



Annual Report 2024-25



Burnie Brae
community, connection, care



Burnie Brae acknowledges the traditional custodians on whose lands we walk, work and live, including those of the Turrbul and Jagera nations, and pay our respect to their Elders past, present and emerging.

We acknowledge the important role Aboriginal and Torres Strait Islander peoples continue to play within our community.

Burnie Brae is committed to being an inclusive organisation. We recognise that we work across diverse communities and welcome and encourage participants from all backgrounds and experiences.

We strive to embrace the diversity of people from all ages and genders, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse groups, the LGBTIQ+ community, people seeking asylum, refugees, and people living with a disability.



Our Mission

To be a leading provider of holistic and accessible, health, lifestyle, and wellness services, evolving around the needs and expectations of our community.



Our vision

An empowered and connected community of older adults living their best lives.



Our mission

To be a leading provider of holistic and accessible health, lifestyle, and wellness services, evolving around the needs and expectations of our community.



Our values

Collaboration
Compassion
Integrity | Quality
People-focussed



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We have completed an NDIS verification audit where our key business processes such as human resources, incident management, complaints management and risk management were audited. As a registered provider, Burnie Brae is required to meet a strict set of standards and are regulated on an ongoing basis by the NDIS Commission.



We are a registered charity with the Australian Charities and Not-for-profits Commission. Details about our charity profile can be found at www.acnc.gov.au

About this Report

This annual report is an overview of the operational and financial performance of Burnie Brae Ltd. from 1 July 2024 to 30 June 2025.

Our annual report is designed to provide a snapshot of a year in the life of Burnie Brae: to celebrate success, identify learnings, and encapsulate how we weave our values into everything we do.

It is a compilation of a planning and reporting framework that guides how we prioritise and deliver programs and services.

The foundation of this framework is the *Burnie Brae Strategic Plan 2023 - 2028* that consolidates our future direction and provides focus to four areas on which to deliver and measure our achievements.

How the report is put together

Compiling the annual report is a team effort where our people contribute content guided by statutory requirements and their achievements against the five-year strategic road map.

The senior leadership team reviews the content for accuracy, style, and ease of understanding, and the board endorses the final version.

The financial information is audited by Bentleys Brisbane (Audit) Pty Ltd.

Where to find the report

The report can be found on our website at www.burniebrae.com.au

Our four key focus areas

These areas articulate where and how our focus aligns with the organisational vision.



**Focused
Growth**



**Sustainable
Business**



**Customer-led
Service
Improvement**



**Operational
Excellence**

About Burnie Brae



*Burnie Brae sketch and photo with Blacksmith shop.
Images courtesy of Ian Hamilton and State Library of Queensland.*



'Burnie Brae' was the name given to the original homestead built by the Hamilton family on the centre's present site. The 20-acre block was purchased by Andrew Hamilton in about 1873. After the house was demolished in 1952, the block became Annand Park, and the park was named Burnie Brae Park in 1997.

Burnie Brae Centre opened in 1984 following seven years of dedicated fundraising by the Rotary Club of Chermside. It was quickly established as a cornerstone of the community renowned for its vibrant atmosphere and diverse range of activities. These early years laid the foundation for the centre's role as a warm and welcoming space for community members of all ages.

A significant milestone occurred in 1994 with a major expansion project, funded in part by the government. This expansion included the addition of essential facilities such as a day respite centre and home maintenance office, enabling Burnie Brae to significantly increase its reach and impact within the community.

As the needs of the community continued to evolve, so did the offerings. The introduction of Café Connect in 2009 provided a social hub for community members and in 2011, the launch of the Healthy Connections exercise clinic diversified our services by promoting health and wellness among our members.

Burnie Brae established government-funded services to complement member services becoming an award-winning Home Care Package provider to help older people stay comfortable at home and connected to the community.

A significant partnership with the Brisbane City Council led to the revitalisation of the Burnie Brae Park into a recreational space for the community.

Since its inception in 1984, Burnie Brae has achieved significant milestones with an unwavering commitment to improve and maintain a great quality of life for the people in its community.

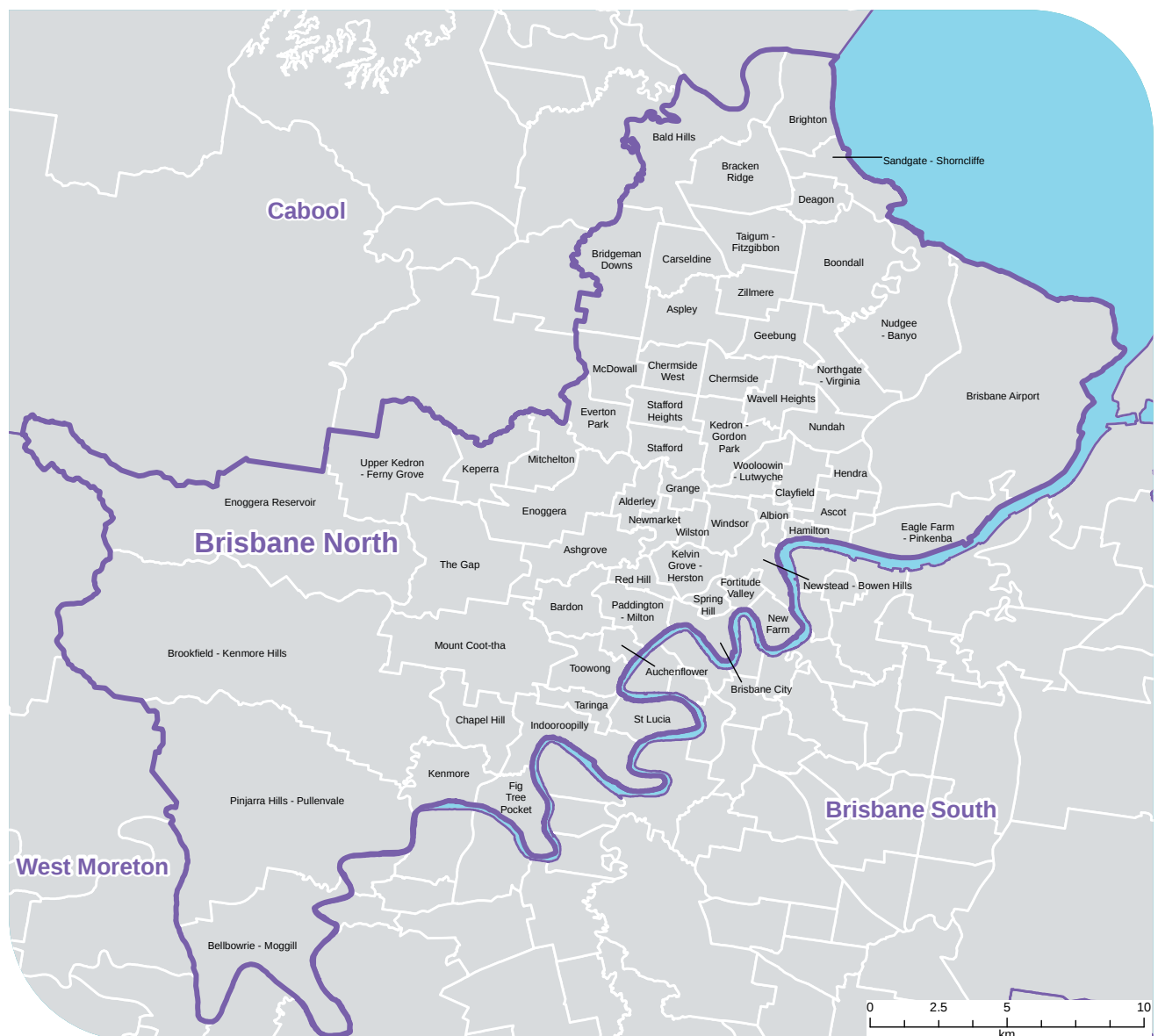
Where we work

Burnie Brae is approved to offer services in the Australian Government's Brisbane North 1 and Cabool 1 aged care planning regions. These boundaries became effective in April 2018 and are based on Statistical Area Level 2 boundaries from the Australian Bureau of Statistics Australian Statistical Geography Standard 2016.

Our member services are facilitated at 60 Kuran Street, Chermside and the administration team works at 18 Kuran Street, Chermside.

Burnie Brae delivers home care services where people live throughout its northern Brisbane community.

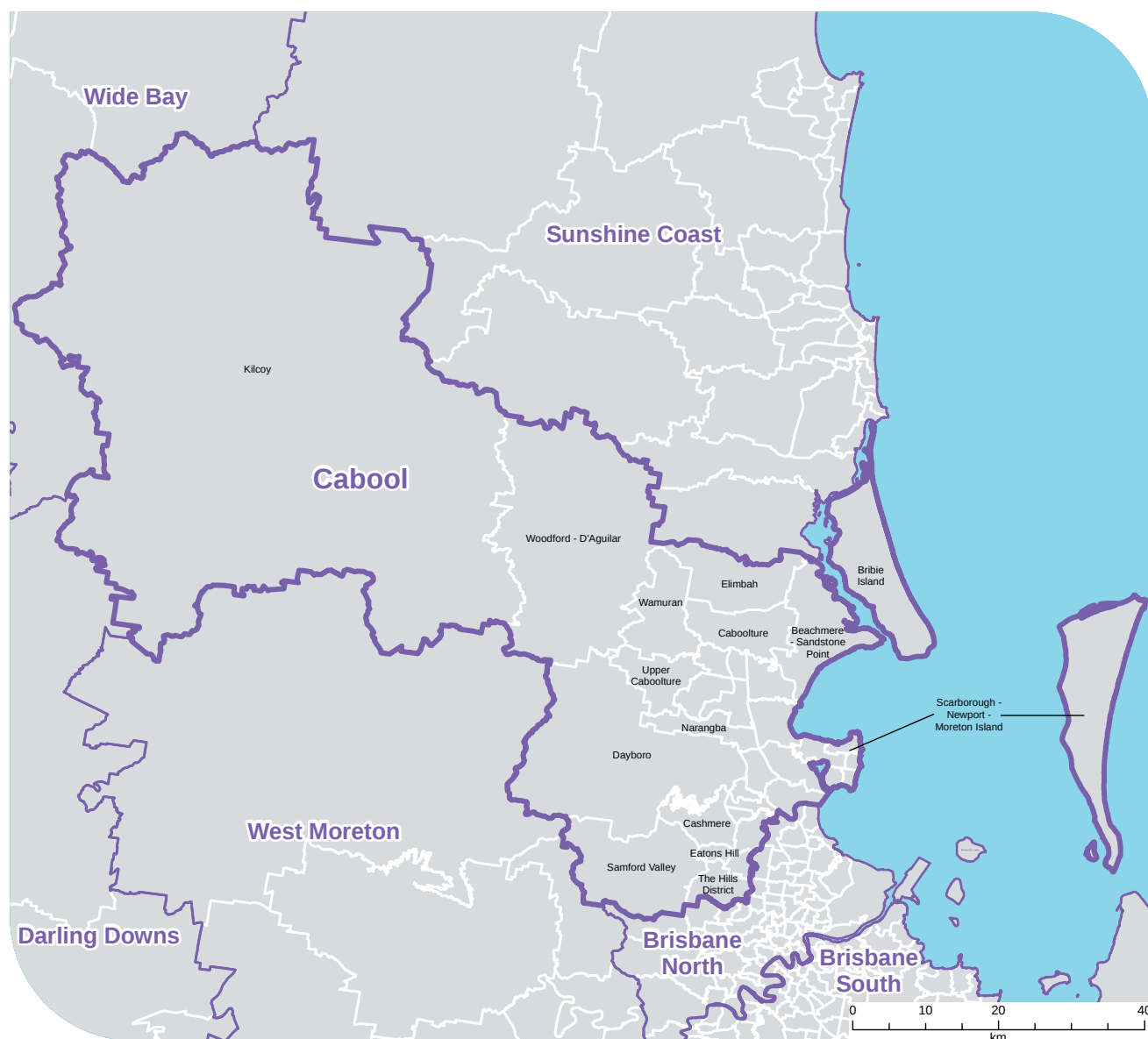
Brisbane North



Map courtesy of Australian Government's Department of Health



Cabool



Map courtesy of Australian Government's Department of Health

Our Partners and Connections

Community

- ✦ ADA Australia
- ✦ Aged and Community Care Providers Association
- ✦ AlayaCare
- ✦ All About Living
- ✦ Alzheimer's Queensland
- ✦ Anglicare Southern Queensland
- ✦ Australian Catholic University
- ✦ Australian Community Transport Association
- ✦ Australian Institute of Company Directors
- ✦ Australian Red Cross
- ✦ BallyCara
- ✦ Bentleys
- ✦ BlueCare
- ✦ Bolton Clarke
- ✦ Brisbane North PHN
- ✦ Care Connect
- ✦ Carers Queensland
- ✦ Centacare
- ✦ Co.As.It Community Services Ltd
- ✦ Communify Queensland
- ✦ Foodbank Queensland
- ✦ Footprints Community
- ✦ FUJIFILM MicroChannel Services Pty Ltd
- ✦ Greek Orthodox Community of St George, Brisbane
- ✦ Griffith University
- ✦ HUR Australia
- ✦ Institute for Urban Indigenous Health
- ✦ Jubilee Community Care
- ✦ Kedron-Wavell Services Club
- ✦ Lions Clubs of Brisbane
- ✦ Loqui Speech Pathology
- ✦ Metro North Health
- ✦ MOA Benchmarking
- ✦ National Australia Bank
- ✦ Optus
- ✦ Orcoda Limited
- ✦ Ozcare
- ✦ Queensland Aged and Disability Advocacy Service
- ✦ Queensland Health
- ✦ RizeUp Australia
- ✦ Royal College of Healthcare
- ✦ RSL LifeCare
- ✦ SignUp
- ✦ St Vincent's Care Services
- ✦ Suncare Community Services
- ✦ The Prince Charles Hospital
- ✦ Thomson Geer Lawyers
- ✦ UKG
- ✦ Wesley Mission
- ✦ World Wellness Group
- ✦ Zoom

Government

- ✦ Australian Government Department of Health, Disability and Ageing
- ✦ Australian Government Department of Home Affairs
- ✦ Australian Government Department of Social Services
- ✦ Queensland Government Department of Families, Seniors, Disability Services and Child Safety
- ✦ Queensland Government Department of Local Government, Water and Volunteers
- ✦ Queensland Government Department of Housing and Public Works
- ✦ Queensland Government Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism
- ✦ Hon. Sam Rae MP (Minister for Aged Care and Seniors)
- ✦ Mr James (Jimmy) Sullivan (Member for Stafford)
- ✦ Councillor Danita Parry, Brisbane City Council (Marchant Ward)
- ✦ Councillor Adam Allan, Brisbane City Council (Northgate Ward)



Steven O'Donoghue



Andrew Watson

Message from the Chair & Chief Executive Officer

The 2024–25 year has been one of preparation, growth, and innovation for Burnie Brae.

A significant focus this year was preparing for the introduction of the Support at Home (SAH) program; the Australian Government's reform for in-home aged care to help older people live at home longer.

That preparation saw investment in training, planning, and systems to ensure services and staff are ready for the transition, and to give our clients confidence that their care will continue seamlessly under the new model.

As we continue to focus on operational excellence, our second leadership program was conducted to build the capacity of our future leaders. We extend our appreciation to the Caboolture Workers Co-op for its valuable collaboration that enriched the program and strengthened our connections in the local community.

As well as investment in our people, we continued to strengthen our internal systems, in particular the adoption and expansion of

AlayaCare. This software platform has transformed the way we manage and deliver care, improving efficiency and outcomes for clients and the business.

With our eyes firmly on the horizon, we trialed artificial intelligence (AI) technologies, including innovative applications to support our clients and members directly. These trials reflect our commitment to exploring new tools that can improve services and create more personalised support.

In March 2025, we were impacted by Tropical Cyclone Alfred. Our local response was a great example of the emergency management team working together and our robust procedures. Essential services were maintained throughout the event and normal operations were restored in a timely way.

Throughout the year, the board has focused on improving reporting and oversight to support the chief executive officer and senior leadership team during a time of significant sector reform.

The Burnie Brae Ltd. Board of Directors evolved this year as

Belinda Sutherland and Anne Copeland resigned and we welcomed Bernadette Dutton and Sharon Sweeney as Directors.

Our achievements in the past 12 months would not have been possible without the dedication of our staff, volunteers, and board members, or the trust and engagement of our members and clients. We thank you all for your invaluable contributions.

