

A close-up photograph of a yellow flower, likely a chrysanthemum, with many layers of petals. The petals are a vibrant yellow, with some showing a slight orange tint towards the center. The background is a soft, out-of-focus yellow, creating a warm and bright atmosphere.

lifebridge  
Australia Ltd

**ANNUAL  
REPORT**

2020 / 2021



## **ACKNOWLEDGEMENT OF COUNTRY**

Lifebridge proudly acknowledge and respect Australia's Aboriginal and Torres Strait Islander communities, the Traditional Owners and Custodians of the land on which we stand.

We pay our respects to ancestors and Elders of the past, present and future and acknowledge their spiritual connection to Country.

We extend that respect to our Aboriginal and Torres Strait Islander staff, volunteers and customers.

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# CHAIRPERSON AND CEO WELCOME

2020-21 was a demanding year, with a myriad of challenges (COVID-19 and related restrictions and lockdowns), and to have emerged with an ongoing, viable business is a testament to the efforts of the Lifebridge Team.

2020 ended as a different world, and significant activity went into redesigning suspended programs and services so they could be gradually reopened in a COVID safe way.

Thanks to the hard work, commitment, and dedication of all our staff, customer confidence in resuming community living began to grow; slowly but steadily.

As activities resumed, it was evident that things had shifted on several levels. Whilst we all worked toward defining what our new “normal” was, we were also responding to changing expectations from customers, employees, and volunteers.

Business practices and perceptions of care that had been entrenched and previously considered resistant to change, suddenly were replaced with new models that challenged preconceived ideas.

As Lifebridge grappled with these new thoughts there were also key announcements that would have profound implications for the future.

Organisations never stop looking forward and strategically planning but there were four areas that required significant focus and consideration.

1. The handing down of the Royal Commission Report into Aged Care Quality and Safety and the Governments five-year aged care road map for reform.
2. The ongoing policy changes to the NDIS and the understanding that the program would be remodeled in response to Government fiscal concerns.
3. The changing business model, business rules, and work practices that had been brought about due to COVID-19.
4. The introduction of a COVID-19 Vaccination and potential mandates.

Based on the experience of the NDIS transition, Lifebridge understood the disruptive power that a sector reform would have, especially when combined with other major change elements.

Gratefully, Lifebridge always anticipated that the Aged Care Sector would eventually have greater alignment with, and follow a similar path to, the NDIS.

Lifebridge invested wisely in creating greater internal flexibility through technology, software, systems and processes to ensure we could respond to change and disruption, regardless of its source.

This has placed Lifebridge in a strong position to tackle the reform agenda, respond to changes to the NDIS, manage the reverberations of COVID-19, and to grasp opportunities as they present themselves.

The strategic plan was adjusted with this knowledge, and new initiatives developed for the coming year.

Throughout 2021, Lifebridge grew its home care packages and generalist home care services and commenced developing our clinical care capacity. By creating our own internal team, we were able to expand our clinical services with confidence to Aged Care and NDIS customers.

Although in the early phases, this integrated model is delivering good health benefits for our customers and complementing the skillset of our entire support team.

Overall, for such a disruptive year it was also a very successful one, made possible because of our high calibre team of employees and volunteers.

All our staff were asked to extend themselves, adapting to new and changing environments, often at very short notice.

Their ability to continue supporting one another and more importantly supporting our customers created a dynamic community.

As we plan for the changes ahead, we understand that it is this sense of community that is at the heart of all we do and all our successes.

This is the Lifebridge Advantage!



Norm Henstridge, Board Chairperson



Bronwyn Mitchell, CEO



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

## 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.

## VISION

Lifebridge 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 Lifebridge that allows us to continue supporting our customers.



### 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.

# PEOPLE AND CULTURE UPDATE

Living the Lifebridge Advantage remained the focus for another year as we continued to navigate and respond to the COVID-19 pandemic.

Embedding our learnings from the previous year, our priority was ensuring staff felt connected, reassured, confident, appreciated, educated and supported during this challenging time.

By ensuring the occupational health, safety and wellbeing of staff we were enabling them to do the same for our customers.

## **Staff Communication and Connection**

Maintaining strong connections and direct lines of communication with staff was key to our success during the year. This connectedness was driven by several key initiatives.

The messaging was regular and consistent with weekly (sometimes daily) communications to staff and volunteers with a full round-up provided in each monthly Staff Update.

