforces the message at our physical locations to best support a COVID safe workplace.

Sanitising stations have been set up at all Lifebridge locations and forms part of our condition of entry.

Infection Control Training is a mandatory requirement for all Lifebridge staff.



PERSONAL PROTECTIVE EQUIPMENT

All Lifebridge staff and volunteers have access to Personal Protective Equipment (PPE) which includes:

- Face Masks
- Gloves
- Hand Sanitiser
- Disinfectant Wipes
- Shoe Booties
- Glen 20 Spray.



CLEANING AND SANITISING

Our Kingscliff Cottage and administration offices underwent an extensive clean during the COVID lockdown period.

Cleaning and sanitising is regularly carried out at Lifebridge locations before and after each group activity.

Buses are wiped down and sanitised at the beginning and end of every shift.

Office staff have been instructed to clean and sanitise their workstations every afternoon.



SOCIAL DISTANCING

To maintain a safe working environment, Lifebridge always follows the NSW Health Department regulations and have imposed strict guidelines around social distancing.

Activity Groups have reduced in size to maintain social distancing.

We have also limited group sizes at our Kingscliff Cottage.

Office staff have the option to work at home and only 12 staff members are permitted in our administration building at one time.



PANDEMIC PLAN

Lifebridge have created a Pandemic Response Plan which is available to download on our website lifebridge.org.au under the Resources Tab.

The purpose of this plan is to ensure business continuity, protection and reassurance to customers and staff of Lifebridge in the event of a pandemic or pandemic like event.

All Lifebridge staff must read and understand the Pandemic Response Plan as part of their employment.



LIVING THE LIFEBRIDGE ADVANTAGE

The Lifebridge Advantage – finding meaning and purpose, gifting acts of kindness, gratitude and appreciation, supporting and respecting each other – came to the fore during COVID lockdown.

It is with great pride that we can reflect on some of these moments.

Our valued customers who phoned Lifebridge on a daily basis to connect with someone and break the loneliness of living in isolation away from their usual Lifebridge activities.

Over-hearing the lovely conversations between customers and staff members as they checked in on each other's wellbeing and what the day held without their usual Lifebridge activity.

To lament on the extraordinary circumstances we were living through and provide each other reassurance that things will get back to normal soon.

We just have to ride out this storm.

To random acts of kindness as members of Lifebridge support staff, concerned for the welfare and wellbeing of their casual colleagues, offering up shifts so that others could be earning wages and making connections during lockdown.

To the amazing teamwork and communication demonstrated within and across teams enabling staff to work from home and juggle their new responsibilities for home schooling children while continuing to deliver the much needed supports and service to our customers.

To the cooperation and consideration given to each other as office staff worked shifts, support workers found new and innovative ways to engage with customers, vigorously adhering to all the health and hygiene protocols to ensure that everyone remained safe and well so we could continue to deliver service during this extraordinary time.

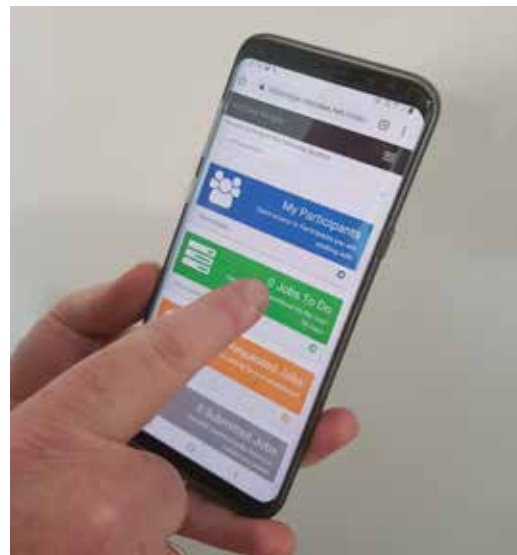
To our amazing volunteers who cooked and prepared hundreds of meals for delivery to our customers.

To our customers who expressed their gratitude to Lifebridge staff for just calling to check in on them.

For many we were their lifeline.

There are many more stories to tell, but as we reflect on this period of adversity and hardship, it is with enormous pride that our lasting memories of this time will be of the kindness, empathy, patience, gratitude and support shared between all members of the Lifebridge community – our staff, customers, carers and extended families.





