

Blackall Range Care Group Limited

ABN 79 727 336 591

Annual Report - 30 June 2025

Blackall Range Care Group Limited
Directors' report
30 June 2025

The directors present their report, together with the financial statements, on Blackall Range Care Group Limited (the company), for the year ended 30 June 2025.

Directors

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Lenore Simpson
Alan Boyle, resigned 8 November 2024
Leigh Watkins
Dr Nita Lester
Kenneth Winsor
James Wilson-Smith
Greg Mannion
Hayley Holloway, appointed 15 May 2025

Principal activities

During the financial year the principal continuing activities of the company were the provision of aged care and community services.

Objectives

Vision:	People are supported, valued, and included in their community
Mission:	Partners enabling responsive home care and support
Purpose:	Make a difference to Living

Values

Community:	Create a sense of belonging
Dignity:	Act with kindness and respect
Relationships:	Connect in meaningful ways
Supportive:	Encourage informed choices

Strategic goals

(BERM-Aligned) – 3-Year Strategic Goals (2025–2028)

Dynamic Team

- Everyone loves working here
- Lots of actionable ideas are created
- Learning opportunities are being embraced

Genuine & Trusted Brand

- More people want to partner with us
- Our trust level is high in the market
- People who aren't clients are referring to us

Client Advocates

- More clients are referring us
- We're adding more new services
- Our clients are having a great experience

Financial Strength

- We're generating a positive return
- We have positive cashflow
- We're putting money back into the organisation

Fully Integrated Systems & Operations

- We only have to enter things in once
- People can do it themselves
- People love using our system

Comprehensive Ecosystems

- We can offer more services and support
- We have more providers in each area of support
- We have a balance between what we and others can do

Information on directors

Name:	Lenore Simpson (GAICD)
Title:	Chairperson
Qualifications:	Bachelor of Health Administration, Masters of Business Administration, Masters of Public Health, and a graduate of the Australian Institute of Company Directors.
Experience and expertise:	Lenore is an accomplished leader with extensive experience across public, private, and community sectors, specialising in health and welfare service delivery both nationally and internationally. Lenore combines technical expertise with strategic insight and has played pivotal roles in guiding, developing and postwar economies on health sector rationalisation, governance, and funding models. Lenore recently retired from the Queensland Government, where she was Manager of Strategy and Planning at the Sunshine Coast Hospital and Health Service. Lenore is also an active board member of Regional Development Australia (RDA) Moreton Bay and Sunshine Coast Inc. and serves on the Dental Board of Australia's Registration and Compliance Committee with AHPRA. Lenore champions strong governance, innovation, and effective policy implementation, consistently striving to deliver positive outcomes in the health and community sectors. Lenore joined the Board of Blackall Range Care Group Limited in July 2019 and was elected Chairperson in November 2020.
Special responsibilities:	Chairperson of Remuneration Committee. Member of all Board Committees as ex officio.
Name:	Greg Mannion (GAICD)
Title:	Deputy Chairperson (appointed November 2024) and Executive Director
Qualifications:	Bachelor of Business (Accounting), Graduate Diploma in Business Administration, Bachelor of Science (Psychology) with First Class Honours, Graduate Certificate in Psychology, FCPA, nationally accredited mediator, and a graduate of the Australian Institute of Company Directors.
Experience and expertise:	Greg moved to the Sunshine Coast from Tasmania in 2018. In Tasmania, he held a number of senior leadership roles in the electricity industry, before moving into the Aged Care Industry in 2012. He has a background in Finance, HR, psychology, mediation and conflict resolution, and leadership. Greg was CEO of RangeCare for 3 years prior to joining the Board of Directors. Greg joined the Board of Blackall Range Care Group Limited in October 2022.
Special responsibilities:	Company Secretary and member of Finance Audit and Risk Committee.