Staff were provided the latest COVID-19 related information and advice, reminded of health and hygiene protocols, availability and use of PPE, current border restrictions and directions from the NSW and QLD Departments of Health.

Equally as important staff were reminded what they could do, and where they could go, for support and assistance when they too felt overwhelmed.

This included encouraging staff to access our Employee Assistance Program and providing regular tutorials for practicing mental and physical wellbeing, resilience, self-care and awareness.

The financial wellbeing of staff was supported through the administration and communication of the JobKeeper Scheme from 1st March 2020 to 28th March 2021.

Staff and team meetings were moved on-line to Microsoft Teams so all staff, no matter where they were located, could enjoy the virtual experience of connecting with their colleagues and supervisors.

The Staff Portal was launched on the Lifebridge Website enabling staff to access all staff communications, training resources, videos, links to the Department of Health websites, COVID-19 updates and fact sheets, the Lifebridge COVID-19 Pandemic Response Plan and the National COVID-19 Helpline.

**Our gratitude, appreciation and heartfelt thanks must go to our wonderful support teams, who despite their own personal and economic uncertainty, continue to bring meaning, purpose and inspiration to our customers.**





## Staff Training & Development

As the pandemic crisis unfolded in early 2020 it became apparent that Lifebridge needed to move its catalogue of face-to-face training to an on-line, virtual environment.

The ELMO Learning Management System (LMS) platform was launched to all staff with an offering of interactive modules available via computer/ laptop or smartphone. Additional modules will be added to the training library making it a robust learning platform to complement our other training practices.

In conjunction with ELMO, all staff and volunteers were encouraged to complete nine (9) Infection Control Prevention modules developed and hosted by the NSW Department of Health.

There was also extensive training and education completed in response to the Aged Care Reforms and pending changes to all programs and guidelines resulting in upgrades to systems and financial reporting.

Despite the restrictions and lockdowns, the training regime throughout the reporting period was quite extensive. In parallel to online training, several training programs were facilitated by external providers.

### Programs included:

Cultural Awareness Training, First Aid/CPR), Anti-Bullying & Harassment, Health & Safety Officer Training and Certificate 3 Individual Supports – Workplace Based.



# 2020 STAFF SURVEY RESULTS

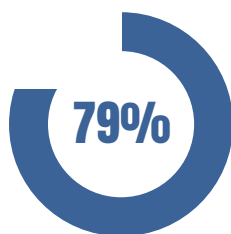
In November 2020, 78% of all Lifebridge staff completed the on-line Staff Satisfaction and Engagement Survey. The response rate was up from 60% in the previous year with an overall staff satisfaction score of 68% (compared to 55% in 2019).

Ten key focus areas were surveyed along with additional items relating to the effectiveness of Lifebridge's COVID-19 response and staff preferences for working remotely versus working in the Kingscliff Office.

The three highest ranking focus areas in 2020 (staff most satisfied and engaged) were:



My Work

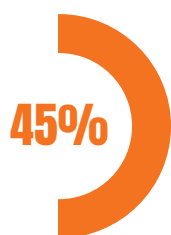


Work Life Balance

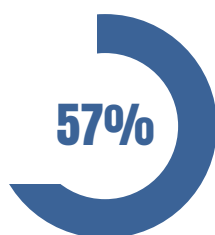


The Organisation

The three lowest ranking focus areas in 2020 (staff least satisfied and engaged) were:



Career Opportunities



Training & Development



Remuneration & Benefits

< 80%

Over 80% of staff indicated their preference for a hybrid model of working from home and working from the office.



Staff identified the following key areas of improvement:

- Creating new and innovative programs in both Aged Care and Disability Services,
- Improving staff rostering, improving staff and customer communication and consultation,
- Increasing staff training & development opportunities,
- Upgrading the transport/fleet,
- Providing additional support for the mental health and wellbeing of staff.



The above recommendations became integral to the 2020/21 Culture Plan and significant progress made in all areas.

#### Upgrading the Lifebridge Transport Fleet

Following extensive staff and customer consultation, the year ended with the leasing of 4 new vehicles and the retirement of several of our hardworking vans and cars.

Much to the excitement of staff and customers, the Lifebridge carpark is now adorned with 2 new Toyota Hiaces a Toyota Rav 4 sedan and Toyota Rav 4 station wagon.



# CIRCLE OF SUPPORT IN AGED CARE

## What is a Circle of Support and why it is important in caring for the older person at home?

A circle of Support is a wrap around set of support systems, networks and/or people who put the person and their wishes in the centre.