STAFF FEEDBACK - WHAT WE DID WELL DURING COVID-19

In August 2020 Lifebridge conducted an internal COVID-19 Response Staff Survey.

The objective of the survey was to receive feedback from all staff about our actions in response to the pandemic and what Lifebridge could do, in addition or differently, to improve the staff and customer experience during the crisis.

With a 60% response rate, we received an overwhelmingly positive response from our staff.

Key indicators included:

- 85% of respondents said they were confident that the Lifebridge Leadership Team was making the right decisions regarding managing the COVID-19 crisis.
- 90% of respondents said Lifebridge had provided accurate and timely COVID-19 related information.
- 90% of respondents said Lifebridge had made available sufficient PPE and hygiene products.
- 80% of respondents said Lifebridge had provided training resources and factsheet to help them work through the crisis.
- 85% of respondents were aware of the Lifebridge Employee Assistance Program (EAP).

Respondents identified Communication with Co-Workers, Social Isolation and Taking Care of Family Members as the three main challenges they were dealing with during the pandemic.

Respondents identified Training, Communication and Departmental Meetings as the three main things that would further assist and support them during the pandemic.

When asked what Lifebridge had done well during the pandemic, respondents consistently spoke about - Communication, Adapting Service Delivery, Provision of PPE, Care of Staff and Customers, Working from Home Arrangements and Safety Protocols & Risk Management.

When asked what Lifebridge could do better to support Staff during the pandemic, respondents consistently expressed their gratitude for everything that was done to keep them and their customers safe and well, more virtual groups including supporting customers to use technology to maintain social connections and additional staff to backfill staff on leave and benefiting from JobKeeper.

Overall a very positive report card from our staff on managing through the pandemic.

We have learnt many lessons and we are currently working on many of the suggestions and recommendations provided by our staff.

Once again Lifebridge is grateful and appreciative of the professionalism, dedication and commitment of all staff during these very difficult and challenging times.



THE BENEFITS OF TECHNOLOGY

Underpinning Lifebridge's success during COVID-19 was, without doubt, the investment made in the technology and communication infrastructure over the last three years.

We were ready for this unfortunate moment and able to respond seamlessly to the challenges of COVID lockdown as staff were equipped with smartphones, laptops, cloud based applications and programs enabling them to work flexibly and remotely.

With Microsoft Office 365, Teams, VisiCase, ProjeX, online rostering and communications there was no break in the communication between staff and customers. Lifebridge was prepared and able to respond to the external factors impacting us.

Our key IT partners, BrennanIT and VisiCase delivered unbroken and uncompromised service during this time with zero downtime enabling Lifebridge to operate in real time 24/7.

Some key milestones of the past 12 months include:

Full transition to VisiCase for both Disability and Aged Care Services providing on-line and remote customer management services, rostering and scheduling, reporting, claiming, invoicing, and customer funds management. 2020 included unit acceptance testing and implementation of Version 3.7.4 providing greater functionality and efficiencies.

Transition to a BYOD model for mobile phones providing staff access to our on-line applications including Office 365, Outlook, ProjeX and VisiCase on their personal smartphones.

This was a welcomed initiative for staff who no longer had to carry two phones and provided Lifebridge some significant cost savings. Lifebridge staff were also given the option to purchase their existing work phones, still set up, at an extremely reduced cost.

Transition from an expensive 24 x 7 external support service to first level response and set up completed internally by Lifebridge staff.