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Name:	Leigh Watkins (GAICD)
Title:	Director
Qualifications:	Graduate of the Australian Institute of Company Directors.
Experience and expertise:	Leigh is a talented leader, experienced and engaging communicator with considerable experience in developing innovative products and programs that deliver considerable value to customers, communities and businesses. A combined 20 year plus experience base as a Director and Chair across Community and Corporate sectors. Whilst Leigh is recognised as a business and community leader, many will also recognise him as an accomplished motorsport professional with a national title to his name. Early in his career Leigh found considerable success in his technical role with Telstra where he quickly grew as a leader, mentor and trainer and continuing to develop his passion for the end-to-end delivery of significant projects. Leigh has created two start up businesses, Simply Delicious a natural foods takeaway and the Blackburn & Lockwood Real Estate franchise. Leigh joined the Board of Blackall Range Care Group Limited in September 2017.
Special responsibilities:	Chairperson of Finance Audit and Risk Committee, member of the Remuneration Committee and ex officio member of the Fundraising sub-Committee.
Name:	Kenneth Winsor
Title:	Director
Qualifications:	N/A
Experience and expertise:	Ken held various management roles in the retail industry over a period of fifteen years. After a further five years with a Manufacturers agent he became involved in building and managing a large Indoor Cricket Centre in Brisbane becoming Executive Director of Indoor Cricket Qld Inc. a role he held for fifteen years. While involved with The Indoor Sports Industry he also held honorary positions as National President of the Australian Indoor Cricket Federation & Chairman of the Sports Federation of Queensland. He was awarded the Australian Sports Medal for service to sport in 2000. Ken joined the Board of Blackall Range Care Group Limited in August 2019.
Special responsibilities:	Member Corporate Governance Committee, Clinical Governance Committee, and Fundraising sub-Committee.
Name:	James Wilson-Smith (GAICD)
Title:	Director
Qualifications:	Master of Arts (Hon) in Economics and International Relations, Diploma of Law, post graduate Diploma in Legal Practice, and a graduate of the Australian Institute of Company Directors.
Experience and expertise:	James is a barrister and non-executive director with extensive legal experience. He commenced legal practice in England in 1996 before moving to the Sunshine Coast hinterland with his family in 2006. With over 25 year experience as a barrister, James has developed a reputation for his integrity, and clear strategic thinking. He has led complex legal matters across succession, estate, commercial, and property law, representing corporations, government bodies, community groups, and individuals. James joined the Board of Blackall Range Care Group Limited in December 2022.
Special responsibilities:	Chairperson of Corporate Governance Committee, member of the Remuneration Committee and the Finance Audit and Risk Committee.

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Name: Hayley Holloway (GAICD)
 Title: Director
 Qualifications: Degree in Science (Resource and Environmental Management) and is a graduate of the Australian Institute of Company Directors.
 Experience and expertise: Hayley has over 25 years' experience in political strategy, public policy development and government operational management. A born-and-bred Canberran, Hayley moved to the Sunshine Coast in 2015 working as an advisor for the region's State and Federal MP's, including as former Chief of Staff and current Senior Electorate Officer for the Federal Member for Fairfax, Ted O'Brien MP. Hayley works closely with individuals, businesses and community groups helping to navigate government systems and processes, and is a strong advocate for robust public policy. Hayley lives in Eumundi with her rural fire fighter husband and two teenage sons, and is an Australian representative figure skater. Hayley joined the Board of Blackall Range Care Group Limited in April 2025.
 Special responsibilities: Member of the Fundraising sub-Committee.

Name: Alan Boyle
 Title: Director (resigned November 2024)
 Qualifications: Retired FCPA, Fellow of Chartered Institute of Secretaries (Life Member), Fellow of Governance Institute of Australia, Advanced Management Programs Graduate.
 Experience and expertise: Alan moved to the Sunshine Coast hinterland in 2004. He has a corporate background as Chief Financial Officer and Chief Information Officer for a large public company. A life member of the Chartered Institute of Secretaries and the Governance Institute of Australia and retired Fellow of the Certified Practising Accountants, he has also been involved in Not-for-Profit organisations including Royal NSW Institute for Deaf and Blind Children, North Sydney Community Hospital, and Lincoln Centre for Bone and Joint Diseases. He has served in various positions with the Probus Club of North Blackall Range Inc, including President and Treasurer. Alan joined the Board of Blackall Range Care Group Limited in July 2019.
 Special responsibilities: Member of Clinical Governance Committee and Finance Audit and Risk Committee.