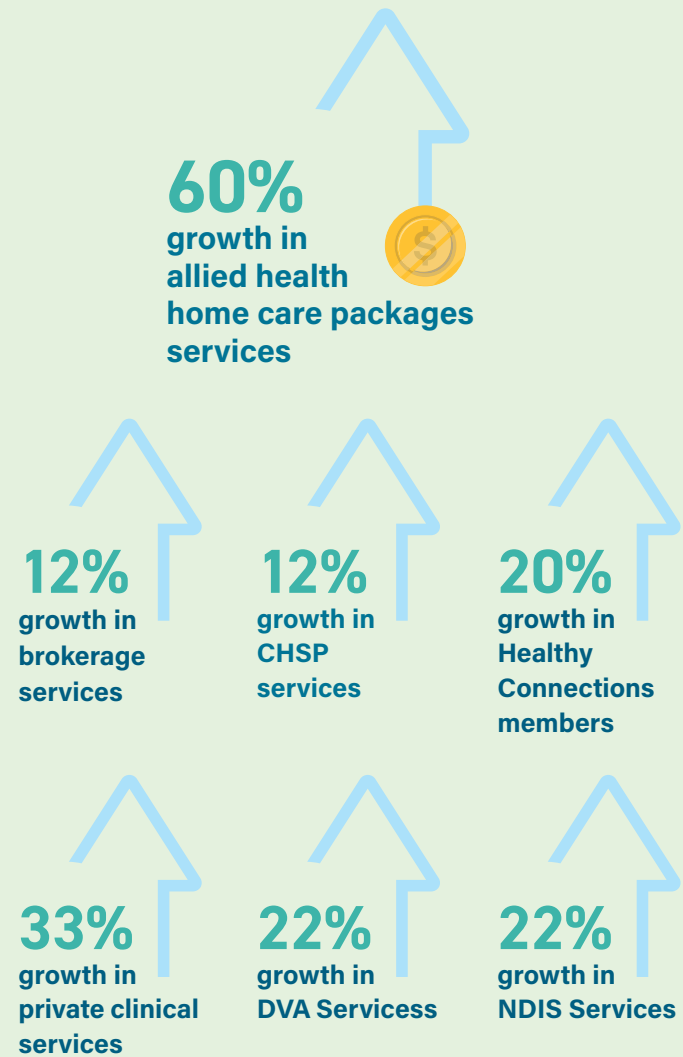
As we move into the next year, we remain focused on delivering quality services, strengthening community connections, and embracing innovation to ensure that Burnie Brae continues to thrive as a place where people are supported, valued, and connected.

Steven O'Donoghue
Acting Chair

Andrew Watson
Chief Executive Officer

Achievements and Awards

- ✦ Healthy Connections membership reached record levels of more than 367 active members.
- ✦ Healthy Connections is in financial surplus for the first time in 12 years.
- ✦ A KPMG AI pilot project reduced client confirmation calls by up to 82%. The project received national recognition following a presentation to the Ageing Australia QLD State Conference.
- ✦ Burnie Brae staff were recognised on the international stage through Aynsley Johnson's participation in the National Care Workforce Alliance (NaCWA) Professional Development Program in Rome.
- ✦ Implementation of the Burnie Brae Digital Roadmap, a three-year strategy to streamline operations, centralise client data, safeguard data integrity, increase cyber security, and improve the user experience across all digital platforms.
- ✦ Participation in Quality Indicator Pilot Program for Home Care with the Aged Care Quality and Safety Commission.



Aged Care Quality Standards



NDIS Practice Standards



Food Safety Standards



Community Transport Operator Accreditation



Home Assist Secure Program Requirements

Year in Review

A brief overview of the key achievements that align with our four key strategic focus areas



Focussed Growth

- ✦ Expanded the in-home service footprint into Caboolture and Moreton Bay.
- ✦ Invested in training, planning, and digital readiness to prepare for the government's SAH program implementation.



Sustainable Business

- ✦ Delivered consistent surpluses and strong cash reserves throughout the year.
- ✦ Implemented faster end-of-month reporting.
- ✦ Achieved successful external audit for our food safety program and achieved a five-star rating from Brisbane City Council's Eat Safe Brisbane scheme.
- ✦ Introduced Moving on Audits Benchmarking to provide complete quality management and continuous improvement.
- ✦ Preparation for regulatory reform, including the strengthened Australian Government's Aged Care Quality Standards and the Aged Care Act, 2024.
- ✦ Rolled out new service fee schedules and began preparing clients for the new Support at Home program.



Customer-led Service Improvement

- ✦ Delivered community education forums, including information sessions about the government's aged care reforms.
- ✦ Project Pantry was relocated to the member services hall.
- ✦ Hosted well-attended, large-scale community events and markets.



Operational Excellence

- ✦ Launched finance dashboards, KPIs, and cross-training programs across teams.
- ✦ Implemented nine-day fortnight for allied health staff.
- ✦ Introduced mandatory dementia training for support workers and drivers.
- ✦ Recognised volunteers and employees with Years of Service Awards.
- ✦ Created three-year IT Digital Roadmap to support digital maturity and strengthen security.
- ✦ Reviewed and updated policies and procedures to meet new regulatory requirements.

Board of Directors

Five non-executive board directors guide our strategic direction, governance, and provide expert industry advice.



Steven O'Donoghue
Interim Chair

Steven O'Donoghue is a highly accomplished executive leader and business professional with more than 20 years' experience managing teams in the financial services industry. He holds a Master of Business Administration, a Master of Applied Finance, is a Certified Financial Planner, is a graduate of the Australian Institute of Company Directors, and co-owns a growing podiatry practice.



Bernadette Dutton
(date appointed 28 October 2024)
Non-Executive Director

Bernadette Dutton brings more than 30 years' experience as a professional speech pathologist in the United Kingdom and Australia to our board. She founded and directed a successful business using strong leadership skills to drive growth and service delivery. Bernadette is a member of Speech Pathology Australia and the International Coaching Federation.



Belinda Llamas
Non-Executive Director

Belinda Llamas brings a 20-year career in risk management, work health and safety, human resources, and business management to Burnie Brae. Having completed a Bachelor of Business Management and Master of Health Science (Risk), her interests are in systems maintenance, simplifying compliance, growth, and long-term planning.



Carolyn Robinson
Non-Executive Director

A registered nurse with more than 50 years' experience, Carolyn Robinson's expertise and contributions to the nursing profession were recognised with a Vice Chancellors Award from QUT, and as a Fellow of the Royal College of Nursing, Australia.



Sharon Sweeney
(appointed 28 October 2024)
Non-Executive Director

Sharon Sweeney has been a health service leader for more than 30 years. An Adjunct Associate Professor, she holds a Master of Population Health, a Master of Health Services Management, and is a Fellow of the Australasian College of Health Service Management. She is also a Certified Health Executive, and a graduate of the Australian Institute of Company Directors. Her special interest is in community, the health and wellbeing of older people, and social isolation.

Retirement



Anne Copeland (July 2017 – 26 March 2025)

In April 2025, Anne Copeland resigned after seven years on the board, including two years as chair. Anne stepped into the chair role at a pivotal time, following a major business restructure to provide strong and steady leadership during a period of significant transition.

Under her guidance, Burnie Brae strengthened its governance framework in alignment with the aged care sector requirements, welcomed new board members, enhanced transparency in reporting, and endorsed a new business model that has positioned the organisation for financial sustainability and future growth.

Anne’s dedication, professionalism, and commitment have left a lasting impact on Burnie Brae. We are confident that the principles she reinforced will continue to guide us into the future. We extend our warmest thanks and best wishes to Anne for health, happiness, and fulfilment in the years ahead.



Belinda Sutherland (July 2023 – July 2024)

Belinda Sutherland resigned from the board in July 2024 after serving for one year. An experienced allied health professional, Belinda made a valuable contribution to the organisation’s governance and strategic initiatives. She volunteered her time and expertise to support the growth of our Healthy Connections team. The board and senior leadership team thank Belinda for her dedication and commitment and wish her all the best for the future.

Board of Directors Proceedings

Board attendance at meetings

	Number Eligible to Attend	Number Attended
Anne Copeland (retired) 26 March 2025)	8	8
Carolyn Robinson (resigned 25 August 2025)	11	11
Belinda Llamas	11	10
Belinda Sutherland (resigned 17 July 2024)	0	0
Bernadette Dutton (Appointed 28 October 2024)	8	7
Sharon Sweeney (Appointed 28 October 2024	8	8
Steven O’Donoghue	11	11

New Company Secretary



Li (Connie) Gao Resigned 15 November 2024

Burnie Brae acknowledges and thanks Connie for her valued contribution and dedication during her time on the board. wish her all the best for the future.



Laura Burrows Appointed 25 August 2025

Laura joins the board bringing strong experience in community development, governance, and legal expertise that will further support Burnie Brae’s strategic direction.

Our Committees

Our Consumer Advisory Committee (CAC) has become an integral part of how we listen, learn, and act. It comprises representatives of Member Services and Care Services who provide feedback and suggestions for continuous improvement.

Consumer Advisory Committee

Our Consumer Advisory Committee (CAC) has become an integral part of how we listen, learn, and act. It comprises representatives of Member Services and Care Services who provide feedback and suggestions for continuous improvement.

This year, the CAC drove meaningful changes that improved daily experiences for clients and members. Some highlights include:

- ✦ Café Connect now features menus that reflect client preferences – bringing familiar favourites and healthier options to the table.
- ✦ Updating the café furniture made communal spaces more welcoming and accessible to encourage people to linger and connect.
- ✦ New feedback channels, such as suggestion boxes, give every voice a chance to be heard.
- ✦ The fee reduction process was redesigned to make it clearer and easier to navigate.
- ✦ A dedicated transport survey led to practical recommendations that are shaping service improvements.
- ✦ Emergency messaging and resources in the gym was reviewed and simplified to ensure members feel safe and confident during their workouts.

Looking ahead, the CAC has laid the foundation for a broader engagement framework to guide how clients and members can shape future services.

2024-2025 CAC members: Denise Martin, Dianne Beard, Myra Gilbert and Elizabeth Watson.

Acknowledgement – Jill Hawkins

We would like to gratefully acknowledge the contribution of Jill Hawkins, a valued member of the CAC, who passed away this year. Her insights, warmth and commitment to improving services for others made a lasting difference, and she will be deeply missed by all at Burnie Brae.



Quality Care Committee

The Quality Care Committee comments on the quality of care provided at Burnie Brae, raises concerns and questions, and provides recommendations on how to improve the provision of quality care.

The committee has no decision-making powers but examines macro issues and is a voice for clinical staff, consumers, and direct workers to raise concerns and make recommendations to the board and senior leadership team.

The committee meets quarterly to review feedback (compliments and complaints) trends, reportable incidents, workforce data, continuous improvement actions, and audit and performance reports.

This year the committee has:

- ✦ Put forward four reports to the board and senior leadership team.
- ✦ Raised four concerns about the quality of care being provided based on reportable incidents and workforce challenges
- ✦ Noted changes in the quality of care three times.
- ✦ Put forward seventeen recommendations for improvements to raise the quality of care.
- ✦ Asked thirteen questions about workforce, systems and processes that affect the quality of care.

Quality Care Committee members:

- ✦ Head of Quality and Chair, **Amanda Mundy** - key personnel representative
- ✦ Physiotherapist, **Aaron Kishan** - clinical representative
- ✦ Qualified Support Worker, **Colleen Coleman** - direct worker
- ✦ **Sandra Jewell** - consumer representative
- ✦ RN, Clinical Quality Coordinator and Co-chair, **Jennifer Rogers** - clinical representative
- ✦ Respite Team Manager, **Nick Smith** - clinical representative
- ✦ RN, HCP Team Manager, **Gerry Perez** - clinical representative
- ✦ Proxy: **Deutsche (Dee) Sian** RN - clinical representative

Senior Leadership Team



Andrew Watson
Chief Executive Officer

Andrew Watson is a seasoned senior executive with expertise in leadership, project management, and change management. He has successfully led transformative projects in aged care, food manufacturing, and sports. With a Master of Business Administration, Andrew excels in implementing strategic initiatives, driving organisational change, and building high-performing teams.



Andrew Christopher
IT Manager

Andrew Christopher has more than 26 years' experience at Burnie Brae where he has performed in multiple roles across the business. As an experienced information technology professional, he leads the organisation's IT services team and has successfully overseen significant software implementations in finance, care services, and transport.



Aynsley Johnson
**Head of Care and
Member Services**

Aynsley has a degree in human services and social science and 20 years' experience in the community sector working across government, private providers and consultancy. Her passion is within the not-for-profit space. With initial foundations in complex case management, through to leadership roles and now overseeing several of Burnie Brae's aged care funding and membership streams, Aynsley is an advocate for social inclusion, health, and wellbeing among older adults.



Amanda Mundy
Head of Quality

Amanda Mundy is an experienced quality professional with 15 years supporting organisations with funding body standards and legislation compliance. She is passionate about continuous improvement and consulting with workers to drive meaningful change. Her expertise covers work health and safety, governance, organisational policy writing, emergency management planning, developing and delivering training, incident investigation, and analysis of systems and processes. Amanda has a proven track record of supporting organisations through periods of significant regulatory change.



Alan Smith
Head of Finance

Alan is an accomplished chief financial officer with more than 40 years of experience leading financial strategy and business transformation across public and private sector organisations.

His expertise includes strategic execution, governance, risk management, driving organisational change and building high-performing teams in diverse industries including property, SaaS, cybersecurity, and fast-moving consumer goods.

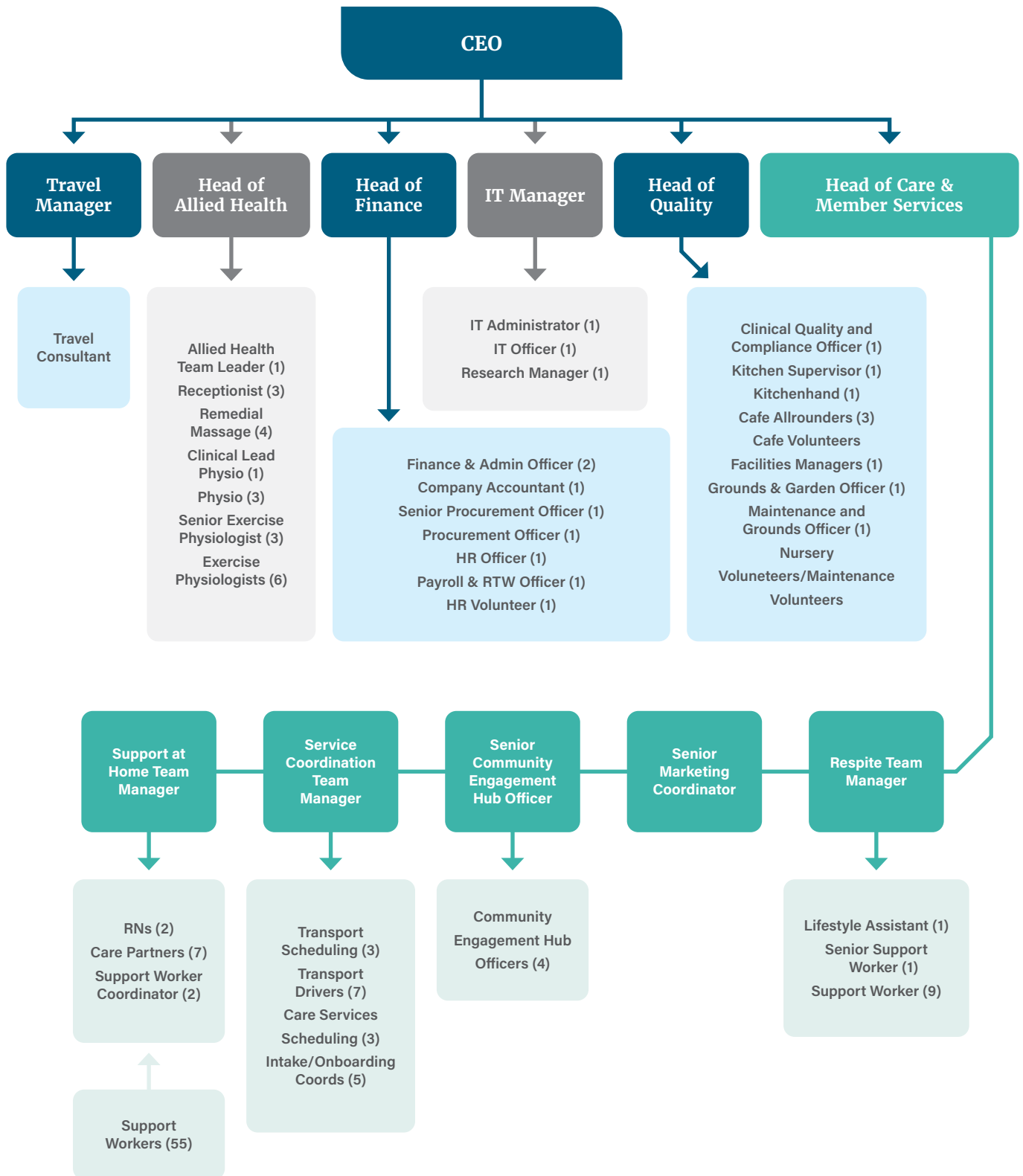
He holds a Master of Finance and is a Chartered Accountant (CA ANZ), CPA, Graduate of the Australian Institute of Company Directors, Justice of the Peace (Qualified) and a Registered Company Auditor.