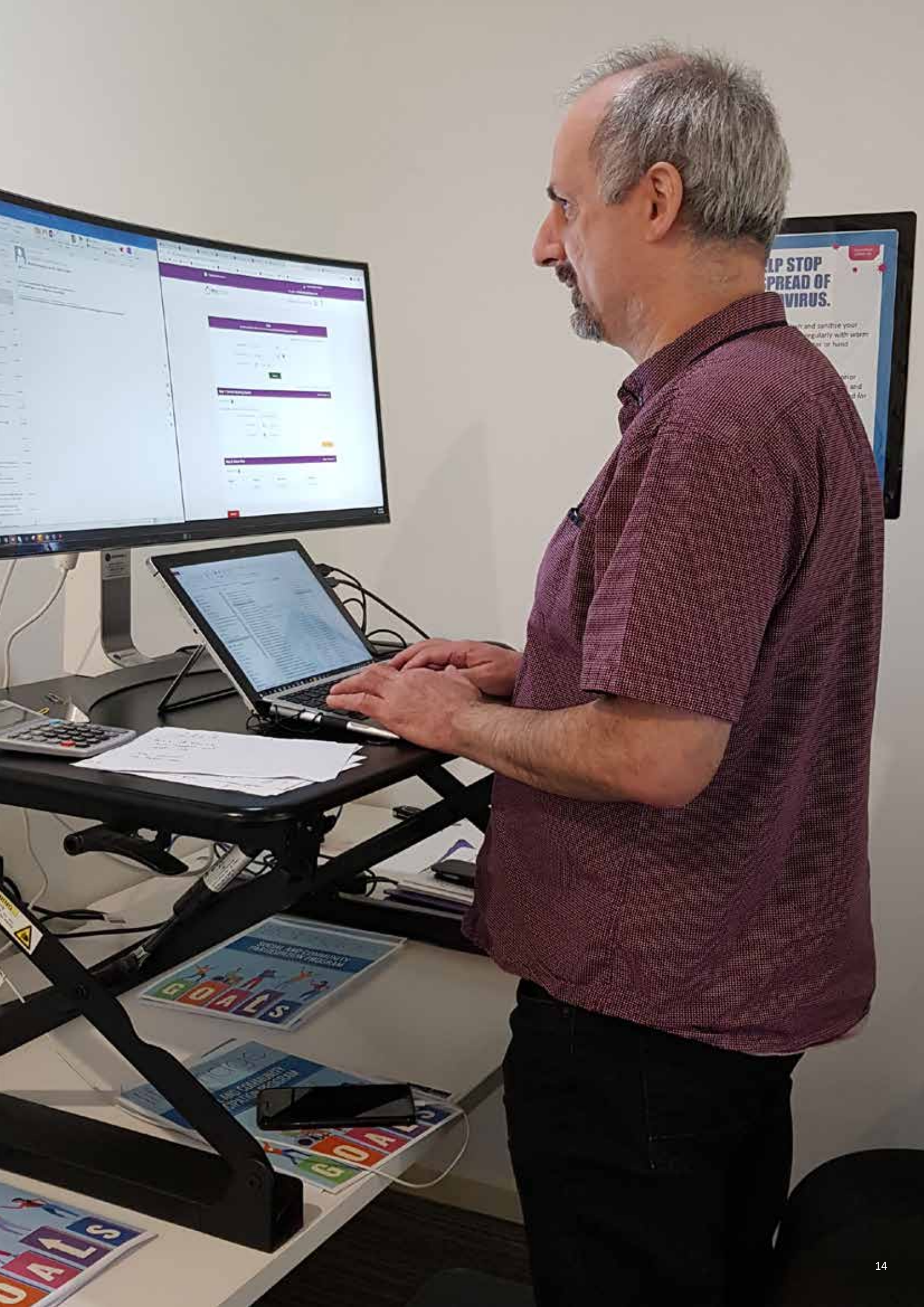
The Kingscliff office was connected to the NBN providing faster internet services at a significantly reduced cost.

The licensing of a new Learning Management System (ELMO) currently being customised for implementation in late 2020, will enable Lifebridge to deliver training and mandatory competencies to all staff on-line, remotely and provide tracking, reporting and reminders to staff.

This platform will also provide enormous efficiencies in training delivery with on-line modules, quizzes and certificates of completion for Induction and Onboarding, Work Health & Safety, Manual Handling and Infection Control modules to name just a few.

Lifebridge's investment in technology over recent years has enabled the organisation to respond in a timely, seamless, efficient and professional manner.

We have been tested and have passed the technology test with flying colours.





