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*Annual Report 2018/19*

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We support our community

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## *MISSION, VISION AND SUSTAINABILITY*

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To bridge the gap and build communities by empowering disadvantaged and disenfranchised individuals to build their self sufficiency through social inclusion, practical training and enhanced employment opportunities.

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## *EMPOWERING PEOPLE - BUILDING COMMUNITIES*

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### **Sustainability**

For over 30 years Bridging the Gap (BTG) has been firmly embedded in our local communities providing a diverse range of Federal and State funded programs to deliver employment, career development and training services through its partnerships with local community based organisations across the Perth to Peel region.

With offices in Kwinana and Mandurah and training and mentoring facilities throughout Perth South, BTG aims to develop and grow people and communities by providing caring and innovative lifelong learning and development opportunities and employment services.

To ensure our sustainability for the next 30 years and beyond, Bridging The Gap is seeking to diversify their income streams and exploring social enterprise opportunities.

Annually, thousands of people access our diverse range of employment and community services and we have a track record of consistently achieving outcomes for our clients.

We are committed to equal opportunities, both for our own employees and those we assist into work.

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## CHAIRMAN'S REPORT

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Bridging the Gap Inc. (BTG) is a non-profit organisation with a 35 plus year history of providing valued and successful services to people from disadvantaged backgrounds. Our Mission, 'To bridge the gap and build communities by empowering disadvantaged and disenfranchised individuals to build their self sufficiency through social inclusion, practical training and enhanced employment opportunities' is the guiding force that has shaped, and continues to shape, the strategies that enable us to impact the communities we have served for the past 35 years.

BTG has a proud history of actively supporting the communities it serves through employment services and it is with great pride that we are still proudly supporting this goal through our current programs.

Since late 2016 we have moved much more towards preparing, training and empowering people with the skill sets and most importantly, the confidence to take on the challenge of employment through the various projects we deliver. It is increasingly clear that it is these skills that are critical to ensuring that when someone does find a job, that they will remain in that role for much longer.

Like many other organisations in the employment service sector nationally, the impacts of the tough economic times and changing government policies that started in 2015 have continued to have ramifications through to the start of 2018. The loss of the Job active contract hit BTG hard resulting in redundancies and reduction in staff of 70%; this affected the 2017/18 financials which showed a small year on year deficit. This also affected the business morale much more than was first realised.

### **Time for Change**

In late FY 2018 the business experienced some internal disruption which resulted in the loss of our CEO and the appointment of Tracey Davenport, our long serving accountant at the time, into the Acting CEO role. This disruption gave the board a clear indication that change was needed and in August 2018 the board elected me as the new Chair and as a board, we immediately set about initiating a root and branch review of the business in order to secure our future sustainability.

A specialist change management consultant, was engaged to provide a comprehensive review of the business culture, financial structure, strategic leadership, program management, HR resources, infrastructure, business structure, personnel, processes and systems. The consultant was tasked to provide recommendations on how to change the culture, modernise, revitalise and bring the business back to profitability to prepare the business for the next 35 years of life. The review was completed and presented to the board in December 2018.

As a result of the review, some 11 major and 56 minor recommendations were tabled. In early January the board accepted all 56 recommendations and immediately formed two implementation working groups to begin the process of change and implementation of the recommendations. It was then an intensive period of four months of regular implementation meetings involving all board members and

the CEO and Senior staff, along with workshops, staff training in new policies procedures and systems began.

One of first decisions the board made was to confirm Tracey Davenport in the Role of CEO, enlisting her support to implement the remaining 55 recommendations to restructure, realign, refocus and streamline, the business.

One of the other major recommendations of the review was to restructure and modernise the remuneration structures of all staff including management. This was a particularly difficult and delicate process but was achieved with the support from management and staff with the business jettisoning outdated remuneration models becoming more modern in its structure and with all staff either experiencing no change or being better off in a structure that better rewards performance excellence.

Closely correlated with the issue of remuneration was the HR function within the business which, as a small business, was not a full time role. This led to the search for efficiencies and best practice in this area and subsequently the introduction of new HR, Training and Induction processes which are backed up by a new, cutting edge HR system called ItelliHR, which is an end to end, AI driven, software based performance management and supervision system that incorporates automated employee feedback, coaching and mentoring to ensure that best practice processes are in place followed and tracked to support our culture of service excellence.

This system will provide the board and management with the ability to generate immediate business wide HR analytics and support management to make strategic HR decisions as well as manage the HR process including reviews, KPIs, Job Descriptions, Key competencies, roles and responsibilities and allow for comprehensive training and induction procedures, and management of training plans. We believe this to be a game changer for organisations in the not for profit space and welcome the efficiencies it will bring.

Another risk that was identified is the high dependence on federal and state government tenders. To address this risk, with guidance and encouragement from the board, our CEO has instigated a program of growth and diversification which will hopefully result in the creation of our first social enterprise, which, if successful in December of 2019, will effectively be funded by external revenue.