Karen Stewart-Smith
Head of Allied Health

Karen holds a MCEP, BAppSc (HMS), and (UT) PHTH, with more than 30 years of experience in the health industry, including 13 years with Healthy Connections. She has a strong background in developing and implementing services that respond to community needs while driving innovation and future-focused programs. Karen is committed to building a supportive and professional workplace, with a particular emphasis on education, mentorship, and team development to ensure the consistent delivery of high-quality client services.

Organisational Chart



Strategic Planning

We have set a five-year strategy anchored by our ambition to be a provider of choice for consumers and employees.



Four key focus areas set the strategic direction of Burnie Brae:

Focused growth

Grow our impact and footprint so that we can meet the needs of even more older Australians.



Sustainable business

Deliver services in an efficient and sustainable way so that we can continue to grow our offering and impact.



Customer-led service improvement

Innovate our product and service offering and deliver experiences that marry consumer needs and preferences.



Operational excellence

Build our people, leadership, technology, and data capability to enable seamless and integrated experiences that support both our consumers and workforce.



We have 16 strategic initiatives that drive the performance and evaluation of our work. Using a roadmap of three horizons we will deliver these initiatives in a thoughtful and considered way.

Horizon 1

Laying the foundation

Will set us up for long term success by putting in place key enablers for our future aspiration.

Horizon 2

Growing our impact

Will enable accelerated growth and delivery of services and experiences that are more difficult to implement however will add value to our community.

Horizon 3

Towards best practice

Enables us to continue to innovate and strive for better practice to deliver high quality services and experiences, positioning Burnie Brae as a provider of choice.

Performance Report

Horizon 1

1 January 2024 – 31 December 2024

Laying the foundation

Will set us up for long-term success by putting in place key enablers for our future aspiration.

Initiative		Focus Area	Outcome
1.2	Grow our home care package and allied health disciplines footprint in the Brisbane region. Integrate allied health into the home care package offering and create opportunity for 'top up' fee for service for all consumers	Focused Growth	Home Care Packages (HCP) increased by 11.5%. Growth remained steady despite reform uncertainty and normal attrition from clients transitioning to residential care or passing away. Financial Outcome: ✦ The HCP program delivered a record \$1.08M surplus, more than double the annual budget. ✦ Consistent growth in claim values across the year reflects stronger financial management, higher HCP package levels (Level 3–4), and effective utilisation of client's unspent funds. ✦ Administrative efficiency and stable staffing supported profitability without compromising client care. Key Achievements ✦ Record HCP revenue: Highest monthly claim (approx. \$800K in May). ✦ Improved client utilisation: ongoing proactive engagement reduced unspent funds. ✦ Steady growth: 11.5% increase in active clients across the financial year. ✦ Stronger governance: Enhanced reporting, procurement reform, and lean management practices. ✦ Reform readiness: positioned strongly for SAH program (November 2025). ✦ Strategic alignment: integration of marketing and intake functions to drive HCP awareness and growth. HCP strategic goals for growth in planning for Moreton Bay Region were set. An Expansion North business proposal was prepared, and the proposition to lease premises in Rothwell was investigated and found to be unviable.

Initiative		Focus Area	Outcome
2.2	Evaluate the services that do not create value for Burnie Brae. Consider decommissioning or finding innovative ways to make products viable and/or reduce risk to Burnie Brae. This includes considering a more strategic way to leverage government funding, restructuring, subletting or outsourcing products and services.	Sustainable Business	The performance of Travel Connections was reviewed. Agreement with HelloWorld travel partnership ongoing. Opportunity for growth in travel via private bookings (outside Burnie Brae clients). Project Pantry Business Case was finalised. Requirement for space and demand investigation resulted in Project Pantry being moved to the back of the hall and its shed renovated and used for allied health classes. Business development opportunities exploration included: ✦ Partnerships with independent living homes, such as Aveo. ✦ Travel business case – partnership approach and expansion. ✦ Project Pantry business case – change location, redefine eligibility criteria, reduce internal funding input.
2.4	Update our brand architecture to ensure our brand aligns to our business model and proposition to consumers, employees, and volunteers.	Sustainable Business	Feedback indicated that the Healthy Connections stand-alone brand led to confusion among consumers and partner organisations. A brand refresh integrated Healthy Connections more closely with the Burnie Brae identity. Key outcomes included: ✦ Rebranding to Healthy Connections Burnie Brae. ✦ Adoption of the Burnie Brae colour palette and visual identity. ✦ Clear positioning of Healthy Connections as the allied health arm of Burnie Brae, a trusted and well-recognised community organisation. This alignment strengthens the organisation's unified presence across services, promotes consistency and trust, improves marketing and communication efficiencies, and reduces ongoing design and promotional costs.
Initiative		Focus Area	Outcome
4.1	Develop an ICT and digital strategy that enables Burnie Brae to understand how systems and technology will support its overall objectives and enable Burnie Brae to proactively plan and invest.	Operational Excellence	The Burnie Brae IT Digital Roadmap was launched. This is a three-year digital strategy to streamline operations, centralise client data, safeguard data integrity, increase cyber security, and improve the user experience across all digital platforms.

Horizon 1 (cont'd)

Initiative		Focus Area	Outcome
4.4	Grow our home care package and allied health disciplines footprint in the Brisbane region.	Operational Excellence	<i>Moving on Audits</i> quality management system implemented in May 2025. New procedures for HCP end-of-month claiming and reconciliation process were implemented to meet the claiming requirements through AlayaCare. Participated in StewartBrown's aged care financial performance survey that provides insights into the trends and drivers of financial performance at the sector level, and at home or program level. Participated in the Ernst & Young Support at Home Cost Collection program, which collects cost and activity data from in-home aged care providers. A review of the contractual arrangement with Mobile Podiatry Practice, who provided a valuable service to our clients since 1995, was undertaken and a revised model accepted. Engaged with Technogym and HUR Australia for equipment list/space utilisation for service needs. The new Care Services system introduced in April 2024 was revised and embedded during the first half of the year. The business risk register was reviewed. Project Pantry was merged into Member Services.
4.5	Build our governance capability and maturity by developing a fit-for-purpose governance framework. We will ensure our board has the right skills, experience, and qualifications to govern Burnie Brae effectively.	Operational Excellence	✦ Board membership reviewed to strengthen oversight ensuring at least one director has relevant clinical experience. ✦ Two board members recruited. ✦ Prepared register of board members ✦ Improved the strategic plan progress reporting to the board. ✦ Introduced board 'buddying' to assist new board members. ✦ Held initial strategic planning day with board in anticipation of strategic plan review. This included a snapshot of Burnie Brae's current business context that was presented to the board to provide it with a deeper understanding of its operations. ✦ A revised policy framework was approved to support operational implementation and compliance.

Horizon 2

December 2024 – December 2026

Initiative		Focus Area	Outcome
1.1	Undertake costs benefit analysis to define the ideal model for expansion of Burnie Brae's service delivery model into new geographical locations.	Focused Growth	Not commenced.
1.3	Build our presence in the market by building and nurturing strategic partnerships that support our consumers and community. These partnerships should be targeted at relationships that enhance or create opportunity for strong referral pathways, industry research and promotion of our model.	Focused Growth	Attended the Healthy at Home Collaborative Group. Facilitated the leadership workshop in collaboration with the Caboolture Workers Co-Op. Work commenced on a co-design pilot project with NaCWA and ACU to engage students for future employment as support workers, nurses and allied health clinicians.
Initiative		Focus Area	Outcome
2.1	Develop our fee for service offering and align it to market rates and consumer expectations, this will enable us to reduce our reliance on government-funded services and reinvest back into our services and people.	Sustainable Business	Work on Burnie Brae's private fee-for-service offering was postponed because of the delay of the SAH program rollout. This will now be a key focus for 2025–26 as we prepare to meet the growing demand for privately-funded, flexible care options. Market trends suggest more older Australians, particularly self-funded retirees, are seeking private services due to the complexity of the SAH model increasing contribution reductions.
2.3	Develop a strong employee value proposition that supports Burnie Brae to attract and retain the most skilled and experienced employees, aligned to the organisation's values and mission.	Sustainable Business	Reviewed and updated human resource policy and procedure. Applied Australian Government's Fair Work Ombudsman 'right to disconnect' rules from August 2024. Held the inaugural 'Years of Service' awards. The 9-day fortnight was introduced to the Healthy Connections team because of a successful trial. Conducted employee survey to gauge workforce satisfaction and areas for improvement with overall satisfaction rate of 80%. Commenced development of employee benefits document to showcase current and potential new benefits. Developed a workforce capacity strategy to build resilience and agility. Conducted a review of staff incentive programs to ensure competitiveness as an employer of choice.

Horizon 2 (cont'd)

Initiative		Focus Area	Outcome
3.3	Build in-house clinical capability to support the delivery of complex clinical care that enables people to remain at home for longer through delaying or preventing premature entry into residential aged care.	Customer-led service improvement	Engaged two physiotherapists. Recruited new remedial massage therapist. Explored offering chair yoga and chair Pilates in the next financial year. Strategic partnerships with universities through student placements play a key role in building and sustaining our clinical capabilities. These placements allow us to train students within our service framework, identify high-performing individuals for future employment, and proactively plan workforce growth. By integrating new graduates alongside experienced clinicians, we optimise staffing flexibility, manage labour costs, and ensure continuity of service. This approach supports our ability to meet increasing clinical demand while cultivating a skilled, resilient workforce aligned with the long-term strategic goals of the organisation.
3.4	Invest in best practice systems and technology that supports integrated and seamless customer-facing and back-end service delivery.	Customer-led service improvement	Secured \$33K grant from the Department of Home Affairs for three-year cyber security and tech monitoring project. Completed Clinical Governance Framework transition in AlayaCare. Commenced Consumer Journey Mapping project to improve understanding of consumer needs and preference Implemented a multi-factor authentication setup for users to provide a layer of protection for sensitive information and access to critical systems. Engaged in pilot project with KPMG to increase client communication, decrease social isolation, and how to implement changes to decrease administration processes for client engagement. Initial data showed 40% reduction in calls. All support workers, drivers and respite staff to complete mandatory dementia training awareness training.
Initiative		Focus Area	Outcome
4.6	Source a leadership program for Burnie Brae that aims to develop the leadership capacity of the whole organisation at all levels, enhancing the collective leadership capacity of Burnie Brae.	Operational Excellence	Second leadership development program scheduled for July 2026.

Notes on reporting period

The board supported changing the strategic plan reporting period from the calendar year to the financial year to align with the annual report. However, the change will not take effect until the strategic plan is formally reviewed in early 2026.

Measuring our Success

In 2022, KPMG was engaged to review and analyse our operations. Outcomes of the review included a current analysis report and a strategic plan. The strategic plan suggested a set of indicators to measure success based on four pillars: focused growth, sustainable business, customer-led service improvement, and operational excellence.

These indicators rely on data collected over time to track performance. Since the strategic plan was adopted, it has been necessary to upgrade and establish new systems for finance, transport, care services, and in human resources and payroll that can produce reliable and meaningful data.

While the intention was to begin reporting against these measures of success in the 2023-24 financial year, the groundwork of system set-up and user

education, and management of change throughout the organisation took precedent.

This was further delayed as we spent most of the 2024-25 year preparing for the SAH program commencement and legislative reforms.

This year we engaged StewartBrown to benchmark the HCP service where we expect to bed-in meaningful data collection for performance measurement in this sector.

It is anticipated that performance reporting in this format will commence in 2025-26.

Our performance framework will enable the organisation to accurately track and measure the progress of its strategic initiatives.



Our Services

We provide quality funded care and services to assist people to stay living at home when their independence is challenged by health issues or other circumstances.

Our focus is on safety, wellness, and capability, with care planning tailored to individual goals, strengths, and preferences.

Care Services

Help at Home – cleaning, household tasks, personal care, socialising, companionship, transport and outings, allied health, home maintenance and repairs, and wellbeing.

Transport services – a door-to-door transport service to help clients get to the shops, appointments, activities, and other events that matter to them. The transport service accommodates people of all ages and needs, including disability access and mobility aids.

Flexible Respite Care – day respite, supported outings and in-home respite care providing temporary relief for caregivers with short-term care for people who need support due to age, illness or disability.

Healthy Connections (Allied Health Services)

Helping people achieve their health goals and enhance their quality of life with an individual tailored approach by a team of dedicated, qualified specialists.

Services include:

- ✦ exercise physiology
- ✦ physiotherapy
- ✦ remedial massage
- ✦ hydrotherapy
- ✦ specialised clinical groups

Member Services

Centre activities – such as dance classes, art, card, and board games.

Community nursery – offering a range of plants for sale. All profits are returned to the local community.

Technology training – lessons to help people feel confident with technology.

Events and day trips – special day trips for seniors to theatre performances, exhibitions and other events.

Travel Connections – a team of travel advisors and itinerary planners.

Cafe Connect – onsite café in Chermside provides a place to gather and enjoy delicious food.

Hair salon – on-site hair salon offering a full suite of services.



Care Services Report

What we provide

Help at Home | Transport Services
| Flexible Respite

Funding Streams

Home Care Packages |
Commonwealth Home Support
Programme | Private Fee for Service

What we achieved

Home Care Packages

HCP increased by 11.5%. Growth remained steady despite reform uncertainty and normal attrition from clients transitioning to residential care or passing away.

The 2024-25 financial year was shaped by our preparation for the new SAH program reforms, which will take effect on 1 November 2025. Much of the focus this year was:

- ✦ Strengthening internal systems and processes to align with the anticipated change in regulatory and reporting requirements.
- ✦ Educating staff and clients about the expected changes, ensuring the community was informed and prepared for a smooth transition.
- ✦ Reviewing and adjusting care coordination practices to meet the new standards and service delivery models.

In June 2025, the government announced a new commencement date for the aged care reforms to 1 November 2025. While this postponement provided additional preparation time, it also required careful communication with clients and staff to manage expectations and maintain confidence in the upcoming changes.



Despite the uncertainty, the team remained focused on providing high-quality care and achieved a modest growth in the number of packages delivered. This included increasing package numbers further into Moreton Bay, aligning with our expansion goals set for this year.

Commonwealth Home Support Programme (CHSP)

CHSP-funded services include in-home and centre-based respite; social support (group and individual); domestic assistance; home maintenance and modifications; transport; and personal care.

This year, demand for CHSP services remained strong, with some clear shifts in how services were accessed:

- ✦ Centre-based respite hours increased by 24%, showing higher uptake of carer support through structured group-based respite services.
- ✦ Domestic assistance (cleaning) slightly declined compared to last year (down 15%), showing a redistribution of funding to other priorities.
- ✦ Home maintenance increased by 22%, while home modifications expenditure rose sharply (up 64%), reinforcing that safety and accessibility remain top priorities for clients.
- ✦ Transport trips decreased (down 24%), reflecting changes in client mobility patterns, more telehealth uptake, and a shift to community-based activities closer to home.

- ✦ Social support (group and individual) hours declined overall.

Overall, there is a continuing strong demand for in-home services that promote independence, alongside an increased emphasis on respite and home safety.

The Care Services team successfully maintained compliance with the eight Australian Government aged care quality standards.

Burnie Brae's transition to AlayaCare has resulted in better service coordination, improved communication with clients, and enhanced reporting to support funding decisions.

Challenges

Home Care Packages

Several clients transitioned to residential care or no longer needed a package requiring service delivery and client management strategy adjustment.

The limited release of new package funds nationally contributed to a more modest growth rate than anticipated.

Commonwealth Home Support Program

Community need continues to exceed the provision of funding. The team prioritised minimum service levels for personal care and social support and allocated additional resources to home modifications and home maintenance to maximise safety and independence for older people.

Looking Ahead

Home Care Packages

The year ahead will be transformative for Burnie Brae's Care Services team with the commencement of the SAH program – the most significant change to aged care service delivery in recent years. The change will impact every aspect of our operations; from engagement with clients and service delivery to reporting, workforce planning, and financial sustainability.