Name: Dr Nita Lester (GAICD)
 Title: Director
 Qualifications: PHD in Science and a PHD in education, and is a graduate of the Australian Institute of Company Directors.
 Experience and expertise: Nita is a strategic leader with over 35 years of experience in both the educational and science fields. Nita was at the forefront of an award-winning innovative science programme providing outcomes in the leadership area of rare and threatened flora and flora while improving quality of learning for the future generations. For the past twelve years, Nita has been a leader in the botanical art industry. Recently, Nita has assisted a number of families and small communities with health directives and future outcomes. Nita is passionate about community and wellbeing, and believes in transforming ideas into successful innovations to foster sustainable growth, hence her reason for her active involvement with Range Care. Nita joined the Board of Blackall Range Care Group Limited in November 2018.
 Special responsibilities: Chairperson of the Fundraising sub-Committee, member of Corporate Governance Committee and Clinical Governance Committee.

Company secretary

Greg Mannion (Executive Director) has held the role of Company Secretary since October 2022.

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Meetings of directors

The number of meetings of the company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2025, and the number of meetings attended by each director were:

	Full Board		Finance & Asset Committee		Corporate Governance Committee	
	Attended	Held	Attended	Held	Attended	Held
Lenore Simpson	11	11	11	11	3	4
Alan Boyle	4	5	4	4	-	-
Leigh Watkins	11	11	11	11	-	-
James Wilson-Smith	9	11	5	6	4	4
Kenneth Winsor	11	11	-	-	3	4
Dr Nita Lester	9	11	-	-	3	3
Greg Mannion	10	11	11	11	1	1
Hayley Holloway	2	2	-	-	-	-

	Clinical Governance Committee		Fundraising Sub-committee	Fundraising Sub-committee	Remuneration Committee	
	Attended	Held	Attended	Held	Attended	Held
Lenore Simpson	4	4	2	2	3	3
Alan Boyle	1	1	-	-	1	1
Leigh Watkins	-	-	1	2	2	2
James Wilson-Smith	-	-	2	2	2	2
Kenneth Winsor	3	4	2	2	-	-
Dr Nita Lester	2	2	3	4	1	1

Held: represents the number of meetings held during the time the director held office or was a member of the relevant committee.

Contributions on winding up

In the event of the company being wound up, members are required to contribute a maximum of \$10 each.

The total amount that members of the company are liable to contribute if the company is wound up is \$210, based on 21 current members.

Auditor's independence declaration

A copy of the auditor's independence declaration, as required under section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, is set out immediately after this directors' report.

This report is made in accordance with a resolution of directors.

On behalf of the directors



Lenore Simpson
Chairperson

2 October 2025



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DECLARATION OF INDEPENDENCE TO THE RESPONSIBLE ENTITIES OF BLACKALL RANGE CARE GROUP LIMITED

I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit of Blackall Range Care Group Limited for the year ended 30 June 2025.

A handwritten signature in black ink, appearing to read 'Allen Tongol', is written over a horizontal line.

Allen Tongol

Director

BDO Audit Pty Ltd

Maroochydore, 2 October 2025

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General information

The financial statements cover Blackall Range Care Group Limited as an individual entity. The financial statements are presented in Australian dollars, which is Blackall Range Care Group Limited's functional and presentation currency.

Blackall Range Care Group Limited is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Registered office

360-362 Flaxton Drive
Flaxton QLD 4560

Principal place of business

360-362 Flaxton Drive
Flaxton QLD 4560

A description of the nature of the company's operations and its principal activities are included in the directors' report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of directors, on 2 October 2025. The directors have the power to amend and reissue the financial statements.