This successful diversification away from pure employment services has resulted in constant and manageable growth of the business. Commencement of programs such as Parents Next (commenced in July 2018) Employability Services Training Program (EST, extended in April 2019 until June 2022) and the addition of the Regional Employment trails and Moorditj Mia Mia program forms a solid platform for the next financial year on which to build in the medium term. Our continuing programs include Employability Skills Training (EST), Career Readiness for Young Parents, Jobs and Skills Centre, industry specific nationally recognised training via our RTO, providing programs for people with a disability, Indigenous Employment Programs, Career Support, and Youth Engagement in Skills and Employment.

Another milestone was achieved this year by Penny our RTO manager who successfully achieved reaccreditation for our Registered Training Organisation's Status which enables us to accredited training throughout the year. We are now reaccredited for another 7 years.

## **Reaping the rewards**

With this new focus, new leadership both at board and executive Level, and with our operations realigned with our vision and mission, we are delighted to say that the business generated a surplus in 2018/19 of \$490,000, and our head count has grown from 25 to 35 staff and improved our equity position to \$1.13 million. A pleasing result.

There is a clear feeling that BTG has turned the corner and has been revitalised and “renovated” from the inside out, with, new leadership, stronger, modern systems, policies and procedures, improved IT infrastructure the removal of old outdated ideas and structures having combined to deliver a better commercially focused culture, and stronger morale that is making the business more efficient, cost effective and able to achieve our mission sustainably. Yet there is still much to do.

We are, however, already seeing the impact of the above changes having been successful in gaining further business with the forecast surplus for the 2020 financial year looking like approx. \$240,000, with further contracts and tenders in the pipeline.

## **Our People**

Our employees’ contribution to this result cannot be overlooked and is reflected in the quality of service and performance results that were equal to, and in many cases surpassed, other employment services providers. The Board takes comfort in knowing that we now have a united and highly motivated team that do exemplary work and are the heart and soul of Bridging the Gap.

My deepest gratitude must go to our Chief Executive Officer, Tracey Davenport and her Executive Team Lauren Weyell and Penny Crittall, and of course Janet, Jebba and the whole executive team whose loyalty, enthusiasm and positivity have shone brightly throughout a demanding year. I thank them for their tireless dedication to their programs, their clients, their teams and the business.

My deepest gratitude must also go to my fellow Directors for their continued support, commitment and hard work they contribute each month, but particularly through the review implementation process. During this period there were a few changes to the board with Sarah Thompson stepping down. And Wayne Milnes Stepping down from the Chairman’s role in 2018. On behalf of the board, I formally acknowledge the contribution these Directors have made to Bridging the Gap.

## **BTG looks to the future;**

As Federal and State Government funding becomes more difficult to obtain BTG will continue to innovate, adapt and overcome any hurdles, and will continue to thrive by diversifying its skill set and ability to deliver real impactful outcomes.

We continue to look for opportunity in any area that can support our core mission and we pride ourselves on our responsiveness to change, ability to innovate, identify and grasp different opportunities and deliver an array of different, yet similar services that enable us to deliver on our vision.

BTG, its board, executive team and staff remain committed to its mission and will continue to look for further diversification by way of new programs and initiatives. As a not-for-profit we must continually look to find the most efficient and cost-effective ways of servicing our clients and their

communities while meeting the social needs within available program funding in order to make a difference to the people in our community providing them with a hand up not a hand out.

*Les Hayward Chairman*



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## **CHIEF EXECUTIVE OFFICER'S REPORT**

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Bridging The Gap continues to focus on pre-employment training and mentoring, responding to growth opportunities that align with our mission.

The year has once again provided us with some challenges and opportunities, and has seen us evolve with changing programs and adaptations to our community needs.

We saw the completion of the Empower families' program, which was developed to assist families in the Kwinana area by engaging them with effective services, positive networks and educational opportunities. Towards the end of the contract Bridging The Gap trialed a 'school bus' pick up service to enable disadvantaged families easier access to education, this resulted in increased attendance and engagement of the students involved, and allowed us to assist their families in other areas.

The Federally funded Parents Next program commenced on 2nd July 2018 and is delivered over 5 sites in Perth South, extending our geographical footprint. The programme helps parents to plan and prepare for employment by identifying their education and employment goals and facilitating their personal development.

Our success can be attributed to the quality of our staff and their passion, their commitment to our Mission and Vision, and their flexibility in individual program delivery, allowing our clients to access the services that fit, and that will help them move forward.

I feel confident that with our dedicated Board, strong Management team, and committed teams, that 2019/20 will see continued growth and further achievements. We have new programs in place for this year with our Indigenous building and construction pilot 'Moorditj Mia Mia', and Regional Employment Trial in the Peel Region, training and placing mature age workers into disability support roles.

I would like to thank the Board for their support provided to myself and the organisation throughout the year. We all appreciate their passion, time and effort they contribute.

