



THE  
**Bridge**  
**Youth**  
SERVICE

2021-2022

# Annual Report



Our mission is to create opportunities that foster safety and security for young people, enhance family harmony and promote supportive communities – enabling all young people to reach their full potential.

*Youth workers are often called upon to 'use our powers'.*

These powers are just honed youth worker skills, and we can all develop them. To the untrained eye, they look miraculous, for youth workers, it's just a Tuesday.



Curiosity and New Ideas



Diversity; Collaboration and Collegiality



Connection and Reach



Flexibility

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# President Report

Georgia Linton

“As always, I cannot reflect on the previous 12 months as President of TBYS Board of Management without thinking about the staff and their efforts. They are truly the heart and soul of the organisation.”

The Bridge Youth Service has always been in a unique position as a local organisation, founded to provide services to the Greater Shepparton community. While our reach has expanded over the years, with offices at Wallan and Seymour now in addition to Shepparton, our local roots are still one of our core strengths.

Another example of The Bridge deepening its roots over the years was the establishment of the Revamp Opportunity Shop. Whilst Revamp closed its doors in 2019, what remained was some of the funds raised over the years. Money set aside to develop the future of TBYS, the community, and young people.

In the last twelve months, The Bridge board and staff have worked closely with the Women's Property Initiative to work on the new roots we are putting down in Shepparton.

'The Nest' is a project proudly launched in November 2021 and will provide housing for vulnerable young mothers with a holistic approach to helping those in need. So much work has gone on in the background over the last 12 months to move this project forward and I would particularly like to thank our CEO, Melinda Lawley for driving this project with such passion and enthusiasm. A huge thank you to WPI and our partners who are donating time, money, goods and services. And to Jim Andreadis, who continues to give us his time and advice as we navigate this process.

There are so many moving parts in a project like The Nest. Always many people to thank. But please know, if you have played any kind of role in The Nest, we see you and we thank you for helping us contribute to being part of the solution.

This shows in our reputation and the incidental stories you hear of people's interactions with The Bridge. Thank you for coming to work every day and championing, helping, caring for, listening to young people, and all the many other things you do.

I would also like to thank my fellow Board members for their time and commitment to supporting the governance of our organisation. There have been some long meetings this year as we discuss the growth of the Bridge and what we will need in the future.

In August 2021 we farewelled Charlotte Brewer who has been a member of the Board of Management since 2007, including 7 years as President. Thank you to Charlotte for her many years of service to TBYS; her guidance and time over the course of Charlotte's involvement in the board has helped shape the Bridge into the wonderful organisation it is today.

There are many other exciting things happening around the grounds—most importantly work that will ensure we are a safe place for all people to engage with us. From launching our Reconciliation Action Plan, and working to achieve Rainbow Tick Accreditation, driving a safe and inclusive culture has always been, and will always be, at the forefront of The Bridge Youth Services strategy.

2023 is shaping up to be an exciting year for The Bridge and our staff and I wish everyone all the best as we continue to grow and achieve together.

# CEO Report

Melinda Lawley

The Bridge Youth Service continues to adapt to the growing and changing needs of young people throughout the Goulburn region. With a growing team of passionate, young staff we have focused on ensuring

“The introduction of mental health and misuse of alcohol and drugs services builds on our focus to provide holistic support to young people.”

our orientation and support for our team continues to be the best it can be.

Being able to complement homelessness, parenting and disengagement support with these services has improved outcomes. We are proud of this continuum of services available for young people.

In April 2022 we successfully retained our accreditation against the Victorian Human Services Standards and the QIC Health and Community Services standards. This was another great team effort to present the evidence required to demonstrate compliance. Again, we received excellent feedback.

In early 2022 we began delivering one of two pilot programs in Victoria for the departments of Family, Fairness and Housing, Justice and Community Safety, and Corrections Victoria, with our consortia partners: FamilyCare, Ozchild

and Rumbalara. The “Putting Families First” program will allow us to provide more intense support to adolescents and young mothers who have been involved with the justice system. We are pleased to be working more closely with our partners, particularly Rumbalara who are leading this pilot program.