Blackall Range Care Group Limited
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue	3	19,771,943	15,200,415
Other income	4	774,582	703,519
Interest revenue		4,380	77,916
Expenses			
Employee benefits expense	5	(16,299,412)	(13,029,878)
Depreciation and amortisation	6	(207,064)	(217,001)
Finance costs	7	(14,356)	(38,592)
Other expenses	8	(2,892,349)	(2,453,194)
Surplus for the year attributable to the members of Blackall Range Care Group Limited	22	1,137,724	243,185
Other comprehensive income for the year		-	-
Total comprehensive income for the year attributable to the members of Blackall Range Care Group Limited		<u>1,137,724</u>	<u>243,185</u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Blackall Range Care Group Limited
Statement of financial position
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	9	2,409,447	1,101,028
Trade and other receivables	10	1,900,117	1,890,853
Other assets	11	92,891	133,328
Total current assets		<u>4,402,455</u>	<u>3,125,209</u>
Non-current assets			
Property, plant and equipment	12	5,374,221	5,285,743
Right-of-use assets	13	37,627	3,888
Total non-current assets		<u>5,411,848</u>	<u>5,289,631</u>
Total assets		<u>9,814,303</u>	<u>8,414,840</u>
Liabilities			
Current liabilities			
Trade and other payables	14	970,527	737,217
Contract liabilities	15	155,663	129,277
Borrowings	16	116,453	45,235
Lease liabilities	17	13,195	4,343
Employee benefits	18	769,960	702,222
Total current liabilities		<u>2,025,798</u>	<u>1,618,294</u>
Non-current liabilities			
Borrowings	19	885,649	1,058,737
Lease liabilities	20	23,654	-
Employee benefits	21	41,383	37,714
Total non-current liabilities		<u>950,686</u>	<u>1,096,451</u>
Total liabilities		<u>2,976,484</u>	<u>2,714,745</u>
Net assets		<u>6,837,819</u>	<u>5,700,095</u>
Equity			
Retained surpluses	22	<u>6,837,819</u>	<u>5,700,095</u>
Total equity		<u>6,837,819</u>	<u>5,700,095</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Blackall Range Care Group Limited
Statement of changes in equity
For the year ended 30 June 2025

	Retained profits \$	Total equity \$
Balance at 1 July 2023	5,456,910	5,456,910
Surplus for the year	243,185	243,185
Other comprehensive income for the year	-	-
Total comprehensive income for the year	243,185	243,185
Balance at 30 June 2024	<u>5,700,095</u>	<u>5,700,095</u>
	Retained profits \$	Total equity \$
Balance at 1 July 2024	5,700,095	5,700,095
Surplus for the year	1,137,724	1,137,724
Other comprehensive income for the year	-	-
Total comprehensive income for the year	1,137,724	1,137,724
Balance at 30 June 2025	<u>6,837,819</u>	<u>6,837,819</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

Blackall Range Care Group Limited
Statement of cash flows
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from government and customers (inclusive of GST)		22,618,300	16,945,790
Payments to suppliers and employees (inclusive of GST)		<u>(20,901,260)</u>	<u>(16,742,827)</u>
		1,717,040	202,963
Interest received		4,380	77,916
Interest and other finance costs paid		<u>(14,356)</u>	<u>(38,592)</u>
Net cash from operating activities		<u>1,707,064</u>	<u>242,287</u>
Cash flows from investing activities			
Payments for property, plant and equipment	12	(286,951)	(2,110,322)
Proceeds from disposal of property, plant and equipment		<u>-</u>	<u>5,524</u>
Net cash used in investing activities		<u>(286,951)</u>	<u>(2,104,798)</u>
Cash flows from financing activities			
Proceeds from borrowings		-	1,114,765
Repayment of borrowings		(101,870)	(10,793)
Repayment of principal portion of lease liabilities		<u>(9,824)</u>	<u>(70,980)</u>
Net cash from/(used in) financing activities		<u>(111,694)</u>	<u>1,032,992</u>
Net increase/(decrease) in cash and cash equivalents		1,308,419	(829,519)
Cash and cash equivalents at the beginning of the financial year		<u>1,101,028</u>	<u>1,930,547</u>
Cash and cash equivalents at the end of the financial year	9	<u><u>2,409,447</u></u>	<u><u>1,101,028</u></u>

The above statement of cash flows should be read in conjunction with the accompanying notes

Note 1. Material accounting policy information

The accounting policies that are material to the company are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and associated regulations, as appropriate for not-for profit oriented entities.