*Tracey Davenport CEO*



# BRIDGING *the* GAP

## FUNDING AND PARTNERSHIPS

Bridging the Gap would like to thank and acknowledge the many organisations with whom we partner to deliver our programs and initiatives.



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## OUR PROGRAMMES

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### EMPLOYABILITY SKILLS TRAINING

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The Employability Skills Training program is the “Prepare” part of the Federal Government’s Youth Jobs Path (Prepare-Trial-Hire) initiative. The purpose of the training program is to help young people between the ages of 15 – 24 become more competitive in the labour market by ensuring they have the basic employability skills required by Australian businesses.

The EST course consists of two x three week blocks, whereby young people learn skills around the ten core skills for work, self esteem and confidence, motivation and goal setting, career path planning, job search skills and industry visits. At the end of the course, BTG’s goal is to assist participants to move into internships which have a 72% success rate of resulting in a job at the end of the trial period. BTG has been effective in achieving this and is currently achieving above the WA average in this area.

Since starting the EST program in April 2017, BTG has helped 2486 young people with their career goals, soft skills and job search activities. We are the largest provider of EST services in the Perth South region.

#### Satisfaction and Service Quality

BTG is very committed to satisfaction, service quality and continuous improvement and as a result collects feedback from participants at the end of each three week block. Below is some quantitative and qualitative feedback from our EST participants:

- 89% agreed that the course sharpened their ability to plan & organise, make decisions, work in a digital world, identify & solve problems and create & innovate
- 84% agreed that their self esteem and motivation have increased
- 98% agreed that the trainer worked hard to make the course interesting and enjoyable
- 94% agreed that they now have a tailored resume that accurately reflects their skills & abilities
- 90% agreed that they are confident in their understanding of the local labour market
- “For me personally the best part was getting into a routine and having a reason to get up in the morning, and the course itself has improved my confidence and my understanding of my situation and where to go from here.”
- “The trainers were the best aspects as they were highly respectful and engaging”
- “I liked learning about self esteem and ways to improve it”

BTG continues to innovate and improve their EST courses and in particular ensures that the training is delivering results for participants in gaining internships and or employment.

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## *The Difference*

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Calan undertook BTG's Employability Skills Training course in Mandurah. On an Industry visit to K-Mart in Mandurah, Calan asked intelligent questions of the Store Manager and took notice of the system management details required for the retail industry. Calan subsequently submitted his resume and was invited to a group interview where he was successful in gaining a one on one interview which resulted in employment. A very excited Callan rang his EST trainer to thank her for giving him the opportunity to get work

and said he was much more confident now to look at many options in a career path.

Thearie wanted to work in body-art, tattooing or retail and she needed assistance building confidence and finding a suitable path towards her goals. She overcame anxiety and pushed herself to come in each day, despite her anxiety. She worked hard during the course and actively participated in all activities, although sometimes it was a great challenge to her. Thearie made a plan to start working in retail, earn money to buy the equipment she would need to learn and practice tattooing. Thearie went to a group interview with JB Hi Fi where she used the skills she learnt during the EST course and secured a second interview which resulted in a job. Thearie was very grateful to her EST Trainer for helping her achieve her goals.



Partnering with



Australian Government  
Department of Employment,  
Skills, Small and Family Business

## PARENTS**NEXT**

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ParentsNext is a national program that provides parents of young children with valuable pre-employment support to help them proactively plan and prepare for their future employment. Participants get assistance to identify their education and employment goals, develop a pathway to achieve these goals and connect with appropriate activities and services in their local community.

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### *The Difference*

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Jacinta attended her initial appointment at our Cannington office, she appeared to be drifting, had no direction and little to no self-worth. Very quickly it became apparent Jacinta was on the verge of being consumed by personal issues. We discussed how best we could assist Jacinta and it was agreed that we would refer her to our internal Allied Health practitioner, they worked in conjunction with Jacinta and together some tough decisions were made. Jacinta stated she was very appreciative to have someone guiding and supporting her.

Due to the success of the Allied Health appointments Jacinta attended workshops in Career Guidance, Self Esteem, Goal Setting, and Barriers to Employment. During the training it became apparent that Jacinta loves children, Jacinta and her Mentor researched skills and qualifications required to become an early childhood educator.

An opportunity was identified for fully funded training which would gain Jacinta a Certificate III in Early Childhood Education & Care. Naturally, Jacinta had some concerns and was apprehensive starting the course. It had been years since she had studied, she didn't do very well at school and had some brushes with the law. Jacinta was unsure and slightly uneasy about this new journey she was about to embark on, however, after much discussion Jacinta was empowered and she decided to give it a go.

There were a few hiccups at the beginning resulting in, on more than once occasion calling her ParentsNext Mentor to say she was about to walk away., however with guidance, reassurance and support, Jacinta persisted and is now progressing well with her studies, she is on her way to successfully completing the course. On completion of her work placement, Jacinta obtained casual employment which will lead onto permanent employment upon obtaining her certification at the end of the course.