Where people are ageing and starting to access aged care services, they are often faced with increased disease burden, reduced functional ability and uncharted waters in regard to health care.

Support systems that can minimize decline in health and maximise wellness and wellbeing are essential.

Developing a Circle of Support with an older person is a way to optimize care management, promote the person as the centre of decision making and recognize the role of the family/carer has in being part of an integrated care team.

## How did a circle of support enable Lifebridge customer Bill to achieve his goals?

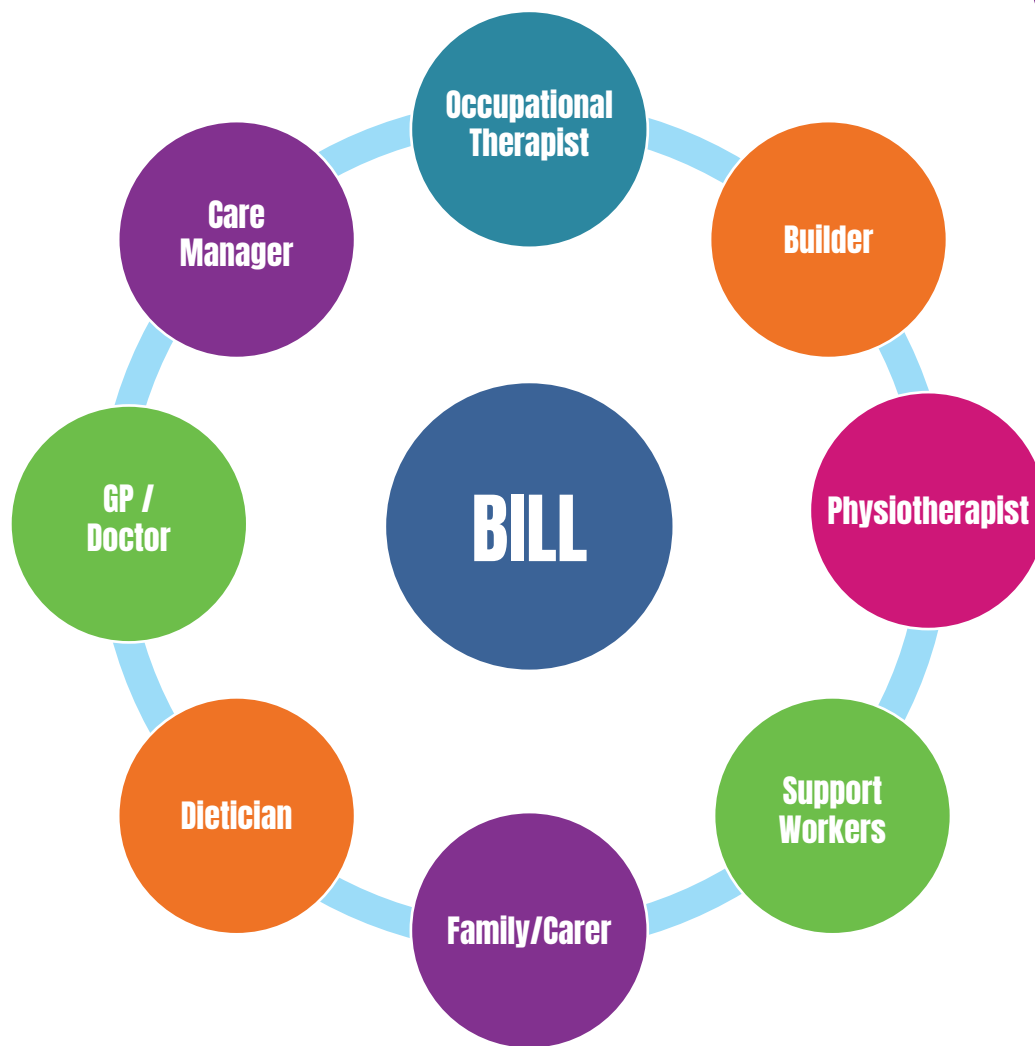
Bill had a fall in his home earlier this year, breaking his hip resulting in a lengthy stay in hospital. His care manager visited him and his family/carers on returning home, where Bill reported having lost five kg in weight and feeling unsteady on his feet.

Bill advised he felt trapped and isolated as he was afraid of falling on the front steps into his home.