Kitchen Before



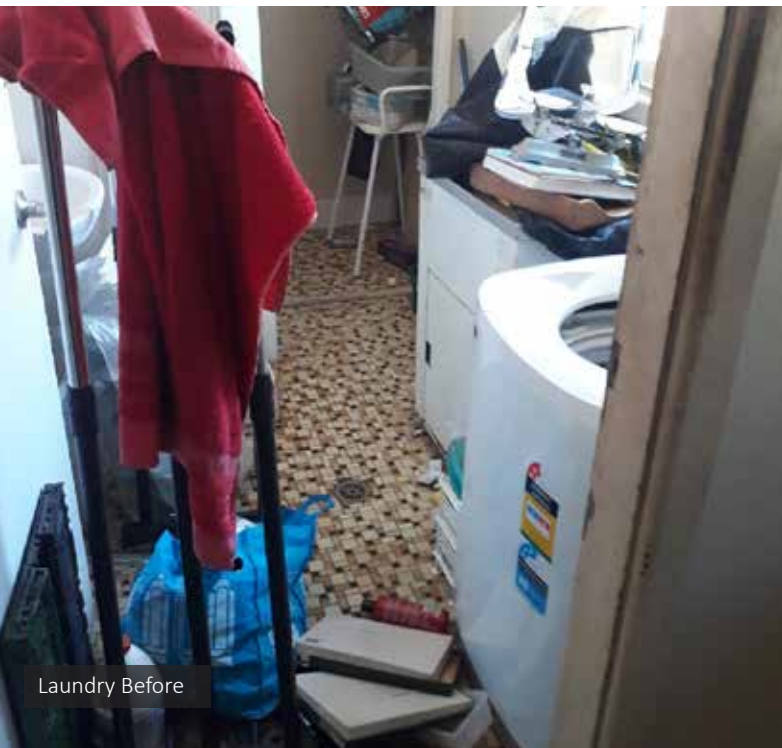
Kitchen After



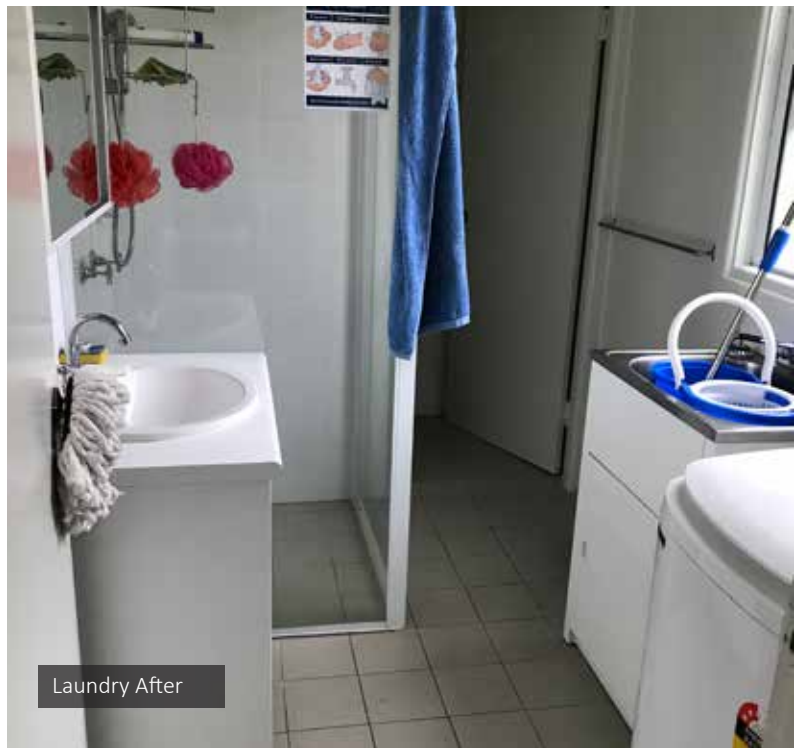
Bedroom Before



Bedroom After



Laundry Before



Laundry After

CHANGING OLD WAYS TO ACHIEVE NDIS GOALS

Hoarding is a behaviour that presents persistent difficulty with discarding or parting with possessions.

The person who experiences hoarding behaviour perceives the items to be a necessity, therefore the need to save them.

They may experience distress when faced with discarding the items and will accumulate them to the point of excess.

Gary was a hoarder and had been for many, many years so when the Housing Services needed to carry out renovations to his home, it was the perfect opportunity to take on the challenge of changing old ways to create a healthier lifestyle for himself.

Gary's medium to long term life (NDIS) goals were to 'Continue living in my current home' and 'I will keep my home free of rubbish and work with support staff to keep my home clean'

Lifebridge staff were very aware that a change of this magnitude was going to have a huge impact on Gary's life, so had to ensure that the transformation was implemented in a positive way and Gary was completely comfortable and happy with the whole process from start to finish.