Jacinta's life has made a complete 360, she is on a positive pathway to successfully becoming an amazing Early Childhood Educator and fulfilling her dream of working with children.

Bridging the Gap have offices in Armadale, Cannington, Fremantle, Cockburn and Kwinana.

Partnering with



Australian Government  
Department of Employment,  
Skills, Small and Family Business

**JOBS AND**

**SKILLS CENTRE**

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Jobs and Skills Centres are a one-stop-shop for anyone looking to improve their skills and job prospects – this includes students, jobseekers and career changers.

Our Peel Jobs and Skills Centre offers a range of services, support, information and assistance. They can help if you're looking for:

- information and guidance on your career choices;
- information about training and courses;
- help to choose the right training course or qualification to suit your personal, work or career goals;
- information about different industry areas and occupations;
- help with job searching and job matching;
- skills and qualification recognition information;
- apprenticeship and traineeship assistance; and
- culturally sensitive employment and career services for Aboriginal people.

Our outreach careers van supports the Peel community in Serpentine/Jarrahdale, Pinjarra, Boddington and Waroona.



Jobs and Skills Centres provide advice and assistance to support employers and business owners. They can help, if you're looking for:

- recruitment assistance, including for apprentices and trainees;
  - information on training solutions and services that can be customised to meet enterprise-specific needs;
  - advertising employment opportunities on our jobs board or our Aboriginal-specific jobs board;
  - advice and resources to support your workforce planning; and
- Resources and advice on Aboriginal recruitment and retention strategies.

*Grace\** is a mature aged job seeker having worked the last 10 years within McDonalds, she is now seeking new opportunities. *Grace\** felt that her age was a huge barrier in her taking that next step into a new career direction, and didn't have a picture of how she saw her future.

The process of career exploration with *Grace\** identified her transferrable work and personal skills. Working through The Career Builder program and career guidance resources allowed *Grace\** to think about different industries and occupations aligning her own skills, likes and dislikes within the work place. The results identified that she had a caring nature and directed her to explore the healthcare industry further, the Career Practitioner discussed with Grace current skill shortage positions like Support Worker, Aged Care and Allied Health Assistant positions.

*Grace\** was supported with an action plan including handouts listing all the care facilities including hospitals within the Peel area, she was also provided with training course information and funding available.

We had a look over her resume and made some updates, provided Grace with some job search resources and explained Centrelink processes.

*Grace\** attended the office again 4 weeks later after completing her action plan, her confidence and spirit was much improved. Grace now felt empowered after accessing the Jobs and Skills Centre and that had the tools to make some big decisions about her future. She handed in her resignation with McDonalds with two weeks' notice and enrolled into Certificate III Individual Support (Aged Care).

*Grace\** obtained a work placement at her local care facility with a view for employment if all goes well.



## ACCREDITED TRAINING

### Certificate III in Conservation and Land Management

Bridging the Gap is running a Certificate III in Conservation and Land Management in Mandurah. Participants are very engaged in the learning activities and were able to put their skills into practice on a visit to Optus Stadium/WACA-Sports field in relation to their Landscape Maintenance and Turf unit; as well as working on the Harvey River Restoration project which has assisted with skills in Maintaining Natural areas.







Partnering with



Government of **Western Australia**  
Department of **Training**  
and **Workforce Development**

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## CAREER READINESS FOR YOUNG PARENTS

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The Career Readiness for Young Parents program is funded by the Department of Social Services as part of their Trial, Test and Learn (TTL) initiative. The target group for this program is young parents aged 25 and under who started receiving Parenting Payment at age 19 or under and living in Rockingham or Mandurah. Program activities focus on improving young parents' job readiness through a high-touch case management approach to assisting young parents to overcome their non vocational and vocational barriers to employment.

Non vocational barriers can include drug and alcohol addiction, inadequate housing or homelessness, domestic violence, assisting with financial planning and debt management, involvement with the law/justice system, physical and mental health issues, parenting skills, relationship skills, to name just a few.

Vocational goals can include career planning, referral to services to assist with literacy, language and numeracy skills, further training, employability and job search skills, as well as assistance with finding work experience and or employment when ready. As at 30 June 2019, the program was at capacity having assisted 64 young mothers.



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## *The Difference*

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Jordan is a young Aboriginal mother with three children and a supportive partner. When Jordan joined the Career Readiness program she had no career direction and needed help. The Career Readiness Facilitator worked with Jordan to find a career path that was the best fit for her skills, values and future direction. With assistance from the Career Readiness program, Jordan commenced full time study and completed her Certificate IV in ATSI Primary Health Care Practice. She undertook work placement at Babbingur Mia who had previously referred her to our program. Once Jordan completed her certificate, Babbingur Mia offered Jordan casual employment. Jordan is so grateful for the assistance and support from the Career Readiness Program. The program has given Jordan the opportunity to find a career path, break down the barriers to employment and commence full time study, and Jordan is well on her way to becoming an Aboriginal Health Care Worker.