Key priorities for 2025-26 include:

- ✦ Implementation of reform-ready systems: Finalising updates to AlayaCare and related internal processes to ensure compliance with new funding models, reporting requirements, and care planning frameworks.
- ✦ Workforce readiness: Training and upskilling care partners (previously care coordinators), administrative team, and direct care workers to confidently navigate the new system and maintain continuity of care.
- ✦ Client and community education: Rolling out a comprehensive communication plan to support clients and their families through the transition, focusing on choice, control, and transparency of care options.

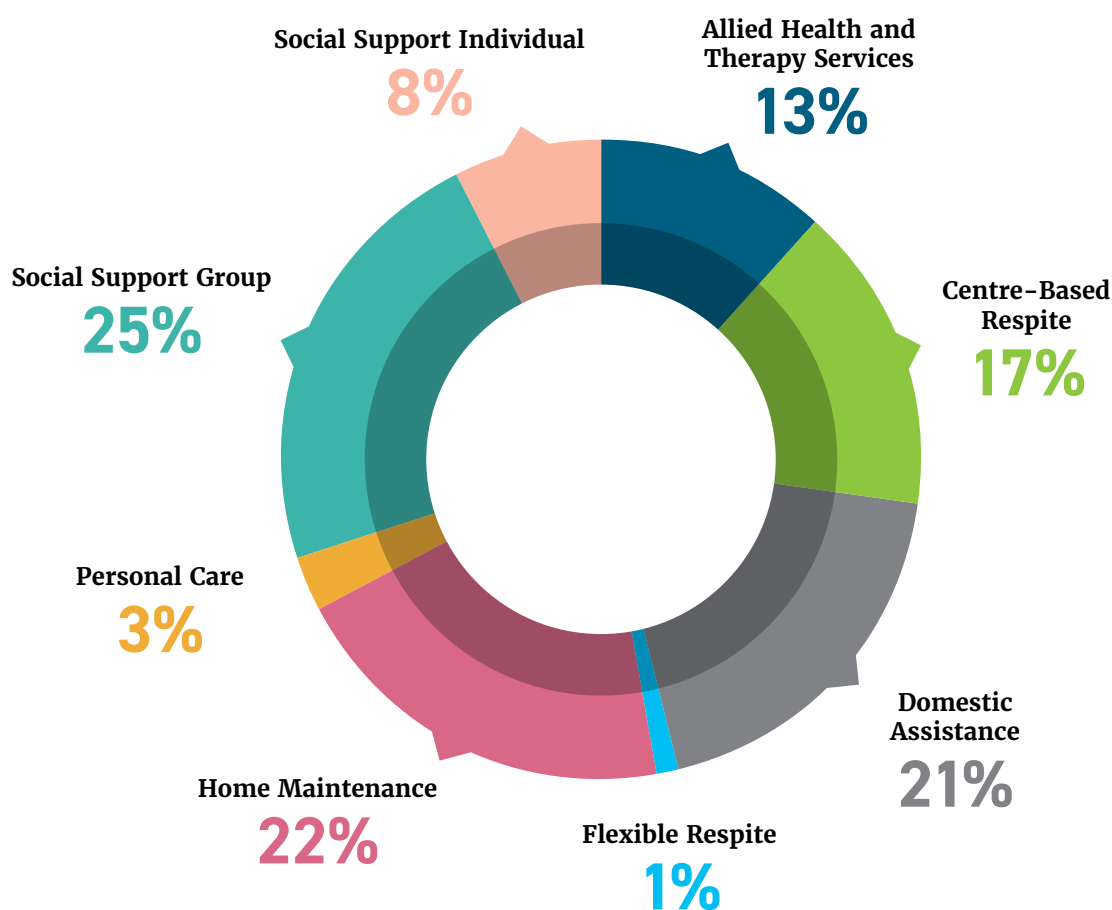
- ✦ Financial sustainability: Modelling the impact of the new payment and funding arrangements to ensure Burnie Brae will continue to deliver high-quality, affordable services.
- ✦ Managing increased workloads: Preparing for an anticipated short-term increase in administrative and coordination work.

Despite the scale of these changes, the team is well-positioned to lead with confidence, supported by robust systems, strong partnerships (including with Burnie Brae's Healthy Connections team), and a shared commitment to positive outcomes for older people in our community.

Commonwealth Home Support Programme

Burnie Brae will continue seeking opportunities to increase CHSP funding for high-demand services, particularly allied health and home maintenance, through targeted grants and advocacy.

We will also focus on strategies to boost social connection, including revitalising social support groups, increasing awareness of transport services, and providing education on the benefits of community participation, to ensure older adults remain engaged, active, and supported.



Statistics and Trends

Home Care Package Clients

	2022-23	2023-24	2024-25
New Clients	120	91	30
Total Clients (at end of financial year)	230	260	290

Home Care Package Service Hours

Service	2022-23	2023-24	2024-25
Allied Health and Therapy Services	946	1399	2978
Centre-Based Respite	6638	8696	12 758
Domestic Assistance	6662	8630	9095
Flexible Respite and Social Support Individual	7178	8501	7700
Nursing	171	350	922
Personal Care	4801	5767	5676
Transport trips	6157	7652	8702

CHSP Service Hours

Service	2022-23	2023-24	2024-25
Allied Health and Therapy Services	12 391	11 057	14 104
Centre-Based Respite	12 322	13 177	16 392
Domestic Assistance	21 937	23 304	19 887
Flexible Respite	366	1003	713
Home Maintenance	19 893	19 456	23 686
Home Modifications (expenditure)	\$268 395	\$179 184	\$293 375
Personal Care	2485	1955	1698
Social Support Group	22 828	33 035	28 798
Social Support Individual	17 580	13 739	9451
Transport trips	30 327	33 461	25 405

In the Spotlight – Smart Care

How AI is Redefining Connection and Efficiency

This year, Burnie Brae partnered with KPMG to trial AI-supported technology designed to streamline client confirmation calls.

Early results from the trial have been very promising with an 80 percent reduction in time spent on call management. This saving meant that the team could focus on personal interactions, deepening relationships, and ensuring care remained centred on people not processes.

The trial demonstrated how carefully integrated technology can complement, not replace, human care; delivering efficiency while protecting the meaningful connections that matter most.

Because of the success of this trial, we are exploring more AI applications that could support behind-the-scenes efficiencies.

Our goal remains clear: to keep people in people-focused roles, while using smart tools to strengthen service quality and responsiveness.



Burnie Brae
community, connection, care



Healthy Connections Report (Allied Health Services)

What we provide

Healthy Connections provide accessible, high-quality healthcare to individuals and families, regardless of their circumstances.

Funding Streams

Home Care Packages | Commonwealth Home Support Programme | Private Fee for Service | NDIS | Department of Veteran's Affairs | Medicare

What we achieved

CHSP Funding: \$1.271M (increase of 6%)

Home Care Packages: \$312K (increase of 84%).
A strong growth supported by cross-promotion with Care Services and improved referral pathways to clinic services.

Clinic Private Income: \$594K (increase of 10%) Growth reflects client confidence, expansion of membership programs, and active promotion on social media platforms.

Other Services: Steady growth across NDIS, DVA & Medicare

These results highlight the strength of the integrated service model, demonstrating how collaboration across teams and strategic promotion translate into meaningful growth and improved outcomes for clients.

Healthy Connections Income/Expenditure

Financial Year	Income (\$M)	Expenditure (\$M)
2020-21	1.51	1.64
2021-22	1.07	1.57 (Covid recovery)
2022-23	2.04	2.30
2023-24	2.06	2.03
2024-25	2.73	2.58

Other Supportive Services

Physiotherapy Expansion

The expansion of physiotherapy services, both in-home and in-clinic for Burnie Brae HCP clients, has driven significant growth. HCP service delivery increased by 30%, resulting in an 84% growth in revenue compared with the previous year. This expansion highlights the value of accessible, high-quality physiotherapy to support client health and independence.

Group classes (exercise/wellbeing)

This year we expanded the number of classes and specialised programs in response to client need. Group clinical classes deliver cost effective services to multiple clients simultaneously and are supported through government programs or subsidised by private health insurance, which ensures a stable and accessible client base.

CHSP clients

CHSP funding enables access to low-level support for older Australians. Burnie Brae can ensure a steady flow of clients and reliable funding by leveraging this sector. CHSP also serves as a pathway for clients awaiting HCP allocation, creating client loyalty to encourage conversion to care service packages.

In-home remedial massage and weekend physiotherapy services

Additional services continue to add value for Burnie Brae clients. These services attract a higher service fee.

Diversified Income Base

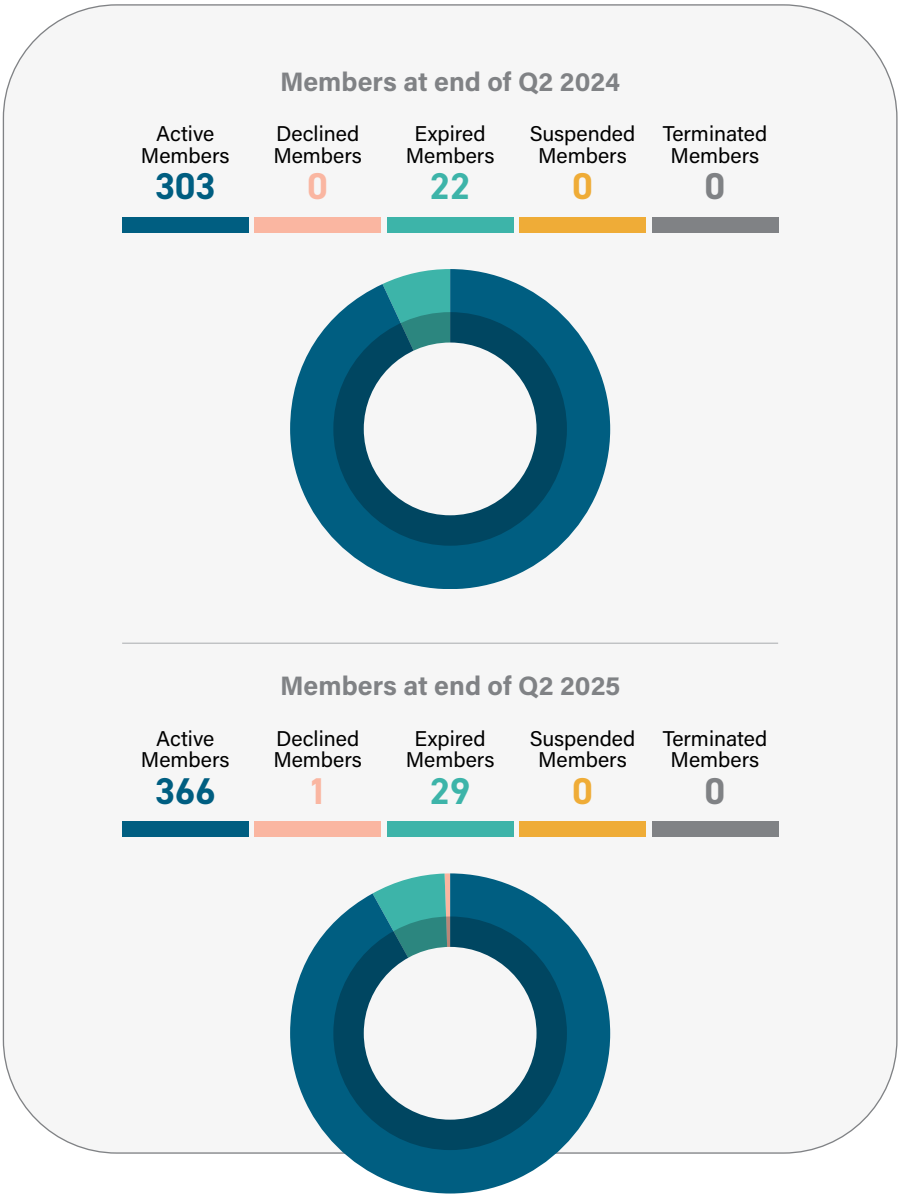
- ✖ Healthy Connections offers a unique mix of services not commonly seen across community centres and aged care providers.
- ✖ Multiple revenue streams reduce dependence on any single service, spread financial risk, and create multiple pathways for growth as demand for aged care services increases.

Efficient Service Delivery

- ✦ Streamlined staff rostering minimised downtime and maximised billable hours.
- ✦ Review of class times, fees, and staffing ensured operational efficiency while maintaining a supportive work environment that attracts and retains quality staff.

Healthy Connections clinic exercise memberships

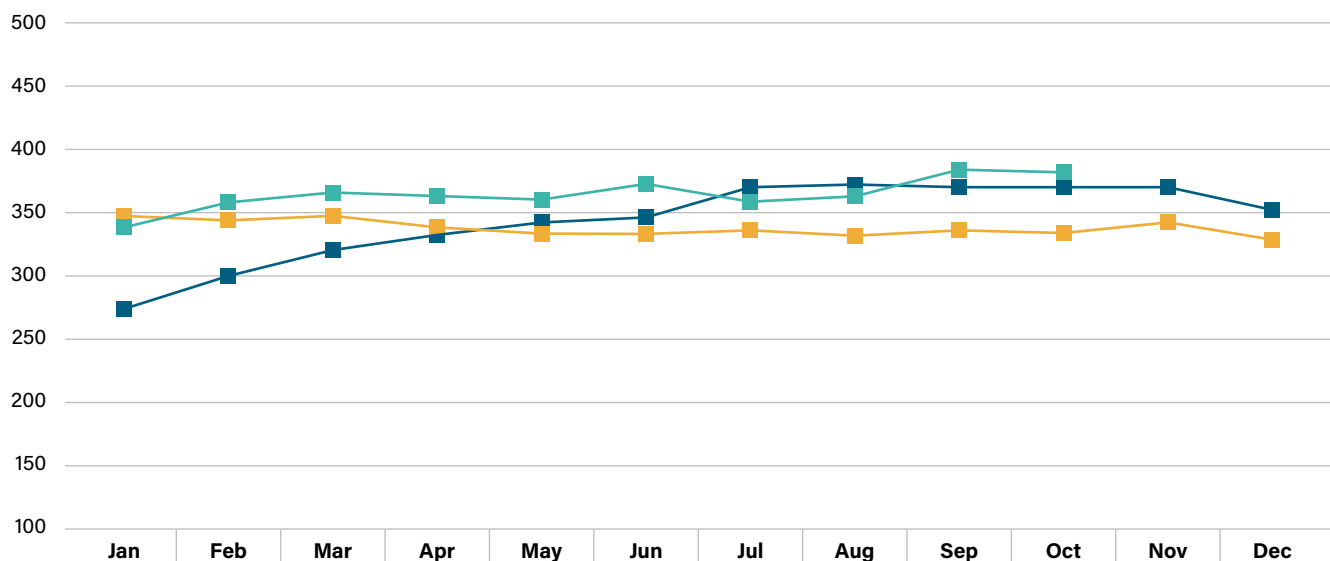
At Healthy Connections we provide: 2304 membership hourly practitioner supervised classes per year. These memberships increased by 21% with an overall retention rate of 91%



	2023-24	2024-25
Repeat Clients		
Repeat clients	247	258
Repeat clients retained	234	238
Retention rate	94.74%	92.25%
New Clients		
New clients	116	124
New clients retained	104	108
Retention rate	89.66%	87.10%
Totals		
Total clients	363	382
Total clients retained	338	346
Total client retention rate	93.11%	90.58%

Active Members

■ 2023
■ 2024
■ 2025



Expansion of Allied Health Programs

Expansion of our allied health services was achieved through greater integration with HCP, connection through social media content to our community avatar for membership growth, and enhanced availability for client appointments.

Mentorship and Professional Development

Our practitioner mentorship and professional development programs now include all staff. These programs offer formal training sessions, internal workshops, and networking opportunities.

Each practitioner can access a monthly mentorship session and a quarterly workshop (internal or external). This structure ensures continuous learning, peer support, and alignment with best practice.

Clinical Programs

Each year, our team reviews all clinical programs for efficiency, progression, compliance, and risk. This includes:

- ✖ Assessing program performance, outcomes, and impact on client care.
- ✖ Reviewing clinical protocols, treatment guidelines, and documentation templates.
- ✖ Evaluating practitioner performance against current best practice standards.

This cycle of review supports innovation, compliance, and excellence in client care.

Students and University Affiliations

In 2024-25, we hosted four exercise physiology students and one prosthetics student.

Our staff demonstrated exceptional commitment, often exceeding normal hours, to deliver clinical supervision. To support this program, our student onboarding manual was updated and refined.

We continue to strengthen partnerships with QUT, ACU, UQ, UniSC, and other institutions. These collaborations provide students with valuable experience while giving our

organisation access to fresh ideas and emerging talent. Many outstanding students are identified as potential future employees. This year, we successfully recruited one exercise physiologist from our program.