Historical cost convention

The financial statements have been prepared under the historical cost convention.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Comparative information

Comparative figures have been adjusted where necessary to conform to current year presentation. Where comparative amounts have been reclassified, this has been done to improve the comparability with the current year's financial statements.

Revenue recognition

The company recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Sale of goods

Revenue from the sale of goods is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery.

Rendering of services

Revenue from a contract to provide services is recognised over time as the services are rendered based on either a fixed price or an hourly rate.

Note 1. Material accounting policy information (continued)

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Volunteer services

The company has elected to recognise volunteer services as revenue or other form of contribution received. As such, any related consumption or capitalisation of such resources received is also recognised.

Income tax

As the company is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

Property, plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Buildings	40 years
Leasehold improvements	10 years
Plant and equipment	5-10 years
Motor vehicles	7 years

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Note 1. Material accounting policy information (continued)

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Contract liabilities

Contract liabilities represent the company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the company has transferred the goods or services to the customer.

Borrowings

Loans and borrowings are initially recognised at the fair value of the consideration received, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Lease liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Note 1. Material accounting policy information (continued)

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Finance costs

Finance costs attributable to qualifying assets are capitalised as part of the asset. All other finance costs are expensed in the period in which they are incurred.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Estimation of useful lives of assets

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Note 2. Critical accounting judgements, estimates and assumptions (continued)

Impairment of non-financial assets other than goodwill and other indefinite life intangible assets

The company assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Impairment of property, plant and equipment

The company assesses impairment of property, plant and equipment at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the company's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Employee benefits provision

As discussed in note 1, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Note 3. Revenue

	2025	2024
	\$	\$
Home care packages	13,024,456	8,707,045
Program income	5,259,941	5,036,612
Other revenue	1,487,546	1,456,758
Revenue	<u>19,771,943</u>	<u>15,200,415</u>

Disaggregation of revenue

The disaggregation of revenue from contracts with customers is as follows:

	2025	2024
	\$	\$
<i>Geographical regions</i>		
Australia	<u>19,771,943</u>	<u>15,200,415</u>

Blackall Range Care Group Limited
Notes to the financial statements
30 June 2025

Note 4. Other income

	2025	2024
	\$	\$
Rental income	113,062	4,913
Donations	6,790	5,238
Volunteer contributions in kind	544,782	651,085
Sundry income	109,948	42,283
	<u>774,582</u>	<u>703,519</u>
Other income	<u>774,582</u>	<u>703,519</u>

Note 5. Employee benefits expense

	2025	2024
	\$	\$
Wages and salaries	14,554,750	11,683,599
Defined contribution superannuation expense	1,619,787	1,217,581
Other employee related expenses	124,875	128,698
	<u>16,299,412</u>	<u>13,029,878</u>
	<u>16,299,412</u>	<u>13,029,878</u>

Note 6. Depreciation and amortisation

	2025	2024
	\$	\$
Depreciation - property, plant and equipment	198,473	147,927
Amortisation - right-of-use assets	8,591	69,074
	<u>207,064</u>	<u>217,001</u>
	<u>207,064</u>	<u>217,001</u>

Note 7. Finance costs

	2025	2024
	\$	\$
Interest and finance charges paid/payable on borrowings	13,580	4,008
Interest and finance charges paid/payable on lease liabilities	776	34,584
	<u>14,356</u>	<u>38,592</u>
	<u>14,356</u>	<u>38,592</u>

Blackall Range Care Group Limited
Notes to the financial statements
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Note 8. Other expenses

	2025	2024
	\$	\$
Client support services	669,868	613,811
Electricity and water	27,469	27,167
Insurance	84,193	62,477
IT expenses	443,259	231,120
Motor vehicle expenses	157,531	152,657
Opportunity shop expenses	1,727	2,063
Printing and stationery	40,581	38,916
Repairs and maintenance	131,170	54,445
Telephone and internet	44,556	48,969
Volunteer costs	16,105	22,330
Volunteer costs in-kind	544,782	651,085
Other expenses	731,108	548,154
	<u>2,892,349</u>	<u>2,453,194</u>