The staff and Board members at the Bridge Youth Service have continued to adapt and stay positive through another year punctuated by change and pivot points. With 6 months of the year impacted by COVID19 lockdowns, it is a credit to our managers who stayed focused on the messaging, and consistent, unwavering support to staff. To Linda, Renae and Brian who have been so supportive to their teams and to Jenny Cook and Leigh Nash who have been unwavering support for me, I thank you. We make a great leadership team.





# Board of Management News

*Farewell Charlotte Brewer*



**One of our longest serving Board members, Charlotte Brewer resigned in August 2021 after 14 yrs on the board, including 5 years as President from 2014 to 2019.**

Charlotte experienced large changes in the organisation, beginning her tenure in 2007 when the organisation was much smaller than it is today. Back then the organisation was in Wyndham street. The predominant service to young people was our Homelessness response, with the Young, Pregnant and Parenting program gaining some traction in the service system.

Charlotte is passionate about improving youth mental health. Prior to leaving she offered a background paper that outlined her thoughts about how the Bridge Youth Service could provide

an alternative response to delivering mental health services in Shepparton. Great food for thought for our Board.

Board members thanked Charlotte at her farewell dinner, commenting on her enduring commitment to the cause and they valued her questions, opinions and governance knowledge.

Charlotte was adamant that the funds raised through Revamp were to be used to provide a legacy to the community, mentioning that the timing of her resignation was linked to knowing that The Nest project was going to do just that.





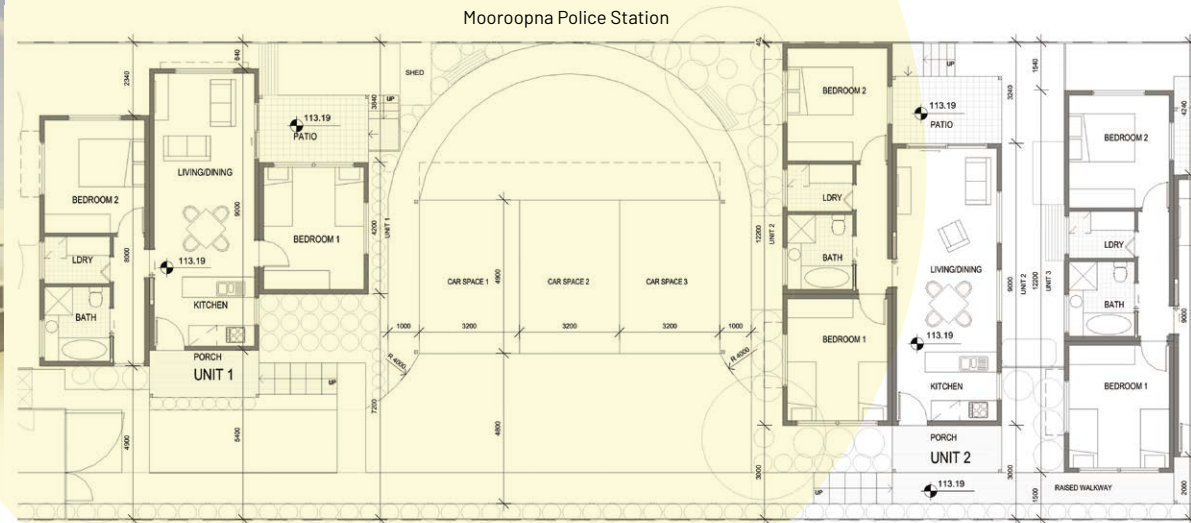
# The Nest: Solid Foundations



*A three unit development  
that will provide affordable  
housing for young mothers.*

