

# **Blackall Range Care Group Limited**

**ABN 79 727 336 591**

**Annual Report - 30 June 2023**

**Blackall Range Care Group Limited**  
**Directors' report**  
**30 June 2023**

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2023.

**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  
Leigh Watkins  
Dr Nita Lester  
Kenneth Winsor  
James Wilson-Smith (appointed December 2022)  
Greg Mannion (appointed October 2022)  
Patricia Habner (resigned November 2022)

**Objectives**

The company vision is to be an innovative and client focused, preferred provider of aged care and community services, this will be achieved through five overarching strategic goals:

- Provision of care to our clients that is safe and inclusive.
- Growing our business.
- Ensuring financial security and sustainability.
- Building efficient and effective processes and systems.
- Build a culture of success.

**Strategy for achieving the objectives**

- Partner with clients to ensure care is client focused, safe and inclusive. Strive to use best practices and provide service that exceeds aged care standards.
- Increase market penetration and geographic footprint, work with community groups and stakeholders to provide for customer needs and expand referral networks. Assets are optimized.
- Build financial reserves and drive a profitable surplus that can be used for innovation, growth and development. Explore opportunities for partnerships and increased fundraising and donations.
- Ensure processes are simple, effective and client centric and incorporate technological solutions to help effective delivery of services.
- Ensure employees, volunteers and contractors are valued and encouraged, welcome and address feedback and develop a workforce strategy that makes us the employer of choice.

**Principal activities**

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

**Performance measures**

- Care needs are met or exceeded, measured by client surveys and feedback, and increasing numbers of positive experiences are identified. All aged care standards are met or exceeded.
- There is an increase in the number of clients in current service areas and in other areas as viable, increased representation in activities with clients and community groups and an increase in the number of referrals. There is an active plan for the construction and operation of a community hub at the Flaxton land development.
- Sufficient financial reserves are held to ensure provision of services and staff support in case of a crisis. All applicable financial targets are met and an increased number of opportunities, innovations and partnerships are investigated and presented to the Board.
- There are improvements in the measures of our systems, potential IT improvements are undertaken, advances in technology are incorporated into the business and cyber security is effective.
- Our facilities are clean, well maintained, and safe. Staff and volunteers are recognised and celebrated. Feedback mechanisms are in place and show improvement, surveys indicate our workforce is engaged and satisfied.

**Blackall Range Care Group Limited**  
**Directors' report**  
**30 June 2023**

**Information on directors**

**Name:** Lenore Simpson  
**Title:** Chair  
**Qualifications:** AICD Directors Course Graduate, MPH, Certificate in Project Management, MBA, B. Health Administration  
**Experience and expertise:** Lenore has extensive leadership and management experience in the public, private and community sectors with a strong focus on service delivery in health and welfare both nationally and internationally. Lenore has provided guidance and technical expertise to developing and post war economies on health sector rationalisation, governance and the introduction of health funding models. Lenore holds qualifications in Business, Public Health and Health Administration and is a graduate of the Australian Institute of Company Directors and currently holds the role of Manager Strategy and Operational Planning with the Sunshine Coast Hospital and Health Service. Lenore joined the Board of Blackall Range Care Group Limited in July 2019 and was elected Chair in November 2020.  
**Special responsibilities:** Chair of Relationship Committee.

**Name:** Alan Boyle  
**Title:** Deputy Chair  
**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 Boyle 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. 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 on two occasions and is currently the Treasurer. Alan joined the Board of Blackall Range Care Group Limited in July 2019.  
**Special responsibilities:** Chair of Corporate Governance Committee.

**Name:** Leigh Watkins  
**Title:** Director  
**Qualifications:** GAICD  
**Experience and expertise:** 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 business, Simply Delicious a natural foods takeaway and established the Blackburn & Lockwood real estate franchise in Bendigo. Leigh joined the Board of Blackall Range Care Group Limited in September 2017.  
**Special responsibilities:** Chair of the Finance & Asset Committee and Fundraising Committee.