Partnering with



Australian Government  
Department of Social Services

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## WORK FOR THE DOLE

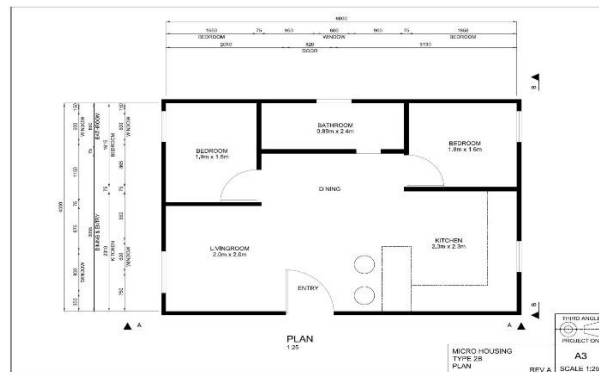
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This year we delivered an innovative 26 week, Work for the Dole Activity with up to 25 long term unemployed participants. Project Participants worked in a real work environment, planning and designing the layout, preparing the site works and construction of a micro home.



Our qualified trades supervisors guided participants to develop a vast range of skills, all whilst gaining satisfaction from seeing results from their efforts. Hands-on delivery of vocational design and building skills in an experiential and safe learning environment, which was flexible and focused on developing abilities in areas of job demand.

The activity provided a stimulating and exciting route to employment. We replicated a conventional job environment, provided job modelling by engagement in full time activities and set high standards and clear work related and behavioural expectations. We incorporated challenging, but achievable tasks and a conducive work environment for the participants to develop their competence and abilities.



## *The Difference*

Participants developed building and construction skills and participated in the following training:

- Work health and safety Induction
- On-going OH&S training
- Planning and design
- Workplace communication and problem solving skills
- Basic understanding of the Principles of Design and how to read a Building Plan
- Basic understanding of the Principles & Knowledge of Power tools and Hand tools
- Basic understanding of the Principles & Knowledge of steel construction
- Basic Understanding of the Principles & Knowledge of Building and Construction.

At the end of the project

- 4 participants gained employment within the building and construction industry.
- 2 participants gained employment as manual labourers within other industries.

- 3 participants went on to pursue further accredited education and training.
- 100% of participants engaged in activity stated they had raised their skill levels in regards to future employment prospects.
- 100% of participants engaged in this activity reported a higher level of self-worth and resilience due to participation.
- 100% of participants reported increased social wellbeing from participating in this activity

***Following the success of this project, we are actively looking to expand our Micro Homes activity, funding is being sought to develop the concept and continue construction with partnerships with other youth and homelessness organisations in our community.***

Funding and referrals for this program were directly received from the local JobActive providers.

Partnering with



## EMPOWER FAMILIES

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The Empower Families programme aims to engage disadvantaged families in Kwinana with effective services, positive networks/ relationships, and educational opportunities that instil an increased capacity to break the cycles of family dysfunction.

The past twelve months have seen Empower Families increase and develop its catchment sources and diversify its referral options for clients. New families have accessed relevant services in the Kwinana community through the work of Empower Families and have subsequently experienced improvement in family function.

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### *The Difference*

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For this single parent family the assistance of our Empower Families programme is significant. A single Dad with 2 boys aged 5yrs and 4yrs, the 5yr old experiences developmental issues. The family had lost access to their vehicle and therefore the 5yr old had not been attending his specialised school in another suburb for most of his first term. Lack of attendance at school meant DCP became involved, which overwhelmed Dad and he became withdrawn and shut down, not answering any phone calls and in particular calls from DCP, or the school. The school Chaplin called Empower Families with contact details for Dad.

Empower Families reached out to the family and offered to provide free transportation to and from school for 3 days per week for all of second term. Dad was very appreciative and eager to accept the

offer. School staff were supportive from the onset, arrangements were also made for the school to supply work for the 2 days of the week that transport was not provided. Empowering Families became the liaison between the family, the school and DCP.

This arrangement allowed the Empower Families program an opportunity to build a supportive relationship with the family, which in turn built a circle of trust and respect. The resulting relationship afforded staff an opportunity to assist the family in other problematic areas such as providing food hampers, care packages and clothing for the boys, including much needed winter school uniforms.

Partnering with  and the Communities for Children (CfC) initiative in Kwinana

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## ***NEW PROGRAMS FOR 2019/2020***

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### **MOORDITJ MIA-MIA**



The pilot project Moorditj Mia Mia, meaning ‘Solid Hut’ is due to commence in October 2019.

The pilot, funded by the National Disability Insurance Agency, will deliver basic construction skills, employability skills, LLN skills and sustainable employment for 36 Aboriginal and Torres Strait Islanders with disabilities over a 12 month period.