To begin the process, NDIS Support Coordinator, Sue Gorton arranged temporary accommodation for Gary during the renovations on his home.

Throughout his stay he was supported by Lifebridge staff who ensured that he was having regular meals and accessing his Lifebridge Day Programs as usual.

During a period of such drastic change, we need to be more mindful of taking care of our physical and mental well-being and this is where the Lifebridge Advantage comes to the fore.

Drawing on the principles of kindness, empathy, and patience, Lifebridge staff, along with "A Hoarder's Nightmare" cleaned up Gary's home and packed up his belongings into boxes which were placed into storage.

Once the renovations were completed, the job of unpacking Gary's belongings into a freshly renovated and clean home began.

What a difference!

The final part of the transformation process was to bring Gary back home so he could see and experience life in a very different way, a healthier and less cluttered way.

Even though it was challenging for Gary, he was very pleased with how the whole process unfolded and was very thankful to all the Lifebridge staff who assisted him in making these changes.

Gary continues to have support daily by Lifebridge staff who assist him to keep his new home clean and free of clutter. He also receives help with preparing meals, thus reducing the amount of food he was collecting from the bins around town.

It just goes to show that with a little bit of perseverance, kindness, empathy, strength and a whole lot of patience, changing old ways can be achieved to create a healthier lifestyle for yourself.

We are very proud of Gary for achieving one of his life goals and very happy that we could assist him along the journey to a healthier life.



OUR VOLUNTEERS MAKING A DIFFERENCE

During the COVID lockdown period, many older Australians experienced isolation and loneliness on a much deeper level than ever before.

Simple things, that we often take for granted, like going out to shops to get groceries, catching up with a friend for coffee and socialising with family were all of a sudden very restrictive and quite possibly life threatening for some.

During this time, Lifebridge had to come up with new and innovative ways to stay in touch and connect with our most vulnerable customers to ensure that they were safe and looking after their health and wellbeing.

Through the kindness, compassion and hard work of our amazing Kingscliff Cottage Kitchen Volunteers, our Meal Delivery Service was launched.

Under the direction of Customer Care Manager, Janelle Egas and funding through the Commonwealth Department of Health, the program developed from a vision to a reality.

Every Monday, Lifebridge volunteer Mary (pictured bottom left) researches recipes and puts together a menu plan. On Tuesday she is joined by Lifebridge volunteer Kim (pictured top) and other volunteers to prepare the meals to be distributed out by our support staff to our customers.

Each week, the participants of our Meal Delivery Service receive two delicious home style meals that are freshly cooked and nutritious.

It is not just about delivering a meal to our customers, it is also a chance for support staff to check in to ensure that our most vulnerable customers are doing OK which helps to decrease social isolation and loneliness.

Setting up a new program of this magnitude through the middle of a pandemic was only possible because of our wonderful volunteers and the positive mindset of all involved.

"It is a team effort
and everyone plays a part to
make sure it all runs smoothly.

We are so fortunate that we
have an incredible group of
volunteers who provide their
time, knowledge and skills to
support our customers with
this service." Janelle Egas





CONNECTING WITH TECHNOLOGY

I am luckily here to tell you about my experience helping customers at Lifebridge with technology, how it has enhanced their lives and why technology can be so important.

I want to start by saying how fortunate I am for two things - working at Lifebridge (the best job ever) and being born in the 2000s!

My customers always ask me how I learnt technology and I tell them that I was never actually taught, I just grew up with it. I'm pretty sure someone in the office called me a "techspert".

I have been helping customers with their iPads / iPhones ever since I started here at Lifebridge.

Every single person I have helped has been very happy with the benefits of knowing how to use technology, like keeping in touch with family, staying up-to-date with the news, playing much needed games and having independence. Email and Facebook is very popular and in my experience helps create an amazing communication platform for families that are disconnected especially during these scary times.

Some are very scared at first, one lady only touched her iPad every time I saw her but after a few weeks of practising I hear that she plays solitaire til 1 am in the morning!

I think the most meaningful thing I have done is reconnect a Lifebridge customer with her family on Facebook that she hasn't spoken to in 40 years! She was both scared and relieved to reconnect- it was a very happy time.