**Blackall Range Care Group Limited**  
**Directors' report**  
**30 June 2023**

Name: Dr Nita Lester  
Title: Director  
Qualifications: PhD Science, PhD Education  
Experience and expertise: Nita is a strategic leader with over 35 years of experience in both the educational and science fields. Nita has PhDs in these areas and was at the forefront of an award-winning innovative science programme providing outcomes in the leadership area of rare and threatened flora and fauna while improving quality of learning for the future generations. For the past nine 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 RangeCare. Nita joined the Board of Blackall Range Care Group Limited in November 2018.

Special responsibilities: None.

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. Ken is still involved on the Annual Awards Selection Committee for the Queensland Sports Awards. 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: None.

Name: James Wilson-Smith  
Title: Director  
Qualifications: MA Hons, Dip Law, GAICD  
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 with his family in 2006. During his many years as a barrister, James has developed a reputation for his integrity, and clear strategic thinking. In addition to his legal qualifications James also has qualifications in economics and international relations and is a graduate of the Australian Institute of Company Directors. James joined the Board of Blackall Range Care Group Limited in December 2022.

Special responsibilities: None.

Name: Greg Mannion  
Title: Executive Director  
Qualifications: B. Bus. (Accounting), FCPA, B. Sci (Psychology) with honours, GAICD, Nationally Accredited Mediator  
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 as Business Manager. He has a background and a multitude of qualifications in Finance, Psychology, Mediation, 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.

**Blackall Range Care Group Limited****Directors' report****30 June 2023**

Name: Patricia Habner  
 Title: Director  
 Qualifications: MBA, Diploma in Coaching  
 Experience and expertise: With a passion for community leadership Patricia has been involved with the growth of BRCG for a number of years. This has involved major changes to Government funding, a change from Association to CLG, a merger with Nambour and District Care and the recent negotiations for opening Gympie Day Care Centre. In 2019 she was presented with the Woman of Achievement Award from Zonta for outstanding service to the Blackall Range Community. Patricia has held Executive and Director roles for over 30 years across a wide range of industries and, most recently, has been elected State President of Croquet Queensland, with 7 regions and 1,600 members. Patricia joined the Board of Blackall Range Care Group Limited in May 2017 and resigned November 2022.

Special responsibilities: None.

**Company secretary**

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

**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 2023, and the number of meetings attended by each director were:

Director	Full Board		Finance & Asset Committee		Corporate Governance Committee		Clinical Governance Committee		Relationship Committee		Fundraising Committee	
	(a)	(b)	(a)	(b)	(a)	(b)	(a)	(b)	(a)	(b)	(a)	(b)
Lenore Simpson	9	11	10	11	5	5	2	3	2	2	-	1
Alan Boyle	9	11	10	11	5	5	-	-	-	-	1	1
Leigh Watkins	9	11	9	11	-	-	1	3	1	2	1	1
Dr Nita Lester	10	11	-	-	5	5	-	-	-	-	1	1
Kenneth Winsor	9	11	-	-	1	3	2	3	2	2	-	-
James Wilson-Smith	6	6	-	-	3	3	-	-	-	-	-	-
Greg Mannion	8	8	7	7	-	-	-	-	-	-	-	-
Patricia Habner	4	5	-	-	-	-	-	-	-	-	-	-

(a) Attended

(b) Held

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

**Auditor's independence declaration**

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this directors' report.

**Blackall Range Care Group Limited**  
**Directors' report**  
**30 June 2023**

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the directors



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Lenore Simpson  
Chair

4 October 2023  
Flaxton




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Australia

## DECLARATION OF INDEPENDENCE BY BRUCE SWAN TO THE DIRECTORS OF BLACKALL RANGE CARE GROUP LIMITED

As lead auditor of Blackall Range Care Group Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

DocuSigned by:  
  
F649AE520CB94FE...  
**Bruce Swan**  
Director

**BDO Audit Pty Ltd**

Maroochydore

4 October 2023

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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 4 October 2023. 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 2023**

	Note	2023 \$	2022 \$
<b>Revenue</b>	3	10,951,224	10,267,986
Other Income	4	651,970	790,321
<b>Expenses</b>			
Employee benefits expense	6	(9,987,002)	(8,948,615)
Depreciation expense		(147,046)	(124,745)
Other expenses	5	(1,526,553)	(1,658,530)
		<u>(57,407)</u>	<u>326,417</u>
Interest income		38,115	5,397
Interest expense		(872)	(1,439)
		<u>37,243</u>	<u>3,958</u>
<b>Surplus before income tax expense</b>		<u>(20,164)</u>	<u>330,375</u>
Income tax expense		-	-
<b>Surplus after income tax expense for the year attributable to the members of Blackall Range Care Group Limited</b>	17	(20,164)	330,375
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income for the year attributable to the members of Blackall Range Care Group Limited</b>		<u>(20,164)</u>	<u>330,375</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 2023**