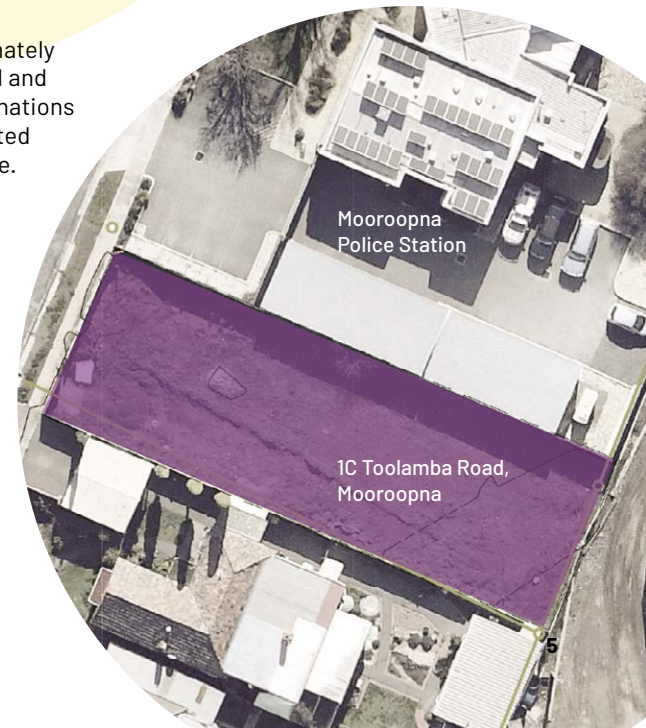
[Click here  
to donate](#)

Since the project was launched in November last year, we have established a great team working to get plans completed and raise funds for the build. The team is comprised of:



The Property Industry Foundation has raised significant funds which will provide approximately 75% of the costs to build the three units. WPI and some of their donors will contribute large donations to ensure the build does not draw on the limited funds available from the Bridge Youth Service.

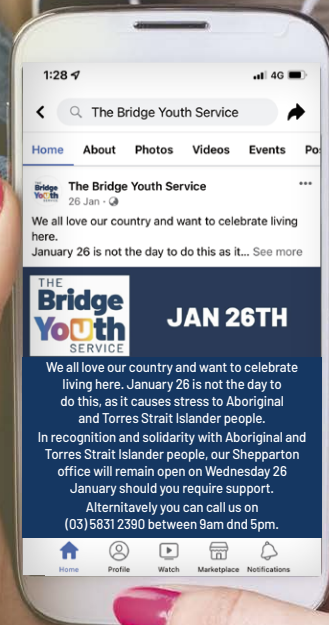
We are in this fortunate position because of our crucial partnership with WPI. Jeanette Large, CEO and Natasha Lindell, Development Manager, have kept the project on track. Other 'Dream Team' members are Monica Fontaine (Built), Sophie Dyring (Schored) and Priscilla Heathwood (PIF). Thank you to all of them for their enthusiasm and persistence during a difficult time for the building industry.





# Diversity and RAP update

In recognition of Reconciliation, we kept our doors open on 26 January, 2022.



## Reconciliation Action Plan (RAP)

We recognise that we all have a part to play in moving towards truthful and meaningful Reconciliation. We acknowledge that sovereignty of this land was never ceded.

Our first RAP is a reflect RAP. This covers a 12 month period, allowing us to strengthen our relationship with the Aboriginal and Torres Strait Islander community and stakeholders in our area, scope our capacity and set out steps to prepare us for meaningful Reconciliation initiatives in future RAPs.

Consultation with staff has occurred to help define and develop our vision for Reconciliation, ensuring all are involved and responsible for actioning our commitments.

We have had yarns with a local artist to create the artwork for our RAP. This artwork will not only be used for the RAP, but across other areas of our organisation as a representation of the work we do.

The final draft has been submitted to Reconciliation Australia for review and we eagerly await their feedback to progress towards completion, and more importantly, actioning our commitments.



## Rainbow Tick Accreditation

Ensuring our services and organisation is safe, supportive and inclusive for young people, staff and volunteers who identify as part of the LGBTQIA+ communities is a top priority.