Note 9. Current assets - cash and cash equivalents

	2025	2024
	\$	\$
Cash on hand	970	970
Cash at bank	2,408,477	429,325
Cash on deposit	-	670,733
	<u>2,409,447</u>	<u>1,101,028</u>

Note 10. Current assets - trade and other receivables

	2025	2024
	\$	\$
Trade receivables	1,904,409	1,851,626
Less: Allowance for expected credit losses	(4,292)	(2,766)
	<u>1,900,117</u>	<u>1,848,860</u>
GST receivable	-	41,993
	<u>1,900,117</u>	<u>1,890,853</u>

Note 11. Current assets - other

	2025	2024
	\$	\$
Prepayments	<u>92,891</u>	<u>133,328</u>

Blackall Range Care Group Limited
Notes to the financial statements
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Note 12. Non-current assets - property, plant and equipment

	2025 \$	2024 \$
Land - at cost	1,825,879	1,825,879
Buildings - at cost	3,346,312	3,332,794
Less: Accumulated depreciation	(609,668)	(523,489)
	<u>2,736,644</u>	<u>2,809,305</u>
Leasehold improvements - at cost	251,765	123,121
Less: Accumulated depreciation	(41,336)	(83,968)
	<u>210,429</u>	<u>39,153</u>
Plant and equipment - at cost	150,862	145,362
Less: Accumulated depreciation	(84,277)	(70,699)
	<u>66,585</u>	<u>74,663</u>
Motor vehicles - at cost	729,245	600,595
Less: Accumulated depreciation	(326,813)	(242,469)
	<u>402,432</u>	<u>358,126</u>
Work in progress - at cost	132,252	178,617
	<u><u>5,374,221</u></u>	<u><u>5,285,743</u></u>

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Land \$	Buildings \$	Leasehold improvements \$	Plant and equipment \$	Motor vehicles \$	Work in progress \$	Total \$
Balance at 1 July 2024	1,825,879	2,809,305	39,153	74,663	358,126	178,617	5,285,743
Additions	-	13,518	33,466	-	62,704	177,263	286,951
Transfers in/(out)	-	-	152,183	5,500	65,945	(223,628)	-
Depreciation expense	-	(86,179)	(14,373)	(13,578)	(84,343)	-	(198,473)
Balance at 30 June 2025	<u><u>1,825,879</u></u>	<u><u>2,736,644</u></u>	<u><u>210,429</u></u>	<u><u>66,585</u></u>	<u><u>402,432</u></u>	<u><u>132,252</u></u>	<u><u>5,374,221</u></u>

Note 13. Non-current assets - right-of-use assets

	2025 \$	2024 \$
Buildings - right-of-use	42,330	6,480
Less: Accumulated depreciation	(4,703)	(2,592)
	<u><u>37,627</u></u>	<u><u>3,888</u></u>

The company leases a commercial property under an agreement for a period of 3 years, with an option to extend. On renewal, the terms of the lease are to be renegotiated.

Blackall Range Care Group Limited
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Note 13. Non-current assets - right-of-use assets (continued)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Buildings right-of-use \$	Total \$
Balance at 1 July 2024	3,888	3,888
Modifications	42,330	42,330
Depreciation expense	(8,591)	(8,591)
	<u>37,627</u>	<u>37,627</u>
Balance at 30 June 2025	<u>37,627</u>	<u>37,627</u>

Note 14. Current liabilities - trade and other payables

	2025 \$	2024 \$
Trade payables	319,991	139,644
Wage accrual	287,575	221,020
Superannuation payable	131,667	105,848
Client funds held	18,147	46,947
Other payables	181,335	223,758
GST payable	31,812	-
	<u>970,527</u>	<u>737,217</u>

Note 15. Current liabilities - contract liabilities

	2025 \$	2024 \$
Contract liabilities	<u>155,663</u>	<u>129,277</u>

Note 16. Current liabilities - borrowings

	2025 \$	2024 \$
Bank loans	<u>116,453</u>	<u>45,235</u>

Refer to note 19 for further information on assets pledged as security and financing arrangements.