	Note	2023 \$	2022 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	1,930,547	3,330,560
Trade and other receivables	8	1,483,578	748,051
Total current assets		<u>3,414,125</u>	<u>4,078,611</u>
<b>Non-current assets</b>			
Property, plant and equipment	9	3,328,872	3,294,235
Right of use assets	10	551,264	21,425
Total non-current assets		<u>3,880,136</u>	<u>3,315,660</u>
<b>Total assets</b>		<u>7,294,261</u>	<u>7,394,271</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	11	550,173	842,874
Contract liabilities	12	134,325	402,289
Employee benefits	13	569,762	519,058
Lease Liability	14	51,972	12,327
Total current liabilities		<u>1,306,232</u>	<u>1,776,548</u>
<b>Non-current liabilities</b>			
Employee benefits	15	29,466	128,829
Lease Liability	16	501,652	11,819
Total non-current liabilities		<u>531,118</u>	<u>140,648</u>
<b>Total liabilities</b>		<u>1,837,350</u>	<u>1,917,196</u>
<b>Net assets</b>		<u>5,456,911</u>	<u>5,477,075</u>
<b>Equity</b>			
Retained surpluses	17	5,456,911	5,477,075
<b>Total equity</b>		<u>5,456,911</u>	<u>5,477,075</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 2023**

	<b>Retained surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2021	5,146,700	5,146,700
Surplus after income tax expense for the year	330,375	330,375
Other comprehensive income for the year, net of tax	-	-
	<u>330,375</u>	<u>330,375</u>
Total comprehensive income for the year	<u>330,375</u>	<u>330,375</u>
Balance at 30 June 2022	<u>5,477,075</u>	<u>5,477,075</u>
	<b>Retained surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2022	5,477,075	5,477,075
Surplus after income tax expense for the year	(20,164)	(20,164)
Other comprehensive income for the year, net of tax	-	-
	<u>(20,164)</u>	<u>(20,164)</u>
Total comprehensive income for the year	<u>(20,164)</u>	<u>(20,164)</u>
Balance at 30 June 2023	<u>5,456,911</u>	<u>5,456,911</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 2023**

	Note	2023 \$	2022 \$
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of GST)		12,033,728	11,227,016
Payments to suppliers and employees (inclusive of GST)		<u>(13,288,940)</u>	<u>(12,508,877)</u>
		(1,255,212)	(1,281,861)
Interest received		38,115	5,397
Interest paid		<u>(872)</u>	<u>(1,439)</u>
Net cash from operating activities		<u>(1,217,969)</u>	<u>(1,277,903)</u>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment		(189,603)	(271,344)
Proceeds from disposal of property, plant and equipment		<u>19,885</u>	<u>-</u>
Net cash used in investing activities		<u>(169,718)</u>	<u>(271,344)</u>
<b>Cash flows from financing activities</b>			
Payment of lease liability		<u>(12,326)</u>	<u>(10,802)</u>
Net cash from financing activities		<u>(12,326)</u>	<u>(10,802)</u>
Net increase in cash and cash equivalents		(1,400,013)	(1,560,049)
Cash and cash equivalents at the beginning of the financial year		<u>3,330,560</u>	<u>4,890,609</u>
Cash and cash equivalents at the end of the financial year	7	<u><u>1,930,547</u></u>	<u><u>3,330,560</u></u>

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

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 1. Significant accounting policies**

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, 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 the Corporations Act 2001, 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.

**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.

*Sales revenue*

Events, fundraising and raffles are recognised when received or receivable.

*Donations*

Donations are recognised at the time that donations are received.

*Grants*

Grant revenue is recognised in profit or loss when the company satisfies the performance obligations stated within the funding agreements.