Bill's care manager helped him to identify his goals for reablement, initiating the Circle of Support.

- regain his confidence in walking,
- get his strength back so he could assist his wife around the house,
- feel safe entering and exiting his home.





### Bill's Circle of Support

The Occupational Therapist recommended a ramp to replace the steps into Bill's home.

The builder completed the ramp, the Dietician and GP recommended nutritional supplements and meal plan to help rebuild muscle and gain back the weight Bill had lost.

The Physiotherapist developed an exercise program to regain muscle strength and support workers encouraged and supported Bill with his exercises during their regular visits.

As Bill began to regain his strength, his activity level increased, his appetite returned, and he was able to decrease his reliance on dietary supplements. His stability and mobility improved and along with this his confidence.

After 4 months Bill no longer reported feeling scared of falling. He was helping his wife more around their home and had returned to walking around his community each morning, chatting to friends and neighbours on the way.

# LARGER THAN LIFE

## Dancing with a true star

Dorothy 'Dot' May John celebrated her 100th Birthday at the cottage on Thursday, 24 June 2021.

Dot is a much-loved regular at the Lifebridge cottage over many years.

All her life, Dot has always been an exceptional dancer, she once graced the hallowed timber floors of the Sydney Trocadero club in George Street, Sydney.

Our Dot still maintains, that style, sophistication and class. The Trocadero was once regarded as the "most glamorous dance palace in Sydney and accommodated up to 2,000 people" and Dot was a true dancing star!

Turning 100 hasn't slowed Dot down and she still loves to dance, socialize, play bowls and sing at her cottage visits, her favourite song is 'I love you, yes I do' by Bull Moose Jackson.

Before marrying, Dot worked on the packing floor at WD & HL Will Holdings tobacco manufacturer in Kensington.

During WW2, Dot remembers writing letters of support and placing them in cigarette tins for the soldiers on the frontline.

Almost 30 years ago, Dorothy and her husband, Eric left the hustle and bustle and the bohemian life of Sydney for a quieter life at Cudgen, to be closer to their children Carolyn and Alex.

Dot has been very much part of Lifebridge family for over 5 years.

She attends the cottage every Tuesday and Friday for groups.

You will always recognize Dot by her determined independence, her cheeky demeanor, irreverent 'one liners' and her penchant for one particular chair at the cottage.

Dot still lives independently at home in the community, supported by her committed family Carolyn and Alex and a team of dedicated Lifebridge staff including Lael, Kylie and Feonie.

Dorothy May John, a truly remarkable woman, centenarian and living Legend.

We dance for laughter,  
we dance for tears,  
we dance for madness,  
we dance for fears,  
we dance for hopes,  
we dance for screams,  
we are the dancers,  
we create the dreams.



# MEETING NDIS GOALS IN UNUSUAL WAYS

Young Bailey Hayes, lives at home with his truly wonderful grandparents Betty and John.

Like any other young man, Bailey has a variety of interests including hanging out, music, gaming and Lumber Punks.

Bailey has been receiving supports from Lifebridge for a few years including Support Coordination and drop-in support.

Bailey has a team of dedicated Lifebridge staff including Jason, Michael, Peta and Tanya, all providing an integrated and person-centered approach.

Bailey's NDIS goals include increasing independence, building confidence, domestic, social skills, and community inclusion.

Michael and Peta support Bailey by mentoring him with domestic tasks, financial skills, community access, personal care and a supportive ear.

It was Jason that had the idea and introduced Bailey to Lumber Punks, the gentle art of axe throwing. It started as a suggestion that perhaps Bailey might like to try something different.

Turned out after one visit, that Bailey had the natural eye, and temperament to be a Lumber Punk.

Both Bailey and Jason attend the weekly competition Lumber Punks every Monday night on the Gold Coast.

Don't be alarmed, these are not some wild men running loose through the Gold Coast with axes!

There is always a group safety and training induction before every session. They take safety super seriously - after all, they are throwing axes.

Axe throwing requires patience, concentration, technique and exceptional hand/eye coordination.

In axe throwing you get 25 throws. If you go for the bullseye every time the maximum you can score is 125. The Centurions Board is for those who score over 100.

Out of 2,400 people to participate at Lumber Punks over the last 4 years, only 110 people have ever thrown over 100, Bailey was able to achieve this in his first season.

With the continued love, commitment and support from his grandparents and the Lifebridge team, Bailey continues to gain strength in his own personal growth and development.