Service Growth

Service growth was achieved through workforce optimisation, ensuring rosters, service length, and projected demand aligned with organisational goals. Outcomes included:

- ✖ Increased GP referrals through proactive engagement.
- ✖ Stronger private client growth through targeted social media campaigns.
- ✖ Strategic recruitment of three highly skilled professionals, enabling improved responsiveness and capacity.

By scaling our workforce carefully, Healthy Connections has managed increased workloads while sustaining high standards of client care and supporting business expansion.

- ✖ Both HCP and CHSP are backed by government funding, providing a stable and predictable revenue stream.
- ✖ Growing demand from the ageing population, coupled with adaptable government programs, supports long-term financial viability.

New Services

- ✖ Mobile remedial massage expanded to two days per week.
- ✖ Physiotherapy-led hydrotherapy classes launched.
- ✖ Specialised Parkinson's physiotherapy classes introduced.

Challenges

Despite strong growth, several challenges remain for this team:

- ✖ **Compliance and regulatory costs:** New government aged care reforms demand ongoing updates to compliance documentation and reporting.
- ✖ **Administrative burden:** Increased practitioner administration time (non-billable) impacts financial stability.
- ✖ **Workforce shortages:** Recruitment of physiotherapists, exercise physiologists, occupational therapists and aged care practitioners remains difficult.
- ✖ **Rising workforce costs:** Competitive wages and benefits are required to attract and retain staff. We offset this by ensuring new staff achieve a full caseload within three months.
- ✖ **Recruitment delays:** Active recruitment is resource-intensive and can slow expansion.
- ✖ **Staff workload:** Practitioner shortages risk overworking current staff. We manage this with strict rostering, balanced service-to-administration ratios, and enforced break times.
- ✖ **Client safety:** Ongoing reviews of staff-to-client ratios ensure safe delivery of both individual and group services.

Looking Ahead

Healthy Connections is well-placed for continued growth and financial sustainability through:

Workforce Development

- ✖ Attracting skilled practitioners via competitive salaries, flexible work options, and professional development pathways.
- ✖ Strengthening university partnerships to expand graduate pipelines.
- ✖ Upskilling existing staff to deliver advanced services and specialised group programs.

Service Expansion and Innovation

- ✖ New group classes in balance training, fall prevention, and mental wellness.
- ✖ Expansion of brokerage services to partner clinics and aged care facilities.
- ✖ Growth of Burnie Brae Home Care services, including the launch of a new SAH reablement program for lower-level package holders. This new program will also be accessible for brokered clients.
- ✖ Cross-promotion of services through collaboration with Burnie Brae's Member Services.

Government Programs and Compliance

- ✖ Maximising access to HCP and CHSP clients, including higher-level care packages.
- ✖ Ongoing quality improvement to meet compliance requirements while enhancing client satisfaction.

Marketing and Community Engagement

- ✖ Targeted campaigns through digital channels and local partnerships.
- ✖ Client retention strategies including loyalty and referral programs.
- ✖ A soft rebrand bringing Healthy Connections logo colours under the Burnie Brae banner has significantly increased our visibility.

Financial Health

- ✖ Continued diversification of income streams through private-pay memberships, group classes, and wellness programs.
- ✖ Reducing reliance on government funding by broadening service offerings.
- ✖ Continued engagement with GP clinics and hospitals.
- ✖ Partnerships with retirement villages to provide services to members of their communities.

Preparing for Expansion

Healthy Connections has positioned itself for further growth by:

- ✖ **Staff training and upskilling:** Developing staff into specialised roles and supporting leadership development (two staff completed leadership training this year).
- ✖ **University partnerships:** Expanding collaborations to strengthen our pipeline of graduates and temporary staff.
- ✖ **Geographic expansion:** Building relationships in northern regions with a view to establishing satellite sites supported by our practice management systems.
- ✖ **Team cohesion:** Ensuring external service delivery does not reduce connection to in-clinic mentorship and support.

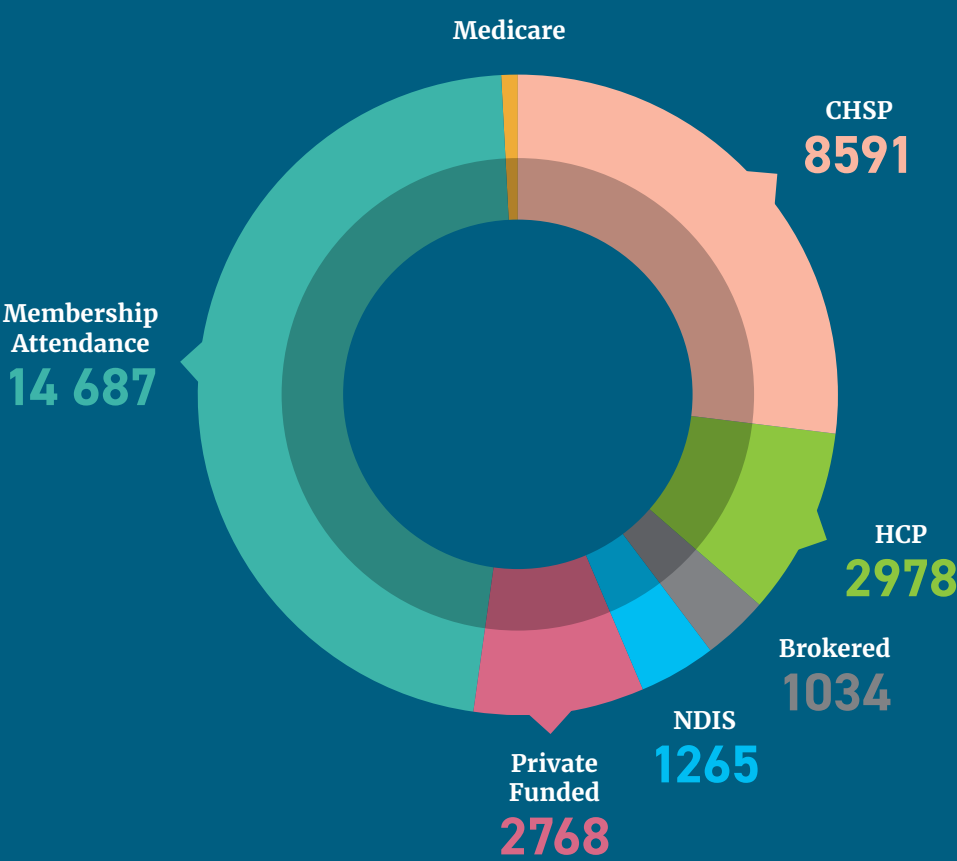
Statistics

Total hours of services provided

Funding	2022-23 # services	2023-24 # services	2024-25 # services	Percentage growth %
BB HCP	1188	1826	2978	63
Brokerage	602	922	1034	12
CHSP	4523	7642	8591	12

Other services	Total # allied health services 2022-24	Total # allied health services 2023-24	Total # allied health services 2024-25	Percentage growth %
EPC/ CDMP Medicare	224	215	220	2
DVA	451	563	687	22
NDIS	1399	1027	1265	23
Private Clinical services	N/A	2076	2768	33
Members	349	303	366	21
Member Attendance	10 530	13 328	14 867	11

Visual representation of service hours



Member Services Report

What we provide

A variety of social, health, educational and recreational activities, along with regular centre-based events and services.

Funding Streams

Private-Fee-for-Service

What we achieved

Activities, Outings and Special Events

Some highlights from the year included:

- ✦ Beginners' yoga
- ✦ Chair yoga
- ✦ Euchre
- ✦ Bribie Island WWII Tour
- ✦ Knitting for a Cause – knitting and crochet group
- ✦ Government House tour
- ✦ ABBA the Waterloo anniversary tour
- ✦ Parliament House High Tea
- ✦ Toowoomba Carnival of Flowers
- ✦ Choir/singing group commenced
- ✦ Burnie Brae Bollywood Dance Group performed at Dreamworld for Diwali
- ✦ 2024 Christmas Markets
- ✦ 2025 Mother's Day Markets
- ✦ Rize Up Christmas appeal
- ✦ Free centre tours and new member morning tea

Community Education

Educating and empowering our community is a significant focus for Burnie Brae. Some highlights from the year included:

- ✦ Unpacking Home Care Packages
- ✦ Understanding Aged Care
- ✦ Living with Diabetes
- ✦ Dying with Dignity
- ✦ Attracting Butterflies to your Garden
- ✦ Aged Care Reform Education (Support at Home)
- ✦ Cost of Living and Refund Rights
- ✦ Simplify your Life

Project Pantry

This year saw changes to Project Pantry to ensure its ongoing sustainability. A move from the shed to the back of the members' hall improved physical accessibility. Long-life, non-perishable items are now provided once a month to eligible members who hold a pension, healthcare, or concession card at a reduced price of \$5.00. Volunteers remain at the heart of Project Pantry. These dedicated volunteers prepare and distribute food relief packages to approximately sixty members per month.

GOLD Program

Creative and crafty members enjoyed a variety of lessons and activities that included: organic hand scrub making, tie-dye, mandala art, paint-and-chat, personalised key rings, pop-up card making, and Christmas decorations.

Café Connect

Café Connect had a great year. We achieved successful external audit for our food safety program and a five-star rating from Brisbane City Council's Eat Safe Brisbane scheme.

The menu was refreshed based on customer feedback conducted in February. The new menu featured favourites, such as fish and chips, and Portuguese tarts, but added new items such as the Aussie burger, fruit salad and chicken bites.

Seating also had a makeover with the addition of some chairs with arms as requested by customers.

In the background, the catering kitchen continued to prepare healthy and delicious meals to clients in Club Respite, relying on regular feedback to ensure that lunch is one of the highlights of their day.

Facilities Management

The facilities and grounds maintenance team worked diligently to keep our grounds, buildings and park, not only looking attractive, but safe, clean and in good working order. New mulch was added to the Burnie Brae Park and the compost program gained strength.

A huge range of maintenance activities were carried out including cleaning solar panels; fleet vehicles service and repair; gym, café and kitchen equipment serviced; hot water system replacement in café; seat protectors introduced to the fleet; and the removal of a skylight from the respite facility. Following a safety review, the traffic flow at 60 Kuran Street was changed to improve drop-off and pick-ups.



Challenges

Over the past year, the Member Services team has worked hard to maintain a strong level of connection and support for our community while adapting to new ways of working. Like many community organisations, we've needed to balance our resources carefully to meet growing demand and ensure every activity delivers value to our members.

We were operating with a smaller team, which meant prioritising programs and events that have the biggest impact on connection, health, and wellbeing. Some long-standing activities are being reviewed to make sure they meet the needs of our members and reflect how our community is changing.

Looking Ahead

The year ahead will be one of renewal and growth for Member Services.

We are introducing a new Community Engagement Hub, which will be a welcoming first point of contact for members, clients, and visitors. This new model will make it easier for people to connect with programs, services, and each other, helping us strengthen Burnie Brae's role as a vibrant hub for community life.

We're also planning an expanded calendar of high-quality, low-cost activities, including new social programs, interest groups, and community events that encourage connection and belonging.

We will continue to review our existing offerings to ensure they provide the right mix of enjoyment, inclusion, and value.

For our professional stakeholders, this new approach means a more integrated, efficient, and outcomes-focused member services function, one that supports individual wellbeing and contributes strategically to Burnie Brae's mission to enrich community life.

Statistics and Trends

Membership – New and Renewal Member Services

New Members	Associate Members	Members Plus	Total New Members
2023-2024	472	164	636
2024-2025	376	227	603

Total Members (as at 30 June 2025)	5312	2552	7865
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Our People

Burnie Brae remains committed to supporting a capable, resilient, and engaged workforce that underpins the delivery of high-quality services to our community.

At the end of June 2025, we had 155 employees supported by 52 volunteers. This reflects stability in staffing and highlights the ongoing challenges of volunteer engagement.

Our workforce talent has a reach that includes support workers, allied health professionals, transport and respite staff, and corporate services personnel. Support workers represent 32% of the workforce, with the majority engaged on a part-time basis. Allied health staff remained stable at 20 employees throughout the year.

Volunteers play a vital role, particularly in membership service delivery, transport, and café operations. However, volunteer numbers have declined steadily over recent years due to the ageing demographic of our volunteer base. Revitalising and expanding volunteer participation will be a key focus in the year ahead.

Capability and Development

Burnie Brae continues to invest in the capability of its people to meet both client needs and compliance requirements. Key training during the year included:

- ✦ Compliance and workplace behaviour (Respect@Work, harassment, dismissal).
- ✦ Medication prompting and assistance to ensure best practice standards.
- ✦ Payroll and finance readiness ahead of the next financial year.

HR Function and Process Improvements

During the year the human resources function was restructured to strengthen strategic oversight and reporting. One key initiative of note was a review of staff incentive programs to ensure competitiveness as an employer of choice.



Risk and Strategy

The board and senior leadership team have identified several workforce challenges requiring ongoing focus:

- ✦ **Talent Acquisition:** difficulty recruiting allied health and frontline care staff remains a sector-wide challenge.
- ✦ **Training and Compliance:** relevant and consistent training is provided across all aged care and allied health services to ensure compliance with evolving aged care regulations.
- ✦ **Workforce Costs:** rising wage pressures require continued efficiency and resource planning.

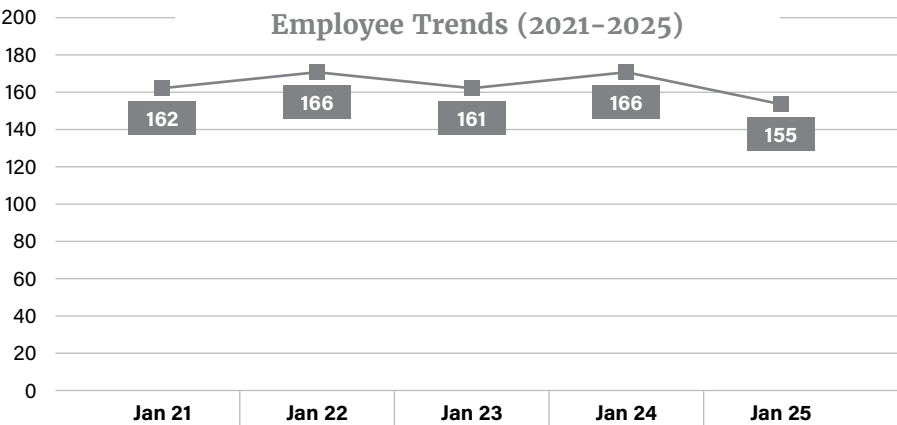
Mitigation strategies include strengthening Burnie Brae's employee value proposition, expanding professional development, and building partnerships to enable access to skilled staff.

Looking Ahead

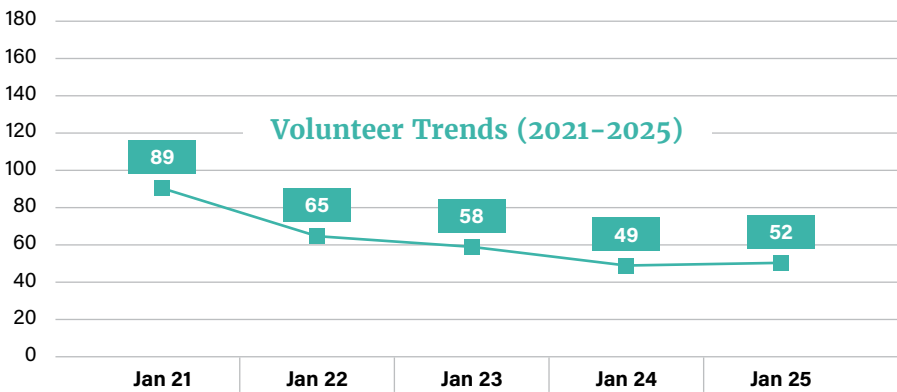
The year ahead will see continued pressure in the aged care labour market. Planning for the introduction of the SAH reforms are in place. Priorities for the next financial year include:

- ✦ Expanding volunteer participation.
- ✦ Strengthening retention and wellbeing initiatives.
- ✦ Embedding new HR processes and systems.
- ✦ Delivering early recruitment and onboarding for peak demand periods.
- ✦ Positioning Burnie Brae as an 'employer of choice' through a values-based, purpose-driven culture.