If conditions are attached to the grant which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 1. Significant accounting policies (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 unconditional right 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**

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

**Contract assets**

Contract assets are recognised when the company has transferred goods or services to the customer but where the company is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

**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.

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 1. Significant accounting policies (continued)**

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.

**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.

**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.

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 1. Significant accounting policies (continued)**

**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.

**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.

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.

**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.

*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.



**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

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

*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**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<i>Revenue from contracts with customers (AASB 15)</i>		
Home care packages	4,996,573	3,904,175
Grants	42,998	59,819
Other revenue	1,278,149	1,356,397
	<u>6,317,720</u>	<u>5,320,391</u>
<i>Revenue recognised on receipt (not enforceable or no sufficiently specific performance obligations AASB 1058)</i>		
Grants	4,633,504	4,947,595
	<u>4,633,504</u>	<u>4,947,595</u>
Revenue	<u><u>10,951,224</u></u>	<u><u>10,267,986</u></u>

*Disaggregation of revenue*

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

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<i>Geographical regions</i>		
Australia	<u><u>10,951,224</u></u>	<u><u>10,267,986</u></u>

**Note 4. Other Income**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Donations	30,534	220,033
Volunteer contributions in kind	593,981	560,976
Sundry	27,455	9,312
	<u><u>651,970</u></u>	<u><u>790,321</u></u>

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 5. Expenses**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Motor vehicle expenses	122,671	100,834
Opportunity shop expenses	823	2,708
Client support services	498,110	523,743
Insurance	50,522	42,838
Repairs and maintenance	30,726	41,325
Training and development	60,954	52,115
Volunteer costs	8,039	15,305
Printing and stationary	39,842	27,945
Electricity and water	14,476	9,774
Telephone, internet and fax	69,542	70,129
Other expenses	630,848	771,814
	<u>1,526,553</u>	<u>1,658,530</u>

**Note 6. Employee expenses**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Wages and salaries	9,167,214	8,205,471
Superannuation	868,447	718,900
Increase/(Decrease) in liability for annual & long service leave	<u>(48,659)</u>	<u>24,245</u>
	<u>9,987,002</u>	<u>8,948,615</u>

**Note 7. Current assets - cash and cash equivalent**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Cash on hand	970	970
Cash at bank	<u>1,929,577</u>	<u>3,329,590</u>
	<u>1,930,547</u>	<u>3,330,560</u>

**Note 8. Current assets - trade and other receivables**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Trade receivables	1,320,491	644,620
Prepayments	163,142	112,105
Provision for impairment loss	<u>(55)</u>	<u>(8,674)</u>
	<u>1,483,578</u>	<u>748,051</u>

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 9. Non current assets - property, plant and equipment**

	2023 \$	2022 \$
Buildings - at cost	1,962,599	1,962,599
Less: Accumulated depreciation	(470,474)	(420,910)
	<u>1,492,125</u>	<u>1,541,689</u>
Leasehold improvements - at cost	123,121	123,121
Less: Accumulated depreciation	(77,076)	(64,010)
	<u>46,045</u>	<u>59,111</u>
Plant and equipment - at cost	140,908	133,709
Less: Accumulated depreciation	(57,806)	(45,294)
	<u>83,102</u>	<u>88,415</u>
Motor vehicles - at cost	552,574	608,057
Less: Accumulated depreciation	(244,731)	(383,859)
	<u>307,843</u>	<u>224,198</u>
Land - at cost	<u>1,340,879</u>	<u>1,340,879</u>
Working in progress	<u>58,878</u>	<u>39,943</u>
	<u><u>3,328,872</u></u>	<u><u>3,294,235</u></u>

*Reconciliations*

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

	Buildings \$	Leasehold improvements \$	Plant and Equipment \$	Motor vehicles \$	Land \$	Work in progress \$	Total \$
Balance at 1 July 2022	1,541,689	59,111	88,415	224,198	1,340,879	39,943	3,294,235
Additions	-	-	7,199	163,469	-	18,935	189,603
Disposals	-	-	-	(19,885)	-	-	(19,885)
Depreciation expense	(49,564)	(13,066)	(12,512)	(59,939)	-	-	(135,081)
Balance at 30 June 2023	<u>1,492,125</u>	<u>46,045</u>	<u>83,102</u>	<u>307,843</u>	<u>1,340,879</u>	<u>58,878</u>	<u>3,328,872</u>

**Note 10. Non-current assets – right-of-use assets**

	2023 \$	2022 \$
Land and buildings - right-of-use	598,765	56,960
Less: Accumulated amortisation	(47,501)	(35,535)
	<u>551,264</u>	<u>21,425</u>

Additions to the right-of-use assets during the year were \$541,805.