A simple idea and suggestion that has led to a world of opportunity, gaining confidence, trust and skill development - as well as meeting his NDIS goals in a not so usual way!





# MEANING AND PURPOSE

When people have meaning and purpose in their lives it can lessen the effects of depression and anxiety.

Many studies have shown that having a sense of meaning and purpose can impact our health in a positive way and even slow down the ageing process and increase longevity.

Meaning and purpose is all about doing things that matter and make a difference to others in a positive way. It is also about finding things that help us grow and become a better person or reach our potential – no matter what our age or disability.

If a person has a disability, a chronic health condition, dementia or is simply “slowing” down their sense of independence is often diminished.

If we are unclear as to how we fit into the world around us, we may find it difficult to find any meaning or purpose.

We all need to feel wanted and valued. We need to know that we still have a place in society and a valuable contribution to make.

We need goals and things to achieve and look forward to. Even if these things are not attained it is the pursuit of something new and different and bigger than us that make our lives feel worthwhile and valuable.

This is why at Lifebridge we have the Lifebridge Advantage. It is a philosophy that is based on the principles of Montessori and Positive Psychology.

It identifies people’s strengths and uses these so that each member of the Lifebridge community can continue to learn, grow and contribute to the overall community or group that they belong to.

This all starts by getting to know each person’s story. By taking the time to listen and engage fully there is an opportunity to see the whole person.

Our Care Managers and Support Workers are genuinely interested in learning and discovering the amazing things that each of our customers have done and the life experiences that make them the person they are today.

Following are three short vignettes.

Each one highlights the importance of listening and getting to know each other, identifying a person’s strengths and applying it all through the lens of Lifebridge Advantage.

In this way it benefits everyone associated with Lifebridge. Our customers, our volunteers and our employees.

# POSITIVE PSYCHOLOGY

## BRIAN NOLAN

Brian is a young man born in 1953.

Brian worked as a computer technician, was a champion chess player and taught guitar.

He is happiest when he is playing his guitar and singing.

Prior to moving to Banora Point he was a very sought after musician both as a solo artist and band member. During this time Brian went to all the local nursing homes playing his music.

Brian is a Lifebridge customer whose skills and talent as a performer have been put to excellent use.

Every Wednesday he attends with his guitar and rocks the roof off. His performances not only bring him great enjoyment – they also affect the other group members in a very positive way.

We are proud to claim Brian as our own in-house performer.



# MEANING AND PURPOSE

## RAE LOVEL

Rae was born in 1946 with an intellectual disability and attends our group activities on Wednesday and Friday.

She says these days are the highlight of her week and something that she always looks forward to.

When Rae first began visiting us, she lacked a lot of self-confidence and didn't think she could do a lot of things. However, with the encouragement of our support workers and the connections that she has formed with other staff and customers, Rae is truly beginning to flourish.

Her day always begins with a visit to the office to say hello to everyone and catch up on the weekly news and any royalty gossip. She then proceeds to help with the name badges for other customers.

She often participates in playing a card game introduced by another customer, something that she thought would never be possible. Her greatest sense of pride and achievement comes when she calls Bingo for others to play.

Rae is such a compassionate and kind person. It is not unusual to see her using her creative skills and focusing on making birthday cards for staff and volunteers and get well cards for those who are unwell.

For someone who originally felt they had nothing to offer, Rae now understands she is a valuable part of the team and her contribution makes a lot of people happy.

This gives a lot of meaning to her life and elevates her own sense of well-being and happiness.



# MONTESSORI - PEER TO PEER SUPPORT

## VALARIE BELLERT

Born in 1932 Val still lives independently.

Val comes to the cottage every Wednesday and enjoys Brian's music which she considers a highlight.

In addition, she has taught the whole group a new card game which has proved to be very popular.

In fact, it is the one activity where the entire group participate rather than breaking into their own areas of interest. Whenever the game is in progress there is always lots of laughter and excitement. Mix this with good music and it makes for a perfect day.

Val is delighted that she has been able to teach others how to play the game and bring such joy to their day.

When asked what she enjoys the most about attending the group, Val says it is because of the friends that she has made. She looks forward to seeing them all and in particular Norma.

Being part of such a friendly group, making new social connections and contributing to people's sense of joy and happiness gives Val a great sense of satisfaction and contentment.

She knows she still has a lot to offer people.



# REMEMBERING MILENA MORROW

On 11 October 2021, Lifebridge lost one of its greatest Champions with the passing of Milena Morrow.