Participants will build 36 cubby houses over the 12 month period in an outdoor hands on learning environment. The project will cater for varying skills levels in basic woodworking and construction where LLN will naturally form a part of the training.

Soft skills, employability skills and job search skill will be embedded into the project so that the overall objective of sustainable employment or business enterprise will be achieved.

Participants will have improved psychological and overall well being, confidence, a purpose, tools for daily living and coping and vocational skills with practical outcomes of sustainable employment or a business enterprise.

An integral part of the project start up will be linking with construction companies contracted by the Department of Housing to discuss their diversity and inclusion goals (which would form part of their contractual commitments to the Department) and assisting them to fulfil these obligations via this project.



## REGIONAL EMPLOYMENT TRIALS

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BTG's project and grant submission as part of the Regional Employment Trials in the Peel region was approved by Aus Industries. The project is based on training and placing 12 mature age unemployed jobseekers into employment as Disability Support Workers. This industry sector currently employs 13% of the working population in WA and is projected to grow by 27% in the next four years indicating an increasing demand for suitable workers. The project will run for 12

weeks, resulting in work experience and employment in the industry for the 12 participants.





## FINANCIALS

### Letter from the Auditor

#### AUSTRALIAN AUDIT

DIRECTORS:

ROBERT CAMPBELL CA, CPA, RCA, MSW

VIRAL PATEL CA, CPA, FCCA (UK), RCA

ALASTAIR ABBOTT CA, RCA, M.FORENSIC ACCOUNTING

#### Bridging the Gap Inc.

ABN: 55 506 171 211

#### Abridged audit report

For the Year Ended 30 June 2019

#### Scope

I have audited the abridged financial report of Bridging the Gap Inc. for the year ended 30 June 2019 as set out on the following page in accordance with Australian Auditing Standards.

#### Audit Opinion

In my opinion, the information reported in the abridged financial report of Bridging the Gap Inc is consistent with the annual general purpose financial report from which it is derived and upon which we expressed an unqualified audit opinion in our report to the members. For a better understanding of the entity's financial position and performance, as represented by the results of its operations and its cash flows for the year, and the scope of our audit, this report should be read in conjunction with the annual general purpose financial report and our audit report.



**Alastair Gordon Abbott, CA**

Registered Company Auditor number 486826

**Director**

**Australian Audit**

Perth, Western Australia

Dated: 23 October 2019

## Bridging the Gap Inc.

ABN: 55 506 171 211

### Abridged financial report for the year ended 30 June 2019

	2019 \$	2018 \$		2019 \$	2018 \$
<b>STATEMENT OF FINANCIAL POSITION</b>			<b>STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME</b>		
<b>AS AT 30 JUNE 2019</b>			<b>FOR THE YEAR ENDED 30 JUNE 2019</b>		
<b>CURRENT ASSETS</b>			Contract and grant income	3,082,718	2,095,353
Cash and cash equivalents	1,320,164	583,211	Interest income	10,508	10,589
Receivables	86,840	159,413	Other income	16,968	17,552
Prepayments	19,742	48,491	Employment expenses	(1,865,196)	(1,737,662)
<b>TOTAL CURRENT ASSETS</b>	<b>1,426,746</b>	<b>791,116</b>	Client expenses	(167,402)	(191,591)
<b>NON-CURRENT ASSETS</b>			Advertising and promotion expenses	(6,208)	(4,396)
Property, plant and equipment	44,170	178,394	Rental expenses	(237,893)	(138,826)
<b>TOTAL NON-CURRENT ASSETS</b>	<b>44,170</b>	<b>178,394</b>	Depreciation and amortisation expenses	(42,477)	(81,412)
<b>TOTAL ASSETS</b>	<b>1,470,916</b>	<b>969,510</b>	Bank charges and fees	(823)	(765)
<b>LIABILITIES</b>			Other expenses	(299,887)	(204,060)
<b>CURRENT LIABILITIES</b>			<b>Surplus/(deficit) from continuing operations</b>	<b>490,309</b>	<b>(235,217)</b>
Payables	238,860	155,606	Net non-operating income	-	(945)
Provisions	72,107	85,249	<b>Net surplus for the year</b>	<b>490,309</b>	<b>(236,162)</b>
Unexpended grant	15,000	39,637	Other comprehensive income	-	-
Borrowings	-	32,727	<b>Total comprehensive income for the year</b>	<b>490,309</b>	<b>(236,162)</b>
<b>TOTAL CURRENT LIABILITIES</b>	<b>325,968</b>	<b>313,219</b>			
<b>NON-CURRENT LIABILITIES</b>			<b>STATEMENT OF CASH FLOWS</b>		
Non-current provisions	11,081	12,732	<b>FOR THE YEAR ENDED 30 JUNE 2019</b>		
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>11,081</b>	<b>12,732</b>	<b>Cash flows from Operating Activities</b>		
<b>TOTAL LIABILITIES</b>	<b>337,049</b>	<b>325,951</b>	Receipts from operations	3,075,049	2,343,184
<b>NET ASSETS</b>	<b>1,133,867</b>	<b>643,559</b>	Payments to suppliers and employees	(2,406,635)	(2,487,753)
<b>EQUITY</b>			Interest received	10,508	10,589
Reserves	5,782	5,782	<b>Net cash generated by (used in) operating activities</b>	<b>678,922</b>	<b>(133,979)</b>
Retained surplus	1,128,086	637,777	<b>Cash flows from Investing Activities</b>		
<b>TOTAL EQUITY</b>	<b>1,133,867</b>	<b>643,559</b>	Purchases of property, plant and equipment	(9,522)	(41,549)
			Proceeds from sale of property, plant and equipment	68,542	23,914
			<b>Net cash generated by (used in) investing activities</b>	<b>59,020</b>	<b>(17,635)</b>
			<b>Cash flows from Financing Activities</b>		
<b>STATEMENT OF CHANGES IN EQUITY</b>			Payments for finance lease	(989)	(9,646)
Beginning Retained Earnings	643,559	879,721	<b>Net Cash generated by (used in) financing activities</b>	<b>(989)</b>	<b>(9,646)</b>
Profit/(Loss) for the year	490,309	(236,162)	Net increase/(decrease) in cash	736,953	(161,260)
Transfers to/(from) reserves	-	-	Cash at the beginning of the reporting period	583,211	744,471
Closing Retained Earnings	<b>1,133,867</b>	<b>643,559</b>	<b>Cash at the end of the reporting period</b>	<b>1,320,164</b>	<b>583,211</b>