The company leases commercial properties under agreements of between one to 3 years with, in some cases, options to extend. The leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 11. Current liabilities - trade and other payables**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Trade payables	82,094	145,348
Wage accrual	99,544	101,965
Superannuation payable	106,033	89,521
Client funds held	57,323	334,078
Other payables	205,179	171,962
	<u>550,173</u>	<u>842,874</u>

**Note 12. Current liabilities - contract liabilities**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Contract liabilities	<u>134,325</u>	<u>402,289</u>

**Note 13. Current liabilities - employee benefits**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Employee benefits	<u>569,762</u>	<u>519,058</u>

**Note 14. Current liabilities – lease liability**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Lease liability	<u>51,972</u>	<u>12,327</u>

**Note 15. Non-current liabilities - employee benefits**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Employee benefits	<u>29,466</u>	<u>128,829</u>

**Note 16. Non-current liabilities – lease liability**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Lease liability	<u>501,652</u>	<u>11,819</u>

**Note 17. Equity - retained surpluses**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Retained surpluses at the beginning of the financial year	5,477,075	5,146,700
Surplus after income tax expense for the year	(20,164)	330,375
Retained surpluses at the end of the financial year	<u>5,456,911</u>	<u>5,477,075</u>

**Blackall Range Care Group Limited**  
**Notes to the financial statements**  
**30 June 2023**

**Note 18. 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:

	<b>2023</b>	<b>2022</b>
	\$	\$
Aggregate compensation	<u>565,735</u>	<u>476,317</u>

Non-executive directors do not receive compensation in respect of their appointment as a director, however they may receive reimbursement for out-of-pocket expenses.

**Note 19. Remuneration of auditors**

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

	<b>2023</b>	<b>2022</b>
	\$	\$
<i>BDO Audit Pty Ltd</i> Audit of the financial statements	16,700	15,750
<i>BDO Audit Pty Ltd</i> Other accounting services	<u>2,950</u>	<u>2,780</u>
	<u>19,650</u>	<u>18,530</u>

**Note 20. Contingent liabilities**

The company had no contingent liabilities as at 30 June 2023 and 30 June 2022.

**Note 21. Commitments**

The company had no commitments for expenditure as at 30 June 2023 and 30 June 2022.

**Note 22. Related party transactions**

*Key management personnel*

Disclosures relating to key management personnel are set out in note 18.

*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 23. Events after the reporting period**

No matter or circumstance has arisen since 30 June 2023 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**  
**Notes to the financial statements**  
**30 June 2023**

**Note 19. Events after the reporting period (continued)**

**Note 24. 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 25. Reconciliation of surplus after income tax to net cash from operating activities**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Surplus after income tax expense for the year	(20,164)	330,375
Adjustments for:		
Depreciation	135,081	112,781
Amortisation - ROU assets	11,965	11,965
Change in operating assets and liabilities:		
Decrease/(increase) in trade and other receivables	(735,527)	(37,981)
Increase/(decrease) in trade and other payables	(292,701)	(1,371,553)
Increase/(decrease) in contract liabilities	(267,964)	(324,754)
Increase/(decrease) in employee benefits	(48,659)	1,264
	<u>(1,217,969)</u>	<u>(1,277,903)</u>
Net cash from operating activities	<u>(1,217,969)</u>	<u>(1,277,903)</u>

**Blackall Range Care Group Limited**  
**Directors' declaration**  
**30 June 2023**

In the directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors



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Lenore Simpson  
Chair

4 October 2023  
Flaxton



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Australia

## 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 2023, 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 a summary of significant accounting policies, 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 2023 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.





### **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](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our auditor's report.

### **BDO Audit Pty Ltd**

DocuSigned by:  
  
F649AE520CB94FE...

**Bruce Swan**  
Director

Location, 4 October 2023