Note 17. Current liabilities - lease liabilities

	2025 \$	2024 \$
Lease liability	<u>13,195</u>	<u>4,343</u>

Note 18. Current liabilities - employee benefits

	2025	2024
	\$	\$
Annual leave	612,681	535,266
Long service leave	157,279	166,956
	<u>769,960</u>	<u>702,222</u>

Note 19. Non-current liabilities - borrowings

	2025	2024
	\$	\$
Bank loans	<u>885,649</u>	<u>1,058,737</u>

Total secured liabilities

The total secured liabilities (current and non-current) are as follows:

	2025	2024
	\$	\$
Bank loans	<u>1,002,102</u>	<u>1,103,972</u>

Assets pledged as security

The bank loans are secured by first mortgages over land and buildings located at 24 Barter Street Gympie QLD 4570.

The bank loan is a principal and interest payment loan repayable in monthly instalments. The variable interest rate is 6.09% (2024: 6.59%).

Note 20. Non-current liabilities - lease liabilities

	2025	2024
	\$	\$
Lease liability	<u>23,654</u>	<u>-</u>
<i>Future lease payments</i>		
Future lease payments are due as follows:		
Within one year	14,880	4,400
One to five years	24,800	-
	<u>39,680</u>	<u>4,400</u>

Note 21. Non-current liabilities - employee benefits

	2025	2024
	\$	\$
Long service leave	<u>41,383</u>	<u>37,714</u>

Note 22. Equity - retained surpluses

	2025 \$	2024 \$
Retained surpluses at the beginning of the financial year	5,700,095	5,456,910
Surplus for the year	1,137,724	243,185
Retained surpluses at the end of the financial year	<u>6,837,819</u>	<u>5,700,095</u>

Note 23. Key management personnel disclosures

Compensation

The aggregate compensation made to directors and other members of key management personnel of the company is set out below:

	2025 \$	2024 \$
Aggregate compensation	<u>938,343</u>	<u>826,139</u>

Note 24. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by BDO, the auditor of the company:

	2025 \$	2024 \$
<i>Audit services</i>		
Audit and preparation of the financial statements	<u>23,500</u>	<u>17,535</u>
<i>Other services</i>		
Other accounting services	<u>-</u>	<u>3,095</u>
	<u>23,500</u>	<u>20,630</u>

Note 25. Contingent liabilities

The company had no contingent liabilities as at 30 June 2025 and 30 June 2024.

Note 26. Commitments

The company had no commitments for expenditure as at 30 June 2025 and 30 June 2024.

Note 27. Related party transactions

Key management personnel

Disclosures relating to key management personnel are set out in note 23.

Transactions with related parties

There were no transactions with related parties during the current and previous financial year.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Note 28. Economic dependency

Blackall Range Care Group Limited is dependent on the state and federal governments in Australia for the majority of its revenue used to operate the business. At the date of this report, the Board of Directors has no reason to believe that both governments will not continue to support the entity.

Note 29. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

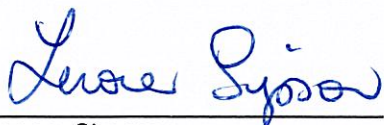
Blackall Range Care Group Limited
Directors' declaration
30 June 2025

The directors declare that:

1. The financial statements, comprising the statement of profit or loss and other comprehensive income, statement of financial position, statement of cash flows, consolidated statement of changes in equity, and accompanying notes, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - a. comply with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Regulations 2022; and
 - b. give a true and fair view of the entity's financial position as at 30 June 2025 and of its performance for the year ended on that date.
2. In the directors' opinion, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors.

On behalf of the directors

A handwritten signature in blue ink, appearing to read 'Lenore Simpson', written over a horizontal line.

Lenore Simpson
Chairperson

2 October 2025

INDEPENDENT AUDITOR'S REPORT

To the members of Blackall Range Care Group Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Blackall Range Care Group Limited (the registered entity), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, and the responsible entities' declaration.

In our opinion the accompanying financial report of Blackall Range Care Group Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The responsible entities of the registered entity are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the registered entity's directors' report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

The responsible entities of the registered entity are responsible for overseeing the registered entity's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at:

http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd



Allen Tongol

Director

Maroochydore, 2 October 2025