



# ANNUAL REPORT

2020–2021



# ABOUT TULGEEN

**Tulgeen builds on achievements providing flexible, quality services, identify and provide for future needs and ensure financial stability.**

## **Our Vision**

To inspire an inclusive, connected and caring community.

## **Our Mission**

Tulgeen, supporting people with disability to live, work, play, grow.

## **Our Values**

### **COHESIVE**

Engendering a supportive, encouraging team

### **COMMITTED**

Honesty and integrity, we own our decision

### **RESPECTFUL**

Create and maintain an environment of mutual respect

### **UNITED**

Encourage, empower and engage

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*Some of the photos contained in this Annual Report were taken before COVID-19, therefore physical distancing is not observed.*







# MEET OUR BOARD OF DIRECTORS

**Tulgeen's Board of Directors is drawn from a cross section of our local community. Our Directors are volunteers. Each generously give their expertise and time, setting the strategic direction of Tulgeen and providing clear governance.**

Each Director is an active member on a number of Sub-Committees.

## ***2020/2021 Tulgeen Board of Directors***



*Grattan Smith (Chair)*



*John Stylianou*



*Liam O'Duibhir\**



*Peter Hughes*



*Peter Mitford-Burgess*



*Natalie Baggett*



*Chris McEwan*

*\*retired during the year*

# 2020–2021 HAPPENINGS

## July

Mitch and Rose celebrate 20 years with Tulgeen.

Tulgeen with Andrew Constance MP officially launch the Elliot Lane Housing Project.

## September

Tulgeen Artists join to be part of the Plethora of Postcards exhibit at Spiral Gallery.

We farewell Tulgeen Packaging Services.

## October

Tulgeen's Riverside Nursery participates in the world renowned Dwarf Tomato Project.



## November

Tulgeen Work Crew helps with the town beautification project installing garden beds in Bega CBD.

## March

Tulgeen successfully undertakes its first Audit conducted remotely.

Tulgeen's Art in the Garage holds an exhibit at YourSpace.



## June

Tulgeen supports clients to receive their COVID-19 vaccinations.



# A MESSAGE FROM THE CHAIR OF THE BOARD

**On behalf of the Board of Directors I am pleased to present to you; our Members, clients, advocates, carers, staff, volunteers and friends; the Annual Report of the Tulgeen Group for year ending June 2021.**

We have, with all of your support, travelled safely through a very challenging 2020-21 whilst still achieving significant outcomes for our clients and our community. Further details are provided by Jen Russell in her outgoing CEO Report.

I commend Jen and her senior management team of Duane Kelly, Jon Walker, Lisa Miller-Bradley, Mitch Van Reesch and Shane Ardern, and all of their staff, for the focus on continuing to be a sustainable, robust, responsive, efficient, supportive and growing Tulgeen. I also recognise and applaud

the efforts of all our staff, volunteers and our partner organisations that have strongly supported the range of changes required to deal with Covid-19 and to continue moving towards best practice and the highest standards of client care and support.

I warmly welcome our incoming CEO, Peter Symonds, and look forward to working with him over the coming years. As a For Social Purpose organisation we will continue to work with our communities to deliver outstanding services. There are always opportunities for improvement in our service delivery and choices, and as we value your feedback, I encourage contact with Peter if you have any suggestions or concerns.

Overall, we are now providing support and lifestyle choices to more than 120 people with disability. I thank them for supporting Tulgeen and enabling us collectively to build on achievements in providing flexible, quality services, identifying and providing for future needs, and ensuring financial viability.

I am pleased to advise that the financial outcome for the year was a surplus of \$4,630,563. This result was supported by a number of one-off factors, in particular one-off capital and other grants of \$3,947,458, and government subsidies related to Covid-19. The normalised (adjusted) result shows



a deficit of \$110,577 however with a better than break-even position at EBITDA (cash profit) level. We have a strong and growing asset base, with net assets of \$8.7m, which provides Tulgeen the opportunity to expand our services and support for more people within, and increasingly from outside, our community.

The Board will continue to review the many new and diverse opportunities open to Tulgeen and our clients, and has recently updated the Strategic Imperatives, setting a challenging and transformational agenda leading us to 2025. The recent opening of Elliot Lane Apartments, funded by the NSW Government, will underpin our future success. Similarly the previous contributions from Bega Cheese has enabled Tulgeen to further establish our Eden St precinct and prepare us for the challenges and opportunities ahead for the disability sector. Employment for people with disability has always been a key focus area for Tulgeen and will continue to be so, within the emerging changes that the NDIS is promoting.

I appreciate the support of my fellow Directors, John Stylianou, Liam O'Duibhir, Natalie Baggett, Peter Mitford-Burgess and Peter Hughes. I also welcome our new director, Chris McEwan, joining the Board at the end of May and offering himself for election at the 2021 AGM. I thank Liam, whom did not stand for re-election at our last AGM, for his contributions over the previous 3½ years.

This is a great team working together to govern and lead Tulgeen into the future.



The Board appreciates the ongoing support of the Members as we look to the future and continue to enable our clients to Live Work Play Grow.