Statistics and Trends



	Jun-21	Jun-22	June 23	Jun-24	Jun-25
Total Employees	162	166	161	166	155



	Jun-21	Jun-22	June 23	Jun-24	Jun-25
Volunteers	89	65	58	49	52

Employment Status

	2022-23	2023-24	2024-25
Full-time male	11	15	16
Full-time female	39	40	39
Full-time employees total	50	55	55
Part-time male	19	19	15
Part-time female	66	58	67
Part-time employees total	85	77	83
Casual male	8	8	4
Casual female	18	26	13
Casual total	26	34	17

Note on employee number reduction

Since 2023, we have focused on enhancing the efficiency of our internal business processes and systems to reduce time spent on administrative tasks and enable staff to devote more time to client care.

This approach aligns with the expectations of the Department of Health, Disability and Aged Care, which requires providers to deliver high-quality, person-centred care in accordance with the strengthened Aged Care Quality Standards coming into effect from 1 November 2025. Greater efficiency is expected to be achieved through strengthened governance, clearly defined responsibilities, and improved care planning.

Changes to Australia's workplace laws during the year redefined casual employment and introduced a pathway for casuals to transition to permanent roles. Burnie Brae reviewed its permanent structure and we now prioritise part and fulltime employment to support greater stability and continuity across the workforce.

Work Health and Safety

Work health and safety (WHS) is a high priority at Burnie Brae. Participation in WorkSafe Queensland's Injury Prevention and Management Program wrapped up in September 2024. The program saw a shift in knowledge and understanding that workplace health and safety is everyone's responsibility. As a result of the program, injuries were lower during 2024-25 than previous years, which is an outstanding result.

WHS highlights for 2024-25 were:

- ✦ Strengthening of Burnie Brae's zero-tolerance approach to abuse, harassment and physical violence. Posters were put on display, client rights and responsibilities implemented.
- ✦ Guidance developed on sex-based harassment to increase manager and staff knowledge and understanding of sexual harassment.
- ✦ Guidance and approval forms introduced for using Burnie Brae's wheelchairs to reduce injuries.
- ✦ De-escalation training conducted for support workers.
- ✦ Manual handling for field support workers, respite support workers, drivers, nurses, facilities team, and café team.
- ✦ Fire warden training and fire evacuation practices.
- ✦ Emergency management plans updated to better prepare the workforce for emergencies. These were put into action during Cyclone Alfred in March 2025.

Changes to improve safety included initiatives such as support workers using mattress lifters and bed wedges to reduce back injuries when making beds; changing the door type in the corporate administration building; adding a video doorbell for staff working after hours; and changing the flow of traffic at 60 Kuran Street to improve safety in drop-off zones.



In the Spotlight – Rome Reflections

By Aynsley Johnson

This year, I was privileged to go to Rome as part of the NaCWA Professional Development Program.

Rome's leaders want to return to when family cared for ageing family. They are striving to reduce social isolation and loneliness through intergenerational care and social initiatives and avoiding unnecessary entry into institutional models of aged care.

The Pontifical Academy for Life's work in AI ethics and legislation has global relevance. It was inspiring to see how aged care can be reframed as a vital part of societal wellbeing. It has also developed a *Charter of Rights for the Older Person* that they plan to present internationally.

One of the most thought-provoking sessions was a presentation by worldwide Australian Catholic University PhD students exploring the topic of vulnerability. We were

able to view their findings in the context of aged and community care, challenging us to see vulnerability not as a problem to be solved, but as a connection we all share.

During a visit to the Dicastery for Laity, Family and Life, we were introduced to a powerful vision of aged care reframed as the 'silver economy', shifting cultural attitudes towards ageing – encouraging intergenerational relationships, and centring the person rather than the condition.

One of the standout visits was to the Sant'Egidio Community Health Hub, San Bartolomeo Project providing access to health services for the most fragile in Rome.

This part of the pilot initiative is a lifeline for those over 80, who are often overlooked by traditional healthcare. The program provides free comprehensive assessment and referral services and is an extraordinary example of integrated, person-centred care working outside of institutional models.

This kind of hub-based care could have transformative potential in Australia, particularly in communities where access is uneven and social isolation is growing.

At the heart of the Sant'Egidio movement is love and community – and nowhere was that clearer than in our visit to one of their co-housing communities for the aged.

Once a religious residence, the building has been transformed into 12 beautiful, homely apartments. The top level offers 24-hour care for residents who need more support, but the feel of the place is anything but clinical. There's a library, small cinema, garden, gym, and a weekly shared lunch where residents bring meals, invite friends from other housing complexes, and eat together like a family.

Each person here is treated as unique. There is no "standard care plan" – only a commitment to personalised, dignified care over a lifetime. This is aged care reimagined – not as a service, but as a community.

As the trip came to a close, we were honoured to be hosted for afternoon tea by Australia's Ambassador-designate to the Holy See, the Hon Keith Pitt, and Mrs Allison Pitt. We were also joined by the Australian Ambassador to Italy, Julianne Cowley

We shared stories of not only areas for advocacy and improvement in the Australian aged care system, but also the successes and wins our collective organisations are already celebrating when it comes to what good, aged care looks like.

Our involvement with the NaCWA demonstrates the value of collaboration across sectors and borders. The insights gained in Rome and through the Alliance's national initiatives help us shape a future workforce that is skilled, ethical and connected to community.



Financial Performance 2024-25



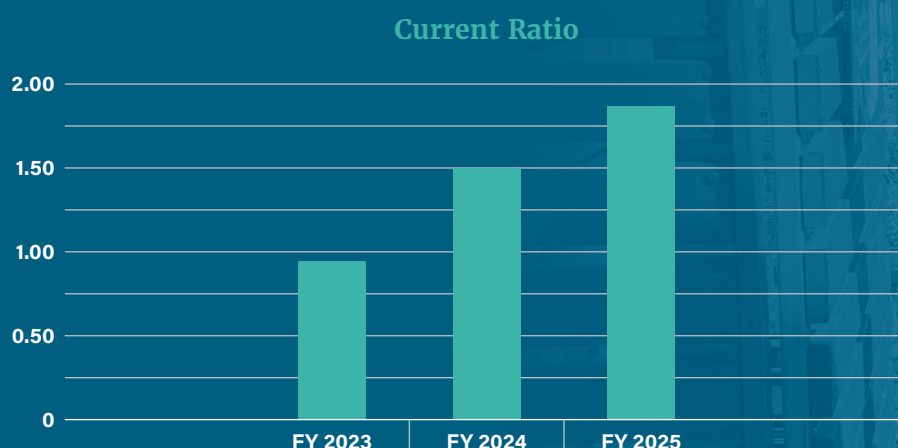
Burnie Brae delivered a strong financial performance in 2024-25, with revenue increasing to \$19.49M, up from \$17.23M in the prior year. This growth reflects the success of our strategic initiatives and ongoing commitment to efficiency and value for members.

A major highlight was the turnaround in financial performance, shifting from a \$7.27 million deficit in 2023-24 (primarily due to the \$6.86 million asset impairment of 60 Kuran Street, Chermside) to a \$703,356 surplus in 2024-25.

This improvement was supported by a stronger cash position at 30 June 2025 driven by \$2.08M in Net Cash Flow from Operating Activities compared to just \$269,877 the previous year.

These results demonstrate prudent financial management, effective delivery of strategic priorities, and a renewed focus on long-term sustainability.

Description	2023-24	2024-25
Turnover	\$17.23M	\$19.49M
Expense	\$17.63M	\$18.78M
Operating Surplus/ (Deficit)	(\$4.03)M	\$703K
Impairment of Building	(\$6.86) M	-
Net Surplus/ (Deficit)	(\$7.27) M	\$703K
Total Assets	\$8.24M	\$8.80M
Total Liabilities	\$4.2M	\$4.09M
Accumulated Funds	\$4.0M	\$4.71M



Our balance sheet also strengthened, with total assets increasing to \$8.80M and accumulated funds rising to \$4.71M. Liquidity improved, with our current ratio exceeding the benchmark of 1.0, confirming Burnie Brae's capacity to meet obligations while maintaining a healthy buffer.

Taken together, the 2024-25 results signal recovery, stability, and growth. They reinforce our resilience and provide greater capacity for the organisation to reinvest in services, facilities, and initiatives that benefit our members and the community.



Focus for 2025–26

Looking ahead, our financial priorities will centre on:

Strengthening processes: further refining financial systems for greater accuracy, efficiency, and timeliness.

Building collaboration: working closely across the organisation to enhance financial awareness and support decision-making.

Driving efficiency: identifying cost savings and process improvements to strengthen our position while supporting service delivery.

By maintaining strong stewardship and disciplined management, Burnie Brae is well-positioned to build on these results and deliver sustainable outcomes for our community.

BURNIE BRAE LTD

ABN 39 206 062 402

Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

BURNIE BRAE LTD

ABN 39 206 062 402

Financial Statements

FOR THE YEAR ENDED 30 JUNE 2025

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BURNIE BRAE LTD

ABN 39 206 062 402

DIRECTORS' REPORT

30 JUNE 2025

The Directors present their report, together with the financial statements, on the company for the year ended 30 June 2025.

Directors Information

The names of the Directors in office at any time during, or since the end of, the year and the period that each Director has been in office:

Director's Name	Board Position	
Anne Copeland	Chair	Resigned 26 March 2025
Colin Duff	Chair	Appointed 25 August 2025
Bernadette Dutton	Non-Executive Director	Appointed 28 October 2024
Patricia Libke	Non-Executive Director	Appointed 25 August 2025
Belinda Llamas	Non-Executive Director	
Steven O'Donoghue	Non-Executive Director	
Carolyn Robinson	Non-Executive Director	Resigned 25 August 2025
Belinda Sutherland	Non-Executive Director	Resigned 17 July 2024
Sharon Sweeney	Non-Executive Director	Appointed 28 October 2024
Company Secretary		
Li (Connie) Gao		Resigned 15 November 2024
Laura Burrows		Appointed 25 August 2025

Objectives and measurement

The Company has developed a strategic plan which details objectives and measurement tools based on the application of the principal activities. The Company's mission is "To be inspired by our community to focus on you". The Company's vision is "Through the upholding of values and continuous realignment with our mission, we will enrich experiences beyond all boundaries". The strategic roadmap for the Company is founded on a clear appreciation of current and future external environments. The Company's management team have carriage of delivering the objectives that will meet the requirements of the strategic plan. A structure of reporting to Directors and KPI's of management activities is in place to monitor the achievement of the business strategy and objectives.

Principal activities

The principal activities of Burnie Brae Ltd during the financial year was the provision of appropriate lifestyle and support services to promote, improve and maintain the quality of life for all who are associated with Burnie Brae Ltd.

Significant changes in the state of affairs and likely developments

There were no other significant changes in the state of affairs of the Company during the financial year.

	2025	Restated 2024
Review of operations for the year	\$	\$
Surplus / (deficit) for the year	703,356	(7,265,649)

Matters subsequent to the end of the financial year

No matter or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

Business strategies, likely developments and expected results of operations

The Company's strategic plan focused on continuing to innovate and expand the services, ensuring that the Company remains responsive to the evolving needs of our community.

Information on Directors

Anne Copeland (Resigned 25 March 2025)

A member of Burnie Brae since 2017, Anne Copeland has dedicated her life to the field of community care. A registered nurse, midwife, and a child health nurse, her career includes various management and leadership roles in public and private acute hospitals, and in aged care. Anne has served on boards including as a chair of the Queensland Nursing Council from 2005 - 2010 and chair of the Nursing and Midwifery Board of Australia from 2009 - 2013.

Colin Duff - Chair (Appointed 25 August 2025)

Col Duff is an accomplished Chair, Non-Executive Director, and Executive Director with over 35 years of governance experience across more than 30 boards in corporate, government, and not-for-profit sectors. He brings deep expertise in strategic oversight, governance, and performance optimisation, with significant experience in health and community services alongside property, infrastructure, energy, agriculture, and resources. Recognised for his strategic vision and ability to navigate complex challenges, Col is committed to delivering sustained growth, strengthening community outcomes, building organisational resilience, and enhancing stakeholder trust and value.

Bernadette Dutton (Appointed 28 October 2024)

Bernadette is an experienced coach, leader, clinical educator, speech pathologist, business owner and board member with extensive experience in higher education, tertiary hospitals, allied health and aged care. Bernadette combines strong clinical and governance expertise with a passion for supporting business owners and leaders to build high-performing teams through coaching, communication and leadership development.

BURNIE BRAE LTD

ABN 39 206 062 402

DIRECTORS' REPORT

30 JUNE 2025

Information on Directors (Cont'd)

Patricia Libke (Appointed 25 August 2025)

Patricia Libke was appointed as a Director of Burnie Brae Ltd on 25 August 2025. She is an experienced health executive and Registered Nurse with over 25 years' experience in acute care, digital health, governance, and aged and community care innovation. Recognised nationally and internationally for her leadership in patient-centred digital transformation, Patricia brings strong clinical expertise, strategic insight, and governance capability to the Board.

Belinda Llamas

Belinda Llamas brings a 20-year career in risk management, work health and safety (WHS), human resources, and business management to Burnie Brae. Her particular interests are in systems maintenance, simplifying compliance, growth, and long-term planning.

Steven O'Donoghue

Steven is a highly accomplished executive leader and business professional with more than 20 years' experience managing teams in the financial services industry. He holds a Master of Business Administration, a Master of Applied Finance, is a Certified Financial Planner, is a graduate of the Australian Institute of Company Directors, and co-owns a growing podiatry practice.

Carolyn Robinson (Resigned 25 August 2025)

A registered nurse with more than 50 years' experience, Carolyn's expertise and contributions to the nursing profession were recognised with a Vice Chancellors' Award from QUT, and as a Fellow of the Royal College of Nursing; Australia.

Belinda Sutherland (Resigned 17 July 2024)

Belinda Sutherland is an experienced allied health professional and leader. Belinda's work history has included working across acute, rehabilitation and community settings both in Australia and overseas. Belinda was one of the first allied health leaders in Qld in a private setting in 2017 and 2018 to work within a NDIS framework during the scheme rollout. During her career Belinda has been heavily involved with her profession, the allied health community and clinical education. Belinda has been a board member and volunteer of OT Qld, OT Practice Education Collaborative, and an advisory contributor at universities.

Sharon Sweeney (Appointed 25 August 2025)

Sharon, Adjunct Associate Professor, is a health service leader with over 30 years of experience. She holds a Master of Population Health, a Master of Health Services Management, and is a Fellow of the Australasian College of Health Service Management, a Certified Health Executive, and a Graduate of the Australian Institute of Company Directors. Sharon has led consortiums to improve community aged care services, initiated programs to reduce social isolation and support those with chronic conditions, and developed tools to help people navigate health and aged care services.

	2025		2024	
Meetings of directors	Number Eligible to Attend	Number Attended	Number Eligible to Attend	Number Attended
Anne Copeland (Resigned 26 March 2025)	8	8	11	11
Carolyn Robinson (Resigned 25 August 2025)	11	11	11	11
Belinda Llamas	11	10	11	10
Belinda Sutherland (Resigned 17 July 2024)	-	-	11	10
Bernadette Dutton (Appointed 28 October 2024)	7	7	-	-
Sharon Sweeney (Appointed 28 October 2024)	8	8	-	-
Steven O'Donoghue	11	11	6	5
Colin Duff (Appointed 25 August 2025)	-	-	-	-
Patricia Libke (Appointed 25 August 2025)	-	-	-	-

Dividends

There were no dividends declared or paid during the financial year as the Company is limited by guarantee and the Constitution does not allow the payment of dividends to the Company's members.

Share options

No options over issued shares or interests were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Directors' benefits Share options

During or since the financial year, no Director has received or has become entitled to receive a benefit from their position as a Director.

Environmental, Social, and Governance (ESG) Statement

Burnie Brae Holdings Ltd acknowledges the importance of Environmental, Social, and Governance (ESG) principles in its operations. As a not-for-profit entity, we are committed to responsible stewardship of our assets, sustainable business practices, and ethical governance.

BURNIE BRAE LTD

ABN 39 206 062 402

DIRECTORS' REPORT

30 JUNE 2025

Environmental Responsibility

While the Company's operations are not subject to significant environmental regulation under a law of the Commonwealth, State, or Territory, we strive to minimize our environmental impact. This includes implementing energy efficiency measures, waste reduction strategies, and sustainable building management practices at our property located at 60 Kuran Street, Chermside, QLD 4032.

Social Commitment

We are dedicated to fostering a positive social impact by supporting the community through accessible aged care, allied health, and social engagement services. Our organization promotes diversity, equity, and inclusion, ensuring that our facilities and services meet the needs of our members and stakeholders.

Governance Standards

Burnie Brae Holdings Ltd upholds high standards of governance, transparency, and accountability. Our board and management adhere to ethical decision-making practices, risk management frameworks, and compliance obligations to ensure responsible oversight of the Company's assets and operations.

We will continue to assess and enhance our ESG commitments in line with best practices and stakeholder expectations.