#### Notes

This Abridged Financial Report has been derived from the audited general purpose financial report that is prepared in accordance with note 1 to that report.



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## OUR BOARD AND MANAGEMENT

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**LES HAYWARD**

**CHAIR**

Les joined the board in 2013 and is the current Chair. A Qualified Financial Adviser with over 20 years corporate, financial, and wealth management experience, Les commenced his corporate career in 1993 after serving in the Australian Army. Les's experience includes senior executive and contract management roles in both private & government sectors including, Department of Defence, Defence Signals Directorate, Foreign Government Diplomatic services and Federal Aviation services as well as national roles in

strategy, business development, training & operations management.

In 2005, Les commenced working in the finance sector and in 2009 established Prosperity Wealth Management; a successful WA based Financial Planning Practice, and is a Corporate Authorised Representative of Elders Financial Planning Pty Ltd. As a Director & Principal Adviser of Prosperity Wealth Management, Les and his team work intimately with clients to identify & achieve their business & personal financial, risk management & retirement goals & aspirations. Les's dedication and commitment to best practice advice, customer service & business leadership was recognised in 2013, & again in 2017, when his practice was awarded the prestigious Elders Financial Planning, "Practice of the Year Award".

Les is a local boy who grew up in safety Bay before living in Canberra, Brisbane & Sydney, & now lives in Perth with his wife Leanne and two children. Les has strong community & business links in the Rockingham / Kwinana area having been a founding member of the Rockingham Chapter of Business Network International (BNI) having served as President & Vice President on several occasions.

Les holds a BA in Political Science, Graduate Diploma of Business Admin, Diploma of Finance (Financial Planning), Diploma of Finance (Mortgage Broking) and Diploma of Training & Assessment.

**DONNA GORDIN**

**VICE CHAIR**

Donna's career spans a variety of Industry's including Mining, Hospitality and now Real Estate, where she has owned and run a small business (Home 2 Home Realty) since 2005 where she trains and employs local people in the Rockingham region.

Donna has been actively involved in politics since 2008. Her passion for politics saw her endorsed as a Candidate in both the 2010 and 2013 Federal Elections. While unsuccessful in her in campaign to win, the local community benefited as a result. Additionally, Donna was able to assist BTG in securing a Green Army Project. She is connected to the local community through her fundraising for NFP groups, and an active member of BNI and is a Committee Member of Camp Kulin Charities Inc.





**MARGARET BANKS**

## **TREASURER**

Margaret Banks has extensive leadership experience in a wide range of settings. She has received a number of awards in recognition of her leadership in education and in the Public Service. She is a Fellow of both The Australian College of Educators and the Australian Council of Educational Leaders.

Margaret has held positions of Deputy Director General of Schools in the Western Australian Department of Education and Training, Chief Executive of the Department of Employment, Education and Training in the Northern Territory and in the Senior Executive Service of the Australian Government, Canberra. She served as a University Senator for Murdoch and Charles Darwin Universities. She was the Local Employment Coordinator for the South West Perth Priority Employment Area, a role which included improving employment pathways in Kwinana, Rockingham and Mandurah. Currently she is a member of several committees and Boards. Margaret joined the Board of Bridging the Gap in October 2015.