In closing, I offer my sincere thanks to Jen Russell for her 8-years contributions to Tulgeen. Words do not seem enough as the legacy that Jen leaves us is huge, ranging from an effective transition to the NDIS, building the capability to deliver the highest quality client services, improving choice and control, and of course leading the build and commissioning of the Elliot Lane Apartment project. The Board wishes Jen the very best in her retirement and I know that she will be a long-term friend of the Tulgeen family.

**Grattan Smith**  
**Board of Directors**

# REPORT FROM OUR CEO

**A year of change, challenges and realisation of an exciting project are the big highlights.**

Tulgeen over this period has worked hard to ensure the safety of our clients and workers in relation to the ever-evolving Covid-19 situation. I am very proud of the proactive, positive way in which we have dealt with multiple Covid scenarios that presented over this period. In particular I would like to thank In Home Support Services for their proactive actions to keep our In Home Clients safe, and to fast track their vaccinations via clients GP's when disability services were let down by the national roll out.

Tulgeen's Client Services welcomed Duane Kelly as our new Manager Client Services whose role is to work with and support In Home Manager Rose Hulst and Inclusion Services Manager Allana Ruddick. Client Services have welcomed many new clients across all services, and their ability to run with the ever-changing NDIS is remarkable as it is challenging.

I would like to thank Duane, Rose, Allana and their teams for the caring support of our clients and their advocates. Inspiring!

A full year in her new role as Manager Business Development and Media Marketing, Lisa Miller Bradley has worked with her teams to raise the profile of our Social Enterprises, while developing a spirit of teamwork getting us back to basics, doing what we do well supporting clients to develop their skills within a work environment. Faced with many challenges Social Enterprises include change to their funding model, removal of Commonwealth Grants place our enterprises in a very challenging situation moving forward. Lisa will continue to work with our teams to look for every opportunity to maximise their potential. A very big thank you to Lisa and her team for their magnificent efforts this year. A big thank you to our local community for their ongoing support of our enterprises.

In July 2020, the Elliot Lane Housing Project commenced. Our design finalised thanks to the awesome talents of Gordon Drafting, our builders contracted with the project due for completion in August 2021. Providing specialist disability housing (SDA) for 10 PwD these contemporary, fit for purpose homes will be ready for very







excited tenants and their advocates. Other than some minor delays due to weather, local company Leserbuild our contracted builders have done an absolute outstanding job of building these homes to such specific regulations. I would like to thank Scott Bignold, Dave Larkin and David Leser, their workers and subcontractors for their hard work. The first five tenants will move into their accommodation in October 2021.

Working hard in the background at Tulgeen are many talented people with very important roles! I would like to thank our Senior Leadership Team - Mitch Van Reesch, Jon Walker, Shane Arden, Lisa Miller Bradley and Duane Kelly for their 'above and beyond work ethic' as together we were stronger during such challenging times. I would also like to thank Lisa Oldfield, Ruth Ayling, Jarrod Palmer, Kate Smith, Vince Richardson and our wonderful Service Support Administration Team Naomi, Paige and Holly for their expertise in their fields, their commitment to their roles and their fantastic customer service.

Looking forward the challenges keep coming. Due to Covid and lack of rental accommodation recruitment to our positions is difficult.

We have welcomed many new staff and trainees over the past 12 months however, we need many more!

As I move to retire in August after 8 years with Tulgeen, I wish to thank members of our Board for their guidance and expertise. As CEO, I could not have ever imagined having such a supportive progressive group of Directors to work with. A special thank you to Grattan Smith Board Chair and Peter Hughes. When asked about my career of 40 years in human services, I can hand on heart say that I saved the best and most challenging for last. I have so enjoyed working with so many talented and compassionate people who at their heart and in practice have the best interests of our clients and their advocates as their focus. To our clients and advocates thank you all for making my time at Tulgeen so enjoyable and I leave knowing that I have done my best. I would like to wish Peter Symonds the newly appointed CEO every success in his new role and I am excited for what the future has to hold for Tulgeen Disability Services.

**Jen Russell**  
**Chief Executive Officer**

# CLIENT SERVICES

**I would like to acknowledge the exceptional teamwork demonstrated by all members of the In-Home and the Inclusion Services Teams. Whilst working under adversity and the challenges faced with the ongoing COVID-19 situation the teams have demonstrated the ability to adapt and focus as required. They work with clients, advocates and families in delivering high quality client focused supports on a daily basis.**

A number of positive positional changes have occurred within the In-Home Service team with the recent introduction of Team Leaders. Thank you, Marie, for the many years of dedicated and professional leadership offered as a Co-coordinator. We welcome you to the Team Leader role, your skills and vast experience will be greatly valued in fostering the next leaders within Tulgeen. Additional team leaders that have joined In-Home Services are Sharon Clarke, Emma Chamberlain and Laura Day. Their experience and diverse level of expertise will be of great benefit to the service.

I would also like to acknowledge the appointment of Jo McNamara as the Service Coordinator - In Home Support. For those who have worked with Jo you would recognise the connected positive approach that is brought to all aspects of her work. This further contributes to Tulgeen's positive culture.