Indemnity and insurance of officers or auditor

During the year, the Company paid a premium in respect of a contract to insure the directors and executives of the Company against a liability to the extent permitted by the Corporations Act 2001 for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of Directors or Officers of the Company, other than conduct involving a wilful breach of duty in relation to the Company. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

No indemnities have been given or agreed to be given or insurance premiums paid or agreed to be paid, during or since the end of the financial year, to any person who is or has been an officer or auditor of the Company.

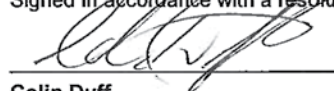
Proceedings on behalf of the Company

No person has applied for leave of Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings. The Company was not a party to any proceedings during the year.

Auditors' Independence Declaration

The lead auditor's independence declaration in accordance with Section 60-40 of the *Australian Charities and Not-for-profits Commission* for the year ended 30 June 2025 has been received and can be found on page X of the financial report.

Signed in accordance with a resolution of the Director.



Colin Duff

Chair

(Appointed 25 August 2025)

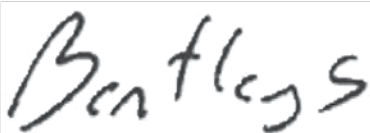
27 October 2025

**AUDITOR'S INDEPENDENCE DECLARATION
UNDER S 60.40 OF THE AUSTRALIAN CHARITIES
AND NOT-FOR-PROFITS COMMISSION ACT 2012**

TO THE DIRECTORS OF BURNIE BRAE LTD

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-Profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.



Bentleys Brisbane (Audit) Pty Ltd
Chartered Accountants



Stewart Douglas
Director
Brisbane
27 October 2025

BURNIE BRAE LTD

ABN 39 206 062 402

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Notes	2025 \$	Restated 2024 \$
Revenue			
Government Funding and Other Grants		8,823,691	8,134,650
Income from Home Care Package		7,952,542	6,455,011
Income from NDIS		158,444	152,454
Income from Operations		2,551,013	2,484,147
Gain / (Loss) on Sale of Assets		1,595	-
Total Revenue		19,487,285	17,226,262
Expenses			
Staff and payroll expenses		(12,043,671)	(11,282,758)
Purchase expenses		(4,208,311)	(3,414,767)
Impairment loss		-	(6,862,300)
Depreciation and amortisation expense		(490,066)	(563,394)
Administration expenses		(504,968)	(445,851)
Motor vehicle expenses		(398,892)	(380,523)
Finance costs		(100,054)	(112,616)
Loss on Sale of Assets		-	(188,749)
Other Expenses		(1,037,967)	(1,240,952)
Total Expenses		(18,783,929)	(24,491,911)
Surplus / (deficit) from operations before income tax expense	5(a)	703,356	(7,265,649)
Income tax expense		-	-
Surplus / (deficit) from operations after income tax expense for the year		703,356	(7,265,649)

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

BURNIE BRAE LTD
ABN 39 206 062 402
STATEMENT OF FINANCIAL POSITION
AS AT 30 June 2025

	Notes	2025 \$	Restated 2024 \$
ASSETS			
Current Assets			
Cash and cash equivalents		2,561,478	991,703
Other assets	6	992,372	1,583,707
Total Current Assets		3,553,850	2,575,410
Non-Current Assets			
Plant and equipment	7	651,074	795,288
Right of use assets	8	2,298,865	2,605,707
Related party unsecured loans	15	2,295,550	2,264,770
Total Non-Current Assets		5,245,489	5,665,765
TOTAL ASSETS		8,799,339	8,241,175
LIABILITIES			
Current Liabilities			
Creditors and other payables	9	742,379	643,771
Provisions	10(a)	862,814	830,673
Lease liabilities	11(a)	279,080	268,346
Total Current Liabilities		1,884,273	1,742,790
Non-Current Liabilities			
Provisions	10(b)	84,977	92,572
Lease liabilities	11(b)	2,121,624	2,400,704
Total Non-Current Liabilities		2,206,601	2,493,276
TOTAL LIABILITIES		4,090,874	4,236,066
NET ASSETS		4,708,465	4,005,109
EQUITY			
Reserves	12	-	-
Retained earnings		4,708,465	4,005,109
TOTAL EQUITY		4,708,465	4,005,109

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

BURNIE BRAE LTD
ABN 39 206 062 402
STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Notes	Revaluation Surplus \$	Retained earnings \$	Total equity \$
Balance at 1 July 2024 (Restated)		-	4,005,109	4,005,109
Surplus / (deficit) after income tax expense for the year		-	703,356	703,356
Prior period adjustments after income tax expense for the year	5	-	-	-
Balance at 30 June 2025		-	4,708,465	4,708,465
Balance at 1 July 2023		4,138,838	7,974,904	12,113,742
Disposal of land		(842,984)	-	(842,984)
Surplus / (deficit) after income tax expense for the year		-	135,213	135,213
Prior period adjustments after income tax expense for the year	5	(3,295,854)	(4,105,008)	(7,400,862)
Balance at 30 June 2024 (Restated)		-	4,005,109	4,005,109

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

BURNIE BRAE LTD
ABN 39 206 062 402
STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Notes	2025 \$	Restated 2024 \$
Cash flows from operating activities			
Receipts from government and customers		20,057,744	17,049,113
Payments to suppliers and employees		(18,051,743)	(16,825,234)
Interest received		1,965	45,998
Lease interest paid		-	0
Net cash flow from/(used in) operating activities		<u>2,007,966</u>	<u>269,877</u>
Cash flows from investing activities			
Proceeds from sale of non-current assets		-	2,350,969
Payments for property, plant and equipment		(39,011)	(116,724)
Net cash flow from/(used in) investing activities		<u>(39,011)</u>	<u>2,234,245</u>
Cash flows from financing activities			
Repayment of lease liability		(368,400)	(368,400)
Repayment of borrowings		-	(218,821)
Loans paid to related parties		(30,780)	(736,456)
Net cash flow from/(used in) financing activities		<u>(399,180)</u>	<u>(1,323,677)</u>
Net increase/(decrease) in cash held		1,569,775	1,180,445
Add opening cash brought forward		991,703	(188,742)
Closing cash carried forward		<u><u>2,561,478</u></u>	<u><u>991,703</u></u>

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

BURNIE BRAE LTD
ABN 39 206 062 402
NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Note 1. Corporate information

The financial statements cover Burnie Brae Ltd as an individual entity. Burnie Brae Ltd is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia. The financial statements are presented in Australian dollars, which is the Company's functional and presentation currency. The registered office of the Company is 60 Kuran Street, Chermside Qld 4032.

The financial statements were authorised for issue, in accordance with a resolution of directors, on 27 October 2025. The directors have the power to amend and reissue the financial statements.

Note 2. 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 and the Corporations Act 2001, as appropriate for not-for-profit oriented entities.

Historical cost convention

The financial statements have been prepared on an accruals basis of accounting including the historical cost convention and the going concern assumption and is presented in Australian dollars.

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 3.

Economic dependence

Burnie Brae Ltd derives a significant proportion of its revenue from grants and funding provided by the Australian Federal and Queensland State Governments, which are critical to the delivery of its aged care and community services. The Board of Directors acknowledges that the continuation of these funds is essential to the ongoing operations of the organisation. As at the date of this report, the Board has no reason to believe that government support will be withdrawn or materially reduced; however, any future changes in government policy, funding priorities, or legislative requirements could affect the level of funding and, consequently, the operations of the organisation.

Comparatives

Comparative information is generally restated for reclassifications, corrections of errors, and changes in accounting policies, unless a new Accounting Standard permits otherwise under its transition rules. Comparative information is prepared on the same basis as the prior year.

Note 3. Material accounting policy information

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.

Revenue recognition

The Company recognises revenue as follows:

Revenue from contracts with customers

The core principles of AASB 15 are that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration of the Company expects to receive in exchange for those goods or services. 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.

Generally, the timing of the prepayment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however, where there is a difference, it will result in the recognition of a receivable or provision of service.

None of the revenue streams of the Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

BURNIE BRAE LTD
ABN 39 206 062 402
NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Note 3. Material accounting policy information (continued)

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.

Sales revenue

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

Donations

Donations are recognised when they are received, or any associated performance obligations are met.

Grant Income

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations, then the revenue is recognised when each performance obligation is satisfied. Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligation where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Grant Income in the scope of AASB 1058 is recognised on receipt unless it relates to a capital grant which satisfies certain criteria, in this case the grant is recognised as the asset is acquired or constructed.

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 not to recognise volunteer services as either revenue or other form of contribution received. As such, any related consumption or capitalisation of such resources received is also not recognised.

Property, plant and equipment

Leasehold improvements - Building are stated at fair value. Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

Plant and equipment, Motor Vehicles, IT 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.

The estimated useful lives for the current and comparative periods are as follows:

- | | |
|---|------------------------------------|
| • Buildings 40 years | • Motor Vehicles 5 years |
| • Leasehold improvements Over life | • Plant and Equipment 4 - 10 years |
| • Computer hardware and mobile phones 3 years | • Software development 5 years |
| • Fixtures and Fittings 5 - 10 years | |

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

Software development

Research costs are expensed in the period in which they are incurred. Development costs are capitalised when it is probable that the project will be a success considering its commercial and technical feasibility; the company is able to use or sell the asset; the company has sufficient resources and intent to complete the development; and its costs can be measured reliably. Capitalised development costs are amortised on a straight-line basis over the period of their expected benefit, being their finite life of 5 years.

Leases

At the commencement of a lease, Burnie Brae Ltd recognises a right-of-use asset and a corresponding lease liability. A contract is considered a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration, in line with AASB 16.

The right-of-use asset is initially measured at cost, which includes the initial lease liability, lease payments made before commencement, direct costs, and estimated restoration costs, less any lease incentives received. The asset is depreciated on a straight-line basis over the lease term, or over the useful life of the asset if ownership is expected to transfer to Burnie Brae. Assets are also subject to impairment testing and adjusted for any remeasurement of the lease liability.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Note 3. Material accounting policy information (continued)

Leases (continued)

The lease liability is measured at the present value of future lease payments, discounted using the interest rate implicit in the lease or, where this cannot be readily determined, Burnie Brae's incremental borrowing rate. Lease payments included in the liability comprise:

- fixed payments (including in-substance fixed payments);
- variable lease payments based on an index or rate;
- amounts expected under residual value guarantees; and
- payments for purchase, extension or termination options where it is reasonably certain they will be exercised.

Lease liabilities are measured at amortised cost using the effective interest method and are remeasured when future payments change due to movements in indices or reassessments of options. Adjustments are made against the carrying amount of the right-of-use asset, or recognised in profit or loss if the asset has been fully depreciated.

The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets or leases with terms of 12 months or less (such as IT equipment). Payments for these leases are expensed on a straight-line basis over the lease term.

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.

Note 4. Critical accounting judgements, estimates and assumptions

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 Group'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 Group'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.

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. There are no critical accounting judgements, estimates and assumptions that are likely to affect the current or future financial years.

Revenue from grants

The Company uses its judgement in determining the revenue recognition for each individual grant received. The timing of revenue recognition is determined by whether the grant agreements contain sufficiently specific performance obligations, and when these performance obligations have been met.

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

Estimation of useful lives of assets

The company and its directors estimate the useful lives and related depreciation charges for property, plant, and equipment based on the expected economic benefits these assets will provide. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation 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.

Employee benefits provision

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.

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FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

			2025	Restated
	Note		\$	2024
				\$
Note 5. Correction of error				
A review of the 30 June 2024 accounts identified several prior period errors and classification issues. These have been corrected retrospectively to align with Australian Accounting Standards, with no impact on cash flow but resulting in restated asset, liability, and equity balances.				
Adjustments to the comparative figures for the year ended 30 June 2024				
		Original balance as presented at 30 June 2024	Impact Increase / (Decrease)	Restated balance at 30 June 2024
Statement of financial position	Note			
Assets				
Cash and cash equivalents		991,703	-	991,703
Other current assets	(i)	1,603,316	(19,609)	1,583,707
TOTAL CURRENT ASSETS		2,595,019	(19,609)	2,575,410
Property, plant and equipment	(ii)	7,657,588	(6,862,300)	795,288
Right of use assets net of amortisation	(iii)	-	2,605,707	2,605,707
Related party unsecured loans	(iii)	2,564,770	(300,000)	2,264,770
TOTAL NON-CURRENT ASSETS		10,222,358	(4,556,593)	5,665,765
TOTAL ASSETS		12,817,377	(4,576,202)	8,241,175
Liabilities				
Creditors and payables	(i),(iv)	615,687	28,084	643,771
Provisions	(iv),(v)	703,594	125,914	829,508
Lease liabilities	(iii)	-	268,346	268,346
TOTAL CURRENT LIABILITIES		1,319,281	422,344	1,741,625
Provisions	(v)	92,125	1,612	93,737
Lease liabilities	(iii)	-	2,400,704	2,400,704
TOTAL NON-CURRENT LIABILITIES		92,125	2,402,316	2,494,441
TOTAL LIABILITIES		1,411,406	2,824,660	4,236,066
NET ASSETS		11,405,971	(7,400,862)	4,005,109
Asset revaluation reserve		3,295,854	(3,295,854)	-
Retained earnings		8,110,117	(4,105,008)	4,005,109
TOTAL EQUITY		11,405,971	(7,400,862)	4,005,109
Statement of profit or loss and other comprehensive income				
Amortisation: Right of use assets	(iii)	-	(306,842)	(306,842)
Interest expense: Lease liabilities - right to use assets	(iii)	-	(107,801)	(107,801)
Printing	(iii)	(121,617)	51,300	(70,317)
Annual leave accrual	(v)	(143,340)	(89,563)	(232,903)
Long service leave accrual	(v)	39,246	(85,656)	(46,410)
Impairment loss	(ii)	-	(6,862,300)	(6,862,300)
Total Expenses		(17,091,049)	(7,400,862)	(24,491,911)
Surplus / (deficit) from operations before income tax expense		135,213	(7,400,862)	(7,265,649)
Statement of changes in equity				
Retained earnings		8,110,117	(4,105,009)	4,005,108
Asset revaluation reserve	(ii)	3,295,854	(3,295,854)	-
Balance at 30 June 2024		11,405,971	(7,400,863)	4,005,108

BURNIE BRAE LTD
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Note 5. Correction of error (continued)

Adjustments to the comparative figures for the year ended 30 June 2024		Original balance as presented at 30 June 2024	Impact Increase / (Decrease)	Restated balance at 30 June 2024
Statement of cash flows	Note			
Cash flows from operating activities				
Payments to suppliers and employees	(iii)	(16,823,153)	(2,081)	(16,825,234)
Cash flows from financing activities				
Repayment of lease liability	(iii)	-	(368,400)	(368,400)
Loans paid to related parties	(iii)	(1,036,456)	300,000	(736,456)

i) **Offset of Other Assets with Creditors and accruals** - The funding allocated to the Operational Excellence program was fully acquitted as at 30 June 2024. Accordingly, the balance previously recognised within the Unearned Income liability account has been offset against an asset of the same amount.

ii) **Impairment of asset** - During the financial year ended 30 June 2025, Burnie Brae Ltd reviewed its leasehold improvements at 60 Kuran Street, Chermside, confirming revaluation was not applicable under AASB standards due to the terms of its lease. An impairment assessment resulted in a full impairment of \$6.862 million and a retrospective adjustment with no impact on cash flow or operations.

iii) **Adoption of AASB 16 Leases** - Comparative amounts for the prior year have been restated to correct prior period errors and reflect the adoption of AASB 16 Leases. The adjustments affect depreciation, interest expense, lease liabilities and right-of-use assets. Also affected are related disclosures within the Statement of Profit or Loss and Other Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.

As part of this process:

- Payments made in respect of the right-of-use asset for the premises located at 18 Kuran Street, Chermside, Queensland have been reclassified as reductions of the lease liability, rather than as a reduction in loans receivable from a related party.
- Payments for the right-of-use of printer and photocopier equipment have been reclassified as reductions of the related lease liability, rather than as operating expenses, as the aggregate of the amortisation charge and interest expense offsets the lease repayments.

iv) **Reclassification of Other Provisions** - A review of provision accounts identified that certain balances previously disclosed as Other Provisions were in substance accruals. As a result, these amounts were incorrectly presented in the Statement of Financial Position for the year ended 30 June 2024. The financial comparatives have been reclassified to correct this presentation.

v) **Employee Leave Provisions** - A review of the calculation of annual leave and long service leave provisions for the year ended 30 June 2024 identified that the provisions had not been measured and disclosed in accordance with the requirements of AASB 119 Employee Benefits and AASB 101 Presentation of Financial Statements. A recalculation was undertaken to ensure compliance with these standards, and the comparative amounts have been corrected to rectify the prior period error in calculation and presentation.