**THOMAS ROBERTSON**

## **SECRETARY**

Thomas Robertson is a lawyer and financial planner. He runs his own law firm, Plain Legal, practicing in the areas of commercial law, property, wills, estates and trusts. He is a financial planner practicing in a small firm across all personal financial needs.

Before returning to Perth in 2015, he was Company Secretary and Head of Legal, Risk and Compliance with OneVue Holdings Limited and part of the management team at the time of its listing on the ASX. Previously he was Head of Compliance for IOOF Holdings Limited.

He filled a casual vacancy as a member of the Council of the University of Technology, Sydney for a term ending October 2012. The University Council is the peak decision making and governance body of the university. He was elected as a Councillor of North Sydney Council in May 2012 and served as the council's representative on the Joint Regional Planning Panel for Sydney East. Planning Panels operate across NSW to provide independent, merit-based decision making on regionally significant development.

Thomas is a lawyer admitted in the Supreme Court of New South Wales in February 2013. He holds a Juris Doctor from the University of Technology, Sydney; a Bachelor of Commerce (Honours) from the University of Western Australia; and Graduate Diplomas in Applied Finance & Investment and Financial Planning from the Securities Institute of Australia.

Thomas is a Fellow of the Financial Services Institute of Australasia (F Fin); Associate Practitioner Member of the Financial Planning Association (AFA) and member of the Law Society of Western Australia.





**WAYNE MILNES**

**DIRECTOR**

Wayne has a wealth of experience in the finance and commercial sectors, having spent 30 plus years with National Australia Bank, 15 of those in the position of Commercial Business Manager.

Wayne retired from the banking industry in 2009 to spend time with his lovely wife Suzanne, enjoying golf and basketball – a sport he has been dedicated to for 36 years. In 2012, Wayne re-joined the workforce on a part-

time basis as a Business Agent for Harcourt Real Estate in Kwinana and is also a West Australian Consultant for Melbourne Company Mortgagee Service.

**TRACEY DAVENPORT**

**CEO**

Tracey is a CPA qualified Accountant, with over 20 years experience in the Public, Charity and Not for Profit Sector.

Tracey moved from the UK in 2007 where she left her role as Finance Manager at the largest not for profit adult hospice in the UK. Following her passion for the industry she studied at London South Bank University and gained a Masters Degree in Charity Accounting and Financial Management. Tracey has been a part of Bridging The Gap for 8 years and CEO since December 2018. Outside of work Tracey embraces the Australian lifestyle and enjoys most outdoor pursuits.



**LAUREEN WEYELL**

**PROGRAMMES & WHS MANAGER**

Laureen's on-going commitment to Bridging the Gap encompasses 12 years of dedication, enthusiasm and initiative.

Laureen has a wealth of experience from a varied employment background, initially starting out as a PA to the Director of Employment & Training in the Northern Territory; next saw Laureen working in conjunction with MP, Bronwen Bishop providing a voice for service families via the NCGSF. Later Laureen owned and operated her own business in Waikiki for a period of seven years. Following this Laureen qualified and became a successful real estate agent "sales" working for LJ Hooker Rockingham.

During her time with BTG Laureen has successfully gained a Diploma in Employment Services, Cert IV Employment Services, she is a qualified Indigenous Mentor, trains regularly in WH&S and is a registered member of Work Safe. Laureen states since commencing with Bridging the Gap she has found her niche and is excited to be part of the of the new BTG community organisation moving forward.



*PENNY CRITTALL*

***MANAGER TRAINING AND SERVICE DEVELOPMENT***

Penny's passion for lifelong learning has equipped her with a portfolio of skills in the areas of Training, Marketing and Business Development across a diverse range of industries including employment, training, construction and adult education. Penny has a Master's degree in Business Administration, a Bachelor degree in Adult and Vocational Teaching and a Graduate Certificate in Business Research. Over the past eighteen years, Penny's focus has been developing and managing new programs, business development, marketing to key stakeholder groups, ensuring contractual compliance and leading and motivating teams to achieve quality program outcomes. These responsibilities are always undertaken with a total passion, dedication and enthusiasm for the task at hand with the clients benefiting from the end result.

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## ***FIND US***

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### **Bridging the Gap Inc.**

PO Box 221

KWINANA WA 6966

**Tel:** (08) 9419 2553

**Email:** [mailbox@bridgingthegap.org.au](mailto:mailbox@bridgingthegap.org.au)

**ABN:** 55 506 171 211

### **KWINANA OFFICE**

2 Robbos Way

Kwinana WA 6167

### **MANDURAH OFFICE**

56 Mandurah Terrace

Mandurah WA 6210

### **PARENTS NEXT OFFICE LOCATED AT**

Cockburn

Armadale

Fremantle

Kwinana

Cannington

### **EMPLOYABILITY SKILLS TRAINING**

Mandurah

Cannington

Kwinana

Rockingham

Fremantle

Armadale

Cockburn

Canning Vale

Victoria Park