It has been an amazing and rewarding experience helping the community here at Lifebridge and by teaching and assisting the elderly connecting online. I have seen first hand how it has enhanced their lives.

The happiness I have seen is enough to convince anyone the importance of technology in Aged Care!

Thank you, Jack Blades (*Aged Care Support Worker*)



HOW I GOT THROUGH COVID - A STAFF MEMBER PERSPECTIVE

March 2020 proved to be a challenging and problematic month for me both in the workplace and personally. As COVID cases increased throughout Australia and lockdown measures were introduced, my uncertainty and anxiety intensified, coinciding with the closure of the Lifebridge Cottage and upheaval in my work schedule due to cancellations and changes.

Hearing NSW Premier Gladys Berejiklian state that 'all of us have to act as though we have the disease ourselves,' made me question whether I should continue working in the field or whether I should self-isolate, as were all my friends, neighbors and most local business owners and staff.

At times I felt 'rattled' when, driving to a shift, as the car I was driving was the only vehicle on the road; one that would otherwise have been congested with traffic. At these times I felt I was 'going against the grain' of the self-isolation instructions put forth by state and federal authorities.

Not being able to access the buoyant comradery of the Lifebridge Cottage co-workers and customers was a mood boost I truly missed; a sentiment echoed by the customers I visited individually during shifts.

At the same time I was grateful to have meaningful employment throughout lockdown. I continued to carry out my duties, reminding myself that I was providing essential services to Lifebridge customers; many who would have otherwise gone without medication, showers, meals, social interaction and much more were it not for services offered by Lifebridge staff.

A number of factors helped ease me through this time.

Of significance were the updates from CEO Bronwyn Mitchell.

Each week I looked forward to reading the update as I was afforded a 'reality check' of imperative facts, which calmed doubts and fears. I inwardly cheered each time I read that no staff or customers had reported having been diagnosed with COVID 19 that week.

Keeping up with the NSW Local Health District COVID website statistics enabled me to view the number of area cases and track the emerging local positive trend.

I appreciated the establishment of the Lifebridge staff Facebook page which offered fun, humor and a valued connection to other staff members.

The staff COVID-19 infection Control online training modules have been essential to adherence of best practice.

I also appreciated the trialing of staff meetings via 'Teams' and the continued phone access to Lifebridge coordinators throughout lockdown and while they worked from home.

These measures supported me in knowing that despite sometimes driving the only car on the road that I was not alone.

As friends, neighbours and local business owners reported being bored, deflated and weary of remaining at home, I began to feel privileged as lockdown progressed as I was able to experience the gift of social uplift via interactions and engagement with our valued Lifebridge customers (all while practicing COVID infection prevention measures).

Reflecting on this time I am aware of being part of a flexible, resilient team with whom I share meaning, purpose and greater confidence going forward. If the team had to go through what we went through again, we would and could!

Lael Osun (*Aged Care Support Worker*)







NDIS MAKES A BIG DIFFERENCE IN STEPHEN'S LIFE

Stephen suffers from Rickets, a bone disease that is usually caused by an extreme and prolonged vitamin D deficiency.

Due to the ongoing pain associated with this disease, Stephen found himself in a position where he wasn't able to travel from Banora Point to Yatala, where he worked.

The COVID lockdown period forced many businesses, like Lifebridge, to change the way they operated in order to remain viable. In those unprecedented times, one of the positive outcomes was that more employees were able to work remotely from home and Stephen was also afforded this opportunity by his employer.

Lifebridge NDIS Support Coordinator, Christine MacFarlane, along with an Occupational Therapist, assisted Stephen in the assessment and purchase of the necessary equipment and home modifications that allowed him to continue working in his home environment and keep up his mobility.

Stephen is very happy with his home office set up, which includes an adjustable desk and an office chair that supports him comfortably.

Further home modifications such as grab rails at entry doors, bathroom modifications and an electric adjustable bed that allows Stephen to independently get in and out of bed have made a huge difference to his life.

Stephen is much more independent, which in turn has improved his general health and wellbeing and outlook on life.

A Physiotherapist also visits fortnightly to assist with Stephen's mobility.