Milena was a Lifebridge Director for 11 years, 10 of those as Chairperson. On first meeting many would consider Milena a softly spoken, empathetic, reserved yet keen listener with an excellent understanding of the issues. But she was also a powerhouse in her own right!

Milena was a strong, outspoken advocate for people with a disability and the elderly.

Fighting for their rights was her specialty making Lifebridge a perfect match for her passion and advocacy work. Although Milena was born with a severe physical disability, she never let it define who she was or stop her from chasing her dreams and goals. Rather she used it to build her determination, courage and resilience.

Milena began her association with Lifebridge when we were Tweed Valley Respite Service.

Through her administration business, she was initially engaged as the board minute taker and then to backfill as bookkeeper when staff were on extended leave.

Eventually, Milena was asked to join the board.

As a Director, Milena not only brought an insight into the lived experience of a person with a disability, but she also brought a wealth of knowledge around Corporate Governance.

As she led the Board through the process of becoming a Company Limited by Guarantee, she also recruited new directors.

She ensured there was the right mix of expertise and skill that would serve the company then and into the future.

It was Milena who led the interview team that appointed me as CEO. The relationship that develops between a Chair and CEO is quite special – especially if it works!

Both roles carry enormous responsibility and accountability, so it is important that they work together and support one another.

I am honored to say that this was the case between Milena and I. Together we worked through difficult decisions as the organisation experienced the historical and unprecedented changes initiated through the introduction of the NDIS. As a newly appointed CEO I often looked to Milena for guidance and mentorship, and she never failed me.

Lifebridge was not the only Board that Milena sat on. She was Chairperson of another company based in Sydney and a key member of the Tweed Shire Access Committee.

In between committee meetings she also found the time to write and self-publish her memoir “Sipping Champagne Through a Straw”. The title says it all. Milena achieved more in her short lifetime than many of us dream of doing.

Milena's husband Rob is a quiet achiever but integral to her success.

He would work alongside Milena giving her the physical support that she needed to enable her work to continue.

Rob became as much a part of the Lifebridge family as Milena. And of course, many of us came to know and love her beautiful dogs who were always by her side for companionship as well as official duties.

The best way I know to honor someone like Milena is to ensure that her legacy lives on.

Everyday when we turn up to work with an attitude that says "I can" and with the positive intention of supporting someone to achieve their goals and aspirations, we are supporting her vision of creating a truly inclusive world.

Bronwyn Mitchell  
CEO



**LIFEBRIDGE AUSTRALIA LTD**  
**ABN 35 023 657 150**  
**Financial report for the year ended 30 June 2021**

**DIRECTORS' REPORT**

Your directors present this report on the company for the financial year ended 30 June 2021.

**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 22/4/2015-12/3/2021)	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:

- Understand, respond to and manage the implications of COVID-19.
- 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 that allows us to support our customers.
- Review Lifebridge'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 and continues to implement the following strategies:

- Ongoing organisational and business model design and restructure in response to external demands.
- 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.
- Continue to move toward an integrated business structure that reduces duplication and corporate overheads.
- Increase community awareness of Lifebridge services in order to build our reputation.



## DIRECTORS' REPORT

### 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 approved targets.
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. Financial performance delivered in accordance with approved budget.
4. Recruit and support skilled staff and volunteers.
5. Strengthen the Lifebridge culture through the development and implementation of the Lifebridge Australia Ltd Advantage.

### 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 2021, the total amount that members of the company are liable to contribute if the company is wound up is \$70.00.

### Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2021 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: Garry Smith

Dated this 4th day of November 2021

**LIFEBRIDGE AUSTRALIA LTD**  
**ABN 35 023 657 150**


**AUDITOR'S INDEPENDENCE DECLARATION UNDER ACNC ACT S60-40 TO THE DIRECTORS  
OF LIFEBRIDGE AUSTRALIA LTD**

In accordance with Subdivision 60-C of the Australian charities and Not-for-profits Commission Act 2012, I am pleased to provide the following declaration of independence to the directors of Lifebridge Australia Ltd.

As the lead audit partner for the audit of the financial statements of Lifebridge Australia Ltd for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021 there have been no contraventions of:

- i. the auditor independence requirements of the Australia Charities and Not for Profits Commission Act 2012 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: 27/10/2021

Address: 107 Murwillumbah Street  
MURWILLUMBAH  
NSW 2484

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