We have been working toward achieving Rainbow Ready status; meeting the 10 indicators set out for health and community services.

This will lead into achieving the Rainbow Tick Accreditation Standards.

We are committed to ensuring we are Rainbow safe and inclusive across all facets of our organisation.






A woman with dark hair, smiling warmly, is holding a young child. The child is wearing a white top and blue overalls. The background is a soft, out-of-focus indoor setting.

# Continuum of services for Young Parents

We often see young women come to our antenatal program who then attend Young Mothers in Mind and follow on to regularly attend Young Parents Group.

All the groups provide a safe, informative and informal space for parents to engage in age-appropriate activities with their children, build on parenting skills and ask advice. We see friendships formed that continue outside of group, parents supporting each other and smiles on the faces of the children as they explore their world.

A young woman with blonde hair and a young man with dark hair are both looking down at a newborn baby they are holding together. The woman is on the left, and the man is on the right. They are both smiling and appear to be in a hospital or clinic setting.

The Young Pregnant and Parenting team provided impeccable support to 184 young parents in a range of programs.

## Antenatal Community Education program

23 young women were provided with antenatal care and education. The antenatal program also includes evidence-based programs, Baby Makes 3 and Bringing Your Baby Home.

“ Thank you so much for all your help and support. I don't know how I would have got through my pregnancy without group. You are amazing!

**Feedback from a young mum**

“ Love how flowy the convo was about birth. Learnt heaps! Socialising with other parents to be. Knowing more about what I need to know.

**Feedback from various young women about the group**



## Young Parents Group Shepparton and Lower Hume

Experienced facilitators provide parenting education, activities for the children, support and advice on the health and wellbeing of their children.

Facilitators role model appropriate play, parenting skills and responses to behaviour during group sessions.

Young Parents Group provides the opportunity for social connections with other parents and children. Activities like swimming, library visits, picnics, singing nursery rhymes, reading stories, baby yoga and visits from other services have allowed building of engagement and connection to community. Activities include our annual trip to the Melbourne Zoo.

Young Parents Group Wallan/Seymour commenced 18 months ago as a small group and continues to grow with 8 to 12 families attending weekly.



Young Parents Group facilitators, in collaboration with Family Care, provided lots of fun and activities for Children's Week 2021.

Wozza and the animals of the Magic Mountain attended the activity and facilitators participated dressed up as Willy Wombat and Radical Rat. Wozza and the animals sang songs to help address important topics and issues such as bullying, making new friends, helping others, building a healthy self-esteem and encouraging respect and empathy for all. This was fitting for the theme of children's week, 'Children have the right to choose their own friends and safely connect with others,' raising awareness and advocacy for the rights and safety of all children in the community.

## Young Mothers in Mind

Young Mothers in Mind is a mother and child group designed specifically to meet the parenting needs of mothers who have experienced trauma, such as family violence, childhood abuse or sexual assault, and have children under the age of 12 months.

Group sessions focus on attachment and bonding, healthy relationships, child development and milestones in the first 12 months. A maternal and child health nurse attends sessions and provides education and support to the young mothers.



## Family Services Reform

In the first 12 months of the new Family Preservation and Reunification Response program, practitioners attended intensive training and embraced the introduction of new assessment tools. Lots of learning in the first 12 months that the team all took in their stride.

The team have supported families to create realistic goals and offered intensive support to assist families in addressing any issues they may be experiencing.

Working collaboratively with services and families has shown positive outcomes for the families in the program.



# Youth and Family Support



**The last 12 months, 295 young people experiencing homelessness were supported by The Youth and Family Support Team with the aim to establish and maintain safe, secure, and affordable accommodation. A further, 62 Young people residing in private rental properties at risk of homelessness were supported to sustain their tenancies.**

Financial support was provided to 11 young people to establish their private or public housing tenancies. The private rentals market continues to be unrealistic for most, as rent increases and our young people's odds of approval decrease. Unfortunately, the reality is, there is not enough housing for those without a home. A total of 35 young people were further supported to repair relationships and reconcile conflict to reduce further risk of homelessness.