This is a perfect example as to how the NDIS can support people to live a meaningful and contributing life by allowing them to have choice and control in the pursuit of their goals.

Lifebridge is fortunate to have two independent NDIS Support Coordinators who can assist NDIS participants to understand and implement the funded supports in their plan.

LIFEBRIDGE AUSTRALIA LTD AUSTRALIA LIMITED

ABN 35 023 657 150

Financial report for the year ended 30 June 2020

DIRECTORS' REPORT

Your directors present this report on the company for the financial year ended 30 June 2020.

Directors

The names of each person who has been a director during the year and to the date of this report are:

Norman Henstridge (since 22/4/2015)	Claire Treadgold (since 25/3/2015)
Rebecca Mussett (since 22/4/2015)	Jennifer Howe (since 25/11/2015)
Jenny Hicks (since 22/4/2015)	Susan Williams (since 28/11/2018)
Garry Smith (since 19/5/2015)	

Principal Activities

The principal activity of the company during the financial year was to:

- Provide services to NDIS participants, people with a home care package, those eligible for the Community Home Support Program and those people choosing to purchase private services.

Short-term and Long-term Objectives

The company's short-term objectives were to:

- Analyse and understand the changes and implications of the transition to the NDIS, the delivery of Home Care Packages and the Aged Care reforms.
- Continue to review and streamline business processes to better meet customer and business need
- Continue to adapt the company and its service offerings to maintain relevancy and value for customers and employees alike.

The company's long-term objectives are to:

- See independence and inclusion for the aged and people with a disability in our community
- Provide meaningful and purposeful activities for all customers to support the achievement of their identified goals
- Secure a sustainable future for Lifebridge Australia Ltd that allows us to support our customers
- Review Lifebridge Australia Ltd's position and develop strategies to increase its market share
- Develop a sustainable business around the NDIS and implementation of Home Care Packages

Strategies

To achieve its stated objectives, the company has adopted the following strategies:

- Organisational and business model design and restructure.
- Grow the customer base in both the aged care and disability marketplace.
- Continue to review, amend and design work structures that meet the needs of customers and Lifebridge Australia Ltd.
- Continue to move toward an integrated business structure that reduces duplication and corporate overheads.
- Increase community awareness of Lifebridge Australia Ltd's services in order to build our reputation
- Enter the South-East Queensland NDIS and Aged Care market.

Key Performance Measures

The company measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the company and whether the company's short-term and long-term objectives are being achieved.

1. We will grow and manage our customer base according to the ratified budget
2. Approved provider status under the Aged Care Act, accreditation under the Aged Care Quality and Safeguarding Commission and NDIS registration under the NDIS Quality and Safeguards Commission will be maintained
3. Budget delivered on target
4. Recruit and Support skilled staff and volunteers
5. Strengthen the Lifebridge Australia Ltd culture through the development and implementation of the Lifebridge Australia Ltd Advantage

COVID-19

The restrictions associated with COVID-19 initially resulted in a sharp downturn in both our Disability and Aged Care business areas. However as restrictions were eased and customer confidence returned, there has been a gradual increase to service levels. The application of government mandated social distancing restrictions will impact on the ability to reach Pre-covid service levels moving forward. This has been taken into consideration when preparing budgets for the 2020/21 financial year.

Lifebridge Australia Ltd have confirmed that we will qualify for JobKeeper 2.0 in the December 2020 quarter but it is unlikely that we will qualify past that.

Members' Guarantee

The company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the entity. At 30 June 2020, the total amount that members of the company are liable to contribute if the company is wound up is \$110.00.

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2020 has been received and can be found on page 7 of the financial report.

This directors' report is signed in accordance with a resolution of the Board of Directors.



Director: Norman Henstridge



Director: Susan Williams


Dated this 5th day of November 2020

AUDITOR'S INDEPENDENCE DECLARATION UNDER S 307C OF THE CORPORATIONS ACT 2001 TO THE DIRECTORS OF LIFEBRIDGE AUSTRALIA LTD AUSTRALIA LIMITED

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2020 there have been no contraventions of:

- i. the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii. any applicable code of professional conduct in relation to the audit.

Name of Firm: GRANT & BRADY



Name of Partner: PETER R. GRANT

Date: 27/10/2020

Address: 107 Murwillumbah Street

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