Note 6. Other current assets

Accounts receivable	803,771	837,786
HCP EOM Accounts Receivable	-	538,408
Prepayments	188,601	207,513
	<u>992,372</u>	<u>1,583,707</u>

Note 7. Property, plant and equipment

Plant and equipment, at cost	933,224	923,828
Less: accumulated depreciation	<u>(712,620)</u>	<u>(686,529)</u>
	<u>220,604</u>	<u>237,299</u>
Motor vehicles, at cost	755,406	748,460
Less: accumulated depreciation	<u>(492,783)</u>	<u>(406,147)</u>
	<u>262,623</u>	<u>342,313</u>
IT equipment, at cost	133,839	105,681
Less: accumulated depreciation	<u>(101,163)</u>	<u>(82,723)</u>
	<u>32,676</u>	<u>22,958</u>
Software development, at cost	288,717	288,717
Less: accumulated depreciation	<u>(153,546)</u>	<u>(95,999)</u>
	<u>135,171</u>	<u>192,718</u>
Total property, plant and equipment	2,111,186	2,066,686
Less: Total accumulated depreciation	<u>(1,460,112)</u>	<u>(1,271,398)</u>
Total written down amount	<u>651,074</u>	<u>795,288</u>

BURNIE BRAE LTD
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Note	2025 \$	Restated 2024 \$
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Note 7. Property, plant and equipment (continued)

Impairment: Leasehold Improvements - Building

During the financial year ended 30 June 2024, Burnie Brae Ltd reviewed its leasehold improvements at 60 Kuran Street, Chermide, confirming revaluation was not applicable under AASB standards due to the terms of its lease. An impairment assessment resulted in a full impairment of \$6.862 million and a retrospective adjustment with no impact on cash flow or operations.

Reconciliations

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

	Balance at July 2024	1 Additions	Impairment / Disposals	Depreciation Expense	Balance at June 2025	30
Leasehold Improvements - Building	-	-	-	-	-	
Plant and equipment	237,299	13,439	(4,044)	(26,091)	220,603	
Motor vehicles	342,313	-	6,946	(86,636)	262,623	
IT equipment	22,958	25,572	2,586	(18,440)	32,676	
Software development	192,718	-	-	(57,546)	135,172	
Total Property, plant and equipment	795,288	39,011	5,488	(188,713)	651,074	
	Balance at July 2023	1 Additions	Impairment / Disposals	Depreciation Expense	Balance at June 2024	30
Land	3,362,559	-	(3,362,559)	-	-	
Leasehold Improvements - Building	6,862,300	-	(6,862,300)	-	-	
Investment properties	77,079	-	(75,595)	(1,484)	-	
Plant and equipment	288,697	21,324	(10,986)	(61,736)	237,299	
Motor vehicles	477,120	-	(18,101)	(116,706)	342,313	
IT equipment	49,092	4,713	(1,836)	(29,011)	22,958	
Software development	149,798	90,687	-	(47,767)	192,718	
Strategic analysis and planning capital project	106,785	-	(106,785)	-	-	
Total Property, plant and equipment	11,373,430	116,724	(10,438,162)	(256,704)	795,288	

Note 8. Right of use assets

Plant and equipment, at cost	2,659,745	2,659,745
Less: accumulated depreciation	(487,282)	(243,641)
	<u>2,172,463</u>	<u>2,416,104</u>
Motor vehicles, at cost	252,804	252,804
Less: accumulated depreciation	(126,402)	(63,201)
	<u>126,402</u>	<u>189,603</u>
Total property, plant and equipment	2,912,549	2,912,549
Less: Total accumulated depreciation	(613,684)	(306,842)
Total written down amount	<u>2,298,865</u>	<u>2,605,707</u>

Reconciliations

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

	Balance at 1 July 2024	Additions	Impairment / Disposals	Amortisation Expense	Balance at 30 June 2025
Building	2,416,104	-	-	(243,641)	2,172,463
Plant and equipment	189,603	-	-	(63,201)	126,402
Total Property, plant and equipment	2,605,707	-	-	(306,842)	2,298,865
	Balance at 1 July 2023	Additions	Impairment / Disposals	Amortisation Expense	Balance at 30 June 2024
Building	2,659,745	-	-	(243,641)	2,416,104
Plant and equipment	252,804	-	-	(63,201)	189,603
Total Property, plant and equipment	2,912,549	-	-	(306,842)	2,605,707

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	2025	Restated 2024
Note	\$	\$
Note 8. Right of use assets (continued)		
<i>Amounts recognised in the statement of profit or loss and other comprehensive income</i>		
Amortisation expense related to right-of-use assets	306,842	306,842
Interest expense on lease liabilities	100,054	107,801
	<u>406,896</u>	<u>414,643</u>

In FY2025, Burnie Brae Ltd identified a material error in its FY2024 financial statements. The company did not adopt AASB 16 Leases for the building lease that commenced on 1 July 2023 and the plant and equipment lease that commenced on 1 September 2023. Instead of recognising right-of-use assets and lease liabilities, the company offset the lease payments against a loan receivable from the lessor and expensed lease payments respectively.

Building

The lease requires annual payments of \$300,000 over ten years and eleven months. The present value of lease payments at inception, discounted at the company's incremental borrowing rate of 4%, was \$2,659,745.

The error has been corrected retrospectively in accordance with AASB 108. The impact of the correction is as follows:

- a) Recognition of a right-of-use asset and lease liability of \$2,659,745 as at 1 July 2023.
- b) Decrease in retained earnings by \$344,570 as at 30 June 2024 due to depreciation (\$243,641) and interest expense (\$100,929).
- c) FY24 comparatives have been restated accordingly.

There was no impact on cash flows.

Plant and equipment

The lease requires annual payments of \$68,400 over five years. The present value of lease payments at inception, discounted at the company's incremental borrowing rate of 4%, was \$252,804.

The error has been corrected retrospectively in accordance with AASB 108. The impact of the correction is as follows:

- a) Recognition of a right-of-use asset and lease liability of \$252,804 as at 1 July 2023.
- b) Decrease in retained earnings by \$70,073 as at 30 June 2024 due to depreciation (\$63,201) and interest expense (\$6,872).
- c) FY24 comparatives have been restated accordingly.

There was no impact on cash flows.

Note 9. Trade and other payables

Trade creditors	175,904	168,261
Unearned income	-	21,654
Accruals and other payables	566,475	453,856
	<u>742,379</u>	<u>643,771</u>

Note 10. Provisions

(a) Current

Provision for annual leave	627,663	601,906
Provision for long service leave	235,151	228,767
	<u>862,814</u>	<u>830,673</u>

(b) Non-Current

Provision for long service leave	84,977	92,572
	<u>84,977</u>	<u>92,572</u>

Note 11. Lease liability

(a) Current

Lease liability	9 <u>279,080</u>	<u>268,346</u>
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(b) Non-Current

Lease liability	9 <u>2,121,624</u>	<u>2,400,704</u>
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The total of future lease payments (including those lease payments that are not included in the measurement of the lease liability, e.g. for short-term leases and leases of low-value items) are disclosed for each of the following periods.

Less than one year	279,080	268,346
One to five years	1,296,166	1,313,283
More than five years	825,458	1,087,421
	<u>2,400,704</u>	<u>2,669,050</u>

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FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	2025	Restated 2024
Note	\$	\$
Note 12. Reserves		
<i>(a) Movement in Asset Revaluation Reserve</i>		
During the year, movements within the reserves reflected the impact of asset disposals and impairment adjustments. These movements reduced the reserves balance to nil at 30 June 2024.		
Opening balance	-	4,138,838
Disposal of non-current assets	-	(842,984)
Impairment	-	(3,295,854)
Closing Balance	-	-

(b) Impairment of Leasehold Improvements – Building

As part of its regular review of assets, Burnie Brae Ltd assessed the leasehold improvements at its main premises, 60 Kuran Street, Chermside. Under Australian Accounting Standards (AASB), these improvements are classified as "right-of-use" lease assets, meaning they are not subject to revaluation.

Following an independent impairment assessment, the Board recognised a full impairment of \$6.862 million. This adjustment was retrospective, aligning the financial statements with accounting standards, and resulted in reserves being written down to nil.

The Board has overseen the process to ensure full compliance with accounting standards and to reaffirm Burnie Brae Ltd's commitment to transparency and sound financial governance.

It is important to note that:

- The impairment was an accounting adjustment only and did not affect Burnie Brae's cash flows, liquidity, or ability to deliver services.
- The organisation continues to hold secure tenure over its premises and remains financially stable.
- The Board took this decision to ensure transparency, compliance, and strong financial governance, reaffirming Burnie Brae Ltd's commitment to accountability in the management of community assets.

Note 13. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by the auditor of the Company, Bentleys Brisbane (Audit) Pty Ltd.

Audit fees	37,500	25,000
Financial statement preparation fees	-	10,000
	<u>37,500</u>	<u>35,000</u>

Note 14. Key management personnel disclosures

Compensation

Key management of the company includes the directors of the Board. The directors are volunteers and are therefore not remunerated. The remuneration packages of executives and other staff members are cross-referenced to relevant industry awards to ensure equitable outcomes are achieved for both the company and its employees.

The aggregate compensation made to Directors and other members of key management personnel of the Company is:

<u>1,046,828</u>	<u>997,862</u>
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Note 15. Related party transactions

Key management personnel

Disclosures relating to key management personnel are set out in note 15.

The following transactions occurred with related parties:

(a) 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.

(b) Loans to / from related parties

The following are outstanding at the reporting date in relation to loans with related parties:

Loans to:

Burnie Brae Travel Connections Ltd	364,125	391,906
Burnie Brae Holdings Ltd	1,931,425	1,872,864
	<u>2,295,550</u>	<u>2,264,770</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	2025	Restated 2024
Note	\$	\$
Note 15. Related party transactions (continued)		
The loans are unsecured and interest-free, with no specified repayment schedule. Repayment is not expected within 12 months and, accordingly, the loans are presented as non-current assets in the statement of financial position. As at the reporting date, Burnie Brae Ltd has provided a guarantee to the National Australia Bank Ltd for a property loan on behalf of Burnie Brae Holdings Ltd. Under this arrangement, Burnie Brae Ltd may be required to settle the loan if Burnie Brae Holdings Ltd defaults. The maximum exposure under this guarantee equals the outstanding loan balance. No provision has been recognised, as management considers the likelihood of default to be low.		
	1,398,100	1,581,700
(c) Support arrangements and other transactions		
Burnie Brae Ltd provides operational and administrative support to its related entities, including shared staff and management services. All transactions are conducted on a cost-recovery basis. Burnie Brae Ltd has provided a guarantee for a property loan from National Australia Bank Ltd for Burnie Brae Holdings Ltd.		
Note 16. Capital commitments and lease obligations		
<i>Capital commitments</i>		
As at 30 June 2025, the Company had no capital commitments for the purchase of property, plant, or equipment.		
<i>Maintenance and infrastructure obligations under lease</i>		
Under the terms of the peppercorn lease with Brisbane City Council, Burnie Brae Ltd is responsible for all maintenance and infrastructure repairs on the leased premises. While the timing and cost of such maintenance are dependent on operational requirements and cannot be reliably measured at the reporting date, these obligations represent a material future commitment to maintain the leased property in accordance with the lease terms.		
Note 17. Contingent liabilities		
Burnie Brae Ltd has a contingent liability arising from the guarantee of the National Australia Bank Limited property loan. The company's exposure under this guarantee is disclosed in Note 16(b). Management believes it is unlikely that a material loss will arise from this guarantee.		
Note 18. Subsequent events		
To the Directors' knowledge, no events have occurred subsequent to reporting date which are likely to have a material effect on the operations of the Company. No other 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 the future financial years.		
Note 19. Members' guarantee		
The Company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the Company. At 30 June 2025, the number of members was 36 (2024: 35).		
	360	350

BURNIE BRAE LTD

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DIRECTORS' DECLARATION

30 JUNE 2025

In accordance with section 60-15 of the Australian Charities and Not-for-profits Commission Act 2012, the Directors of Burnie Brae Ltd declare that, in the Directors' opinion:

1. The financial statements and notes, as set out on pages [X] to [Y], give a true and fair view of the financial position of the Company as at 30 June 2025 and of its performance for the year ended on that date in accordance with Australian Accounting Standards and the requirements of the ACNC Act;
2. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
3. The financial statements and notes comply with the Australian Charities and Not-for-profits Commission Act 2012, the Corporations Act 2001, and Australian Accounting Standards.

This declaration is made in accordance with a resolution of the Board of Directors.

On behalf of the directors


A handwritten signature in dark ink, appearing to be 'Colin Duff', is written over a horizontal line.

Colin Duff
Chair
(Appointed 25 August 2025)

27 October 2025

INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF BURNIE BRAE LTD

Report on the Audit of the Financial Report

Qualified Opinion

We have audited the financial report of Burnie Brae Ltd (the "Company"), which comprises the statement of financial position as at 30 June 2025 and the statement of profit and loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by directors.

In our opinion, except for the possible effects of the matters described in the *Basis for Qualified Opinion* section of our report, the financial report of the Company is in accordance with Division 60 of the *Australian Charities and Not-for-Profit Commission Act 2012*, including:

- (i) giving a true and fair view of the Association's financial position as at 30 June 2025 and of its performance for the year then ended; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 2 and Division 60 of the *Australian Charities and Not-for-Profits Commission Regulations 2013*.

Basis for Qualified Opinion

Statement of Profit or Loss and Other Comprehensive Income Comparative Figures

The financial report for the year ended 30 June 2023 was not audited by us and we were unable to access the previous auditors working papers. Since this formed the opening balances which enter into the determination of the 2024 financial performance, we were unable to determine whether adjustments might have been necessary in respect of the reported results in the statement of profit or loss and other comprehensive income for the 2024 year. Our audit opinion of the financial report for the year ended 30 June 2024 was modified accordingly. Our opinion of the current period's financial report is also modified because of the possible effect of this matter on the 30 June 2025 statement of profit or loss and other comprehensive income comparative figures.

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 Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Australian Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (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 confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Responsibilities of the Directors for the Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Australian Charities and Non-for-Profits Commission Act 2012. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDITOR'S REPORT
TO THE DIRECTORS OF BURNIE BRAE LTD
(CONTINUED)**

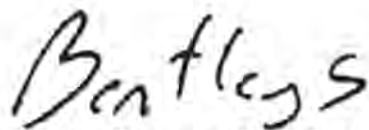
Auditor's Responsibilities for the Audit of the Financial Report

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.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Bentleys Brisbane (Audit) Pty Ltd
Chartered Accountants



Stewart Douglas
Director
Brisbane
31 October 2025

Glossary of Terms

ACU	Australian Catholic University
AI	Artificial Intelligence
AICD	Australian Institute of Company Directors
BB HC	Burnie Brae Home Care Package
CAC	Consumer Advisory Committee
CHSP	Commonwealth Home Support Programme
CDMP	Chronic Disease Management Program
CPA	Certified Practising Accountant
DVA	Department of Veterans' Affairs
EPC	Enhanced Primary Care
FFS	Fee for service
GP	General practitioner or general practice
HCP	Home care package
HR	Human resources
IT	Information Technology
KPMG	Professional services firm specialising in audit and assurance, tax and advisory.
NaCWA	National Care Workforce Alliance
NDIS	National Disability Insurance Service
NPS	Net promotor score
PHN	Primary Health Network
QUT	Queensland University of Technology
SAH	Support at Home
SaaS	A way of delivering software over the internet.
SLT	Senior Leadership Team
UKG	Technology company name
UniSC	University of the Sunshine Coast
UQ	University of Queensland
WHS	Workplace health and safety
YOY	Year on year



Burnie Brae
community, connection, care



Contact Us

Burnie Brae Centre

Open 8.00am to 4.00pm weekdays.

Customer Service

7.30am to 5.00pm weekdays

Phone: 07 3624 2121

Email: enquiries@burniebrae.org.au

Address: 60 Kuran Street, Chermide, 4032



How we communicate

Burnie Brae publishes a monthly e-newsletter, which is available at www.burniebrae.org.au/about-us/newsletters

Feedback, compliments and complaints can be made

Online – feedback at www.burniebrae.org.au/feedback

Telephone – Customer service team on 07 3624 2121

Mail – to Burnie Brae Reception, 60 Kuran Street, Chermide, 4032.



*Designed by: interactivink,
Brisbane, Queensland*

Edited by: Andrea Ferris, interactivink

Burnie Brae Annual Report 2024-2025
www.burniebrae.org.au