Ninety-two young people aged 12-17 years at imminent risk and/or required Child Protection statutory intervention were supported by our Adolescent Support and Finding Solutions Programs. Young people were supported by holistic strength-based approaches to ensure outcomes were met. Our youth workers demonstrated flexible and innovative outreach to ensure the engagement and development of rapport with young people in our community.

“ Thank you for all the wonderful work and support that The Bridge have provided, I truly believe this support has been the main thing that has allowed [Young Person] to safely remain at home with a parent who she has connected with and achieved stability after a very long time of instability and uncertainty.

**Feedback from Child Protection Practitioner**

Young people were supported with harm reduction strategies to reduce and/or cease self-harm and substance use. Advocacy regarding access to mental health professionals ensured young people were provided appropriate and timely therapeutic interventions.

Throughout the Emotional Regulation and Impulse Control (ERIC) approach, Youth workers encouraged young people to identify emotions and learn how they impact our thoughts, behaviours and body signals.

TBYS supported 4 young people with Targeted Care Packages (TCP).

Two placements were sustained in Out of Home Care (OoHc) kinship care and the other two relocated interstate reunifying with immediate family.

“ I just clicked with my worker.

**Young person feedback**



## Step-Up Program

**The Step-Up groupwork program that works within a family focused framework involving activities for both the young person and their parent/carer.**

11 Young people attended Step-Up with the goal to cease using abusive and violent behaviours towards their family and develop respectful relationships. This ensures all family members feel safe at home.

“ Can we come back next Term?

**Feedback from a Parent involved in Step Up**

“ I can see that she's herself with me.... She gets to show her true self of being upset, angry or moody etc. I'm also learning that she's able to do that because perhaps she feels we are her 'safe place'.

**Feedback from a Parent involved in Step Up**

“ We are sad it is all over. We have enjoyed the time we spent together and had lots of fun.

**Feedback from Young Person and Carer in Step Up**

## Adolescent Violence in the Home (AVITH)

There is increasing recognition across Australia and internationally of the significant harms and impacts of adolescent family violence (AFV), also known as adolescent violence in the home (AVITH). It is a pattern of behaviours used by an adolescent that intimidates and coerces family members to gain power and control. This causes fear for their own, or another family members' safety and wellbeing.

Adolescent family violence frequently results from children's experience of family violence and manifesting as the perpetration of violence against parents and other family members when they reach adolescence. Of the 12 young people supported at TBYS, 90% were also victim survivors of family violence as a child.

Funds were allocated from partnership organisation 'Nexus Primary Health' to The Bridge Youth Service in Shepparton to deliver a trauma-informed response to address the impacts and use of family violence by the adolescent.

Flexible funding was accessed to promote healthy self-care strategies, encourage physical activity to regulate emotions and redirect anti-social behaviours. Families reported positive activities and opportunities to spend time together was beneficial in their repair of their relationship.

**The key objectives of the AVITH program are to:**

- Increase the safety of all family members
- Engage with and assist young people who are at risk of a range of negative consequences as a result of their use of family violence
- Strengthen parenting capacity
- Strengthen the young person's emotional well-being, communication and problem-solving skills
- Increase the young person's (and their family's) connection to their culture and community
- Promote and strengthen positive parent-adolescent relationships and attachment

“ Thank you for helping me out through hard times. Things have been quite better ever since. I appreciate it. Thank you for this chance to become a greater and better person. I enjoyed talking to you in person to solve out most things!

**Feedback from a Young Person supported in AVITH Program**



# School Re-engagement DET Navigator Program and Shepparton Flexible Learning Centre



**“** With the support of our Navigator worker my son has gained much confidence and strength and great insight into what he wants his future to entail. He is also driven and motivated and is taking the relevant course of action in pursuing his goal. I am not only thankful, but I am truly grateful to Navigator for coming into our lives.

**Feedback from parent of Navigator young person**

**“** We truly appreciate everything you do for us and blessed to have you as our Navigator worker... thank you so much for being an inspiration in our lives.

**Parent feedback to Navigator worker**

**The past twelve months has seen the Education Settings Team work tirelessly with young people and their families to assist young people to re-engage with and maintain their connection with education.**

The Specialist Youth Worker at Shepparton Flexible Learning Centre (SHFLC) had direct contact with 87 students assisting them in school but also creating linkages for them in the areas of personal support, financial assistance, accommodation, family support and intensive counselling. The Specialist Youth Worker is acknowledged as an important part of the SHFLC team.

Navigator received 128 new referrals during the reporting period and continues to intensively case manage these young people assisting them in overcoming obstacles and barriers to their school attendance. This involves working closely with schools and many other agencies to ensure that young people are receiving every opportunity to be successful.

**“** Thanks for everything. You've really had an impact on my life. Will miss ya.

**Feedback from 15 year old Navigator young person**

**“** You have done an incredible job, it's been really encouraging seeing this student do well at our school.”

**Feedback from school staff member to Navigator worker**

Navigator celebrates the successful return to mainstream education and other alternative options including TAFE and employment. The program also places a great deal of emphasis on the small achievements young people make which may include such things as engaging more fully with their support network and in some cases being prepared to consider options for their future rather than outright rejecting them. From little things big things grow.

Navigator brokerage funds assisted 63 young people in the purchase of such things as school resources, uniforms, healthy food, sporting and fitness activities, internet and phone credit. Navigator Brokerage expenditure is directly related to a young person's education Re-engagement Plan and ensures that barriers to education and learning do not stand in the way of a young person's achievement.

Navigator Mental Health Brokerage continues to create opportunities for young people to directly access our in-house Psychologist and other youth mental health specialists. This year a number of young people have also been involved in Equine Therapy at 'Horses for Hope', Ardmona which has proven to be incredibly beneficial.



# Case Studies

\* Names have been changed to protect identities.

## Outcome

Abbie grew in strength and self-awareness over the support period, being able to identify family violence and know her worth. Abbie re-established her independence, was empowered to be self-reliant for herself and her child.

She understood her own mental health triggers and was able to apply strategies when required.

Abbie took her power back and followed appropriate pathways for family violence perpetrator to be held accountable.

Abbie has now completed her diploma and continues to manage ongoing life challenges, while using strength in her mental health strategies.

## Abbie\*, a young mother with trauma and debt

### Situation

Abbie\* is a young mother with an 8 month old child. She recently separated due to family violence and was left with rent arrears of \$5000, putting her at risk of eviction and no transport. Abbie had unresolved trauma and undiagnosed mental health.

### Support provided

- ✔ Youth law to assist with rental arrears and other financial debts
- ✔ Centrelink for rent assistance and child support exemption to increase income supports
- ✔ Victoria Police to apply for IVO
- ✔ 2 x inpatient stays at Mother and Baby psychiatric unit, ongoing support with bulk billed counsellor
- ✔ Mental health diagnosis and medication commenced
- ✔ Enrolled in diploma of community services and child enrolled in day care
- ✔ Assisted to get her car on the road

## Jaz\*, pregnant and alone

### Situation

15-year-old Jaz, was 28 weeks pregnant and had not had antenatal care. She had no family support, was in an unhealthy relationship, had no income and was at risk of homelessness.

### Support provided

- ✔ With TBYS assistance Jaz was booked into hospital and commenced regular antenatal appointments
- ✔ After the birth, Jaz needed to attend twice weekly appointments at GV Health and TBYS was able to provide transport and support for all appointments
- ✔ TBYS was able to utilise funding for all basic needs for Jaz and her child as she had no money and no support from her family

### TBYS supported Jaz with :

- Centerlink
- Family violence support
- Parenting support
- All medical appointments
- Mental health supports
- Family mediation
- IVO and SOCIT statement
- Child protection involvement
- Emergency accommodation
- THM property applications
- Resume writing
- Legal support
- Driving lessons and gaining her licence
- MCHN appointments
- TBYS provided support for mother from April 2019 to June 2022



For pictorial purpose only.

## Outcome

After receiving support from TBYS, Jaz was successful for a THM property and is now living independently with her child, has a drivers license, attends Young Parents Group at TBYS, is no longer isolated and is parenting her child with confidence.



# Q&A with 2021 Youth Ambassador

# Cassie Meloury-Mason



## How did you come across The Bridge Youth Service?

I came across TBYS about 3 ½ years ago looking for a play group for my sons and to connect with other young mums.

## What did/does your relationship with your worker look like?

My relationship with my past worker was amazing, she really listened to me and helped me with my life goal. My current worker she is amazing as well, always encouraging me to be me and go forth and enjoy adventures in my life.

## How has engaging with The Bridge changed your life?

The Bridge has made me a better mum, helped me be better for myself. They have made me into a better person.

## What does being the Youth Ambassador mean to you?

Being the youth ambassador means so much to me...

*"I'm always willing and able to help those needing someone to talk to that understand them for who they are."*

...being a young mum/young person can be somewhat hard in the world. Having the opportunity to show The Bridge and others in the community that there are different opportunities.



# Early Intervention Program

**This new program fills a gap in services for young people who are assessed as low severity, high complexity, may not be receiving support for AOD or Mental Health due to barriers such as finances, transport and extensive waitlists in the Mitchell and Murrindindi areas.**

The EIP assists young people experiencing distress as a result of poor mental health or substance misuse and improving emotional regulation and impulse control through case management, assertive outreach, comprehensive assessment and access to treatment through The Bridge's psychologist.

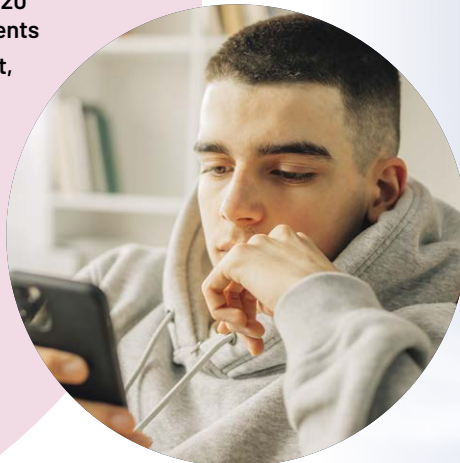
## Outcomes over the past 12 months

- Supported 56 young people, 28 for mental health and 28 for drug and alcohol issues
- We have had 20 young people access services through our psychologist
- We have had 12 young people fully achieve their goals upon closure and 6 partially achieve their goals upon closure
- There have been 18 clinic days in Seymour, with 20 initial appointments and 33 follow up appointments
- There have been 100 consults regarding support, 45 of those were internal, 24 to CAMHS, 12 to schools, 15 to community providers, 2 to GPS, 4 for self-referral/parent enquiry
- An MOU with GV Health CAMHS has been developed to provide a smoother pathway to support young people

These programs are funded through

**phn**  
MURRAY

An Australian Government Initiative



## Feedback

Young person told a worker:

*"The program helped me understand when I was getting angry and what I could do to stop my frustrations."*

Young person told a worker:

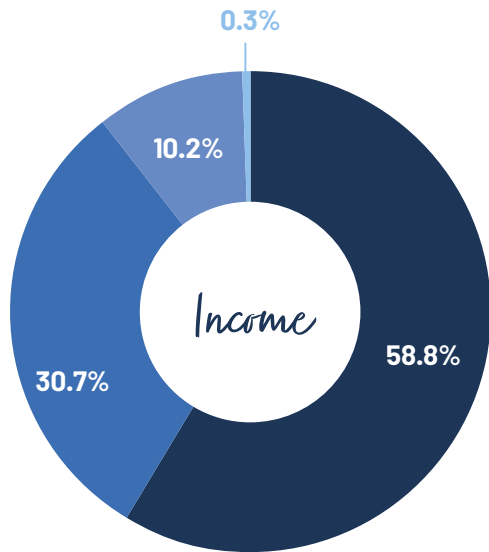
*"I felt the program did help me connect to culture and community through referrals and improving relationships with school."*

The YP was asked for any feedback regarding improvements and the YP told the worker:

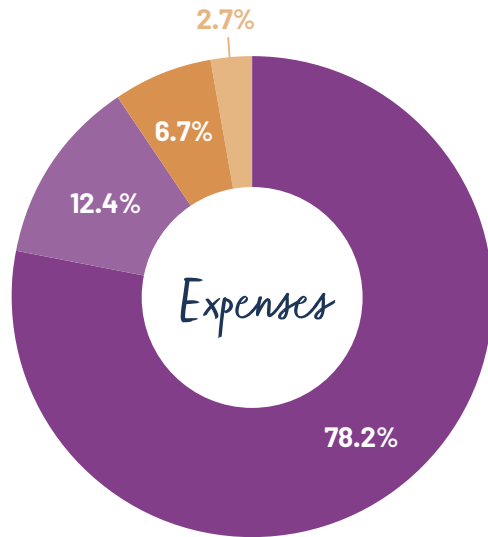
*"Keep doing what you are doing, you're doing good, you're doing really good"*



# Income and Expenditure



<b>\$2,395,700</b>	DHHS Funding
<b>\$1,251,461</b>	Other Government Funding
<b>\$414,741</b>	Other Non-Government Funding
<b>\$2,853</b>	Other Income
<b>\$4,072,403</b>	<b>Total</b>



<b>\$3,246,184</b>	Employee Benefit Expenses
<b>\$276,548</b>	Young People Expenses
<b>\$514,492</b>	Operating Costs
<b>\$116,269</b>	Depreciation & Amortisation
<b>\$4,155,493</b>	<b>Total Expenses</b>
<b>(\$78,235)</b>	<b>Total Income</b>

<b>Assets &amp; Liabilities</b>	Total Assets	<b>\$3,584,909</b>
	Total Liabilities	<b>\$1,138,047</b>
	<b>Net Assets</b>	<b>\$2,446,862</b>

## How we supported



*Enhancing our case management through Brokerage*







58 Staff



9 Board Members

# Statistics and Achievements

## Homelessness, Tenancy Support

295 young people were assisted with Housing Support Case Management

36 participants involved in Family Reconciliation / Mediation

62 involved in STAR Housing

## Disengaging from School & Risky Behaviours

128 referrals from the Department of Education & Training for the Navigator Program

92 involved in Finding Solutions & Adolescent Support Program

4 Targeted Care Packages

87 young people connected with our Youth Worker at Shepparton Flexi Centre

## Early Intervention

AOD and Mental Health support for 56 young people

20 young people saw our inhouse psychologist who provided 100 support consults

53 appointments for young people with our inhouse psychologist over 18 days in our Seymour Clinic

## Family Relationships & Violence Issues

11 young people and their parents were supported in the Step Up Program over the 14 sessions

175 internal consultations by our Family Violence Specialists

## Young Parents, Sexual Health, Pregnancy & Family Services

32 families attended Young Parents Group over 30 sessions

13 young mums were supported in Young Mums in Mind over 12 sessions

155 families received support through Family Services Case Management

29 first time parents received Pregnancy Support & Antenatal Care over 32 sessions

15 young people sort Options Counselling



8 Volunteers



4 Students on Placement



2 Internships

“ Thank you to our staff, volunteers and mentors for their commitment and dedication to our local young people. ”



# Options for young people



**(03) 5831 2390**

127 Welsford St, Shepparton

54 Tallarook St, Seymour

119 Wellington St, Wallan

[www.thebridge.org.au](http://www.thebridge.org.au)