My gratitude to Ruth Ayling. Ruth supports the ongoing development of trainees in the workplace. The development of the trainees is pivotal to the ongoing supports being delivered to clients across services.





I would also like to recognise the key leaders and their fellow team members; Rose Hulst and the In-Home Service Team and Allana Ruddick and the Inclusions Services Team. Rose and Allana provide a system of support and demonstrate a lateral approach to planning.

Elliot Lane Apartments offers a first class supported accommodation opportunity. We are confident that we will achieve a high-quality service in keeping with our current levels of Supports that are delivered across Tulgeen. These apartments will bring high quality, local housing for people with disability to Bega while providing additional employment opportunities for those wishing to pursue a new and exciting career in the disability sector.

Another key undertaking was the refurbishment of the respite accommodation in INSYNC, this continues to provide a highly valued short term respite accommodation option. There has been considerable efforts made by the team in the establishment of a Sensory Outdoor Space in the outdoor area at Coinda.

We will host an official opening once life returns to a level of normality with reduced restrictions.

We look forward to another exciting year ahead under the leadership of our new very experienced CEO in Peter Symonds.

**Duane Kelly**  
**Manager Client Services**



# SOCIAL ENTERPRISES



**Tulgeen offers paid, supported employment within three social enterprises. It is through these enterprises that Tulgeen empowers people with disability in the workplace to learn, maintain and expand workplace skills and experience with the ultimate goal to move towards open employment.**

**Riverside Nursery** offers training and employment in a retail setting. Riverside Nursery is a dynamic, vibrant enterprise that provides many varied opportunities under the leadership of Coordinator Kelly Lancsar. Tulgeen is fortunate to have a worker as tenacious and dedicated. Kelly identifies the individual strengths, preferences, interests and needs of her entire team and ensures all available opportunities are realised.

**Tulgeen Work Crew** provides cleaning and lawn mowing services to customers throughout the Bega Valley. Coordinator Nathan Barry's energy and





commitment to his role is admirable. Nathan has formed strong comradery among his entire team. Under Nathan's enthusiastic leadership, Tulgeen Work Crew services are in high demand.

**Stitches and Prints** make reusable, recycled and re-purposed bags and other products like tea towels and aprons. The textiles industry is highly competitive and the tyranny of distance hinders easy access to markets. Despite this very challenging environment, Coordinator Sherrie Fletcher leads a happy and productive team. Sherrie and Annie work tirelessly to ensure supported employees are learning new skills everyday. Their efforts are to be commended.

**Lisa Miller Bradley**  
Manager Business Development  
and Marketing



# FINANCIAL SUMMARY

After excluding grant income directly related to capital and other one-off projects, Tulgeen Group recorded a deficit of \$110,577 for the year ended 30 June 2021 (2020 adjusted deficit was \$65,199). The result reported in the Financial Statements was a surplus of \$4,630,563 (2020 \$296,270) inclusive of:

- Grant income for capital and other one-off projects, including grants towards construction of new specialist disability accommodation units, amounting to \$3,947,458;
- Government subsidies received in relation to Covid-19, amounting to \$793,682 net of additional wage costs.

Tulgeen is highly dependent on revenue from services provided under the National Disability Insurance Scheme (NDIS). The total value of NDIS services provided during the financial year

increased by 3% over the previous year, with revenue growth being restricted by the impact of Covid-19 and reductions in funding budgets of many NDIS participants.

Financial highlights for the financial year ended 30 June 2021 include:

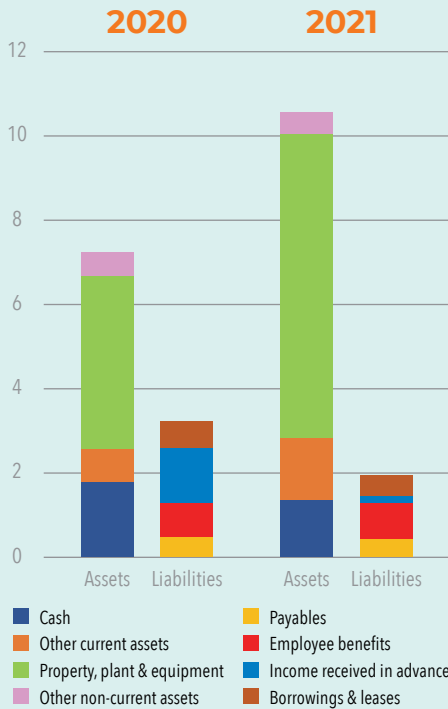
- Total Revenue (excluding capital grants) increased by 5.8% to \$9,082,847 (2020: \$8,587,208). Income from NDIS Services comprised 65.9% (2020: 67.4%) of Total Revenue. Australian government subsidies related to Covid-19 amounting to \$1,038,500 represented 11.4% (2020: 10.8%) of Total Revenue.
- Total Expenses increased by 0.8% to \$8,355,628 (2020: \$8,290,938). Wages, Salaries, and other Employment Expenses comprised 82.8% (2020: 85.0%) of Total Expenses.

## Revenue and Expenses (\$m)





## Balance Sheet (\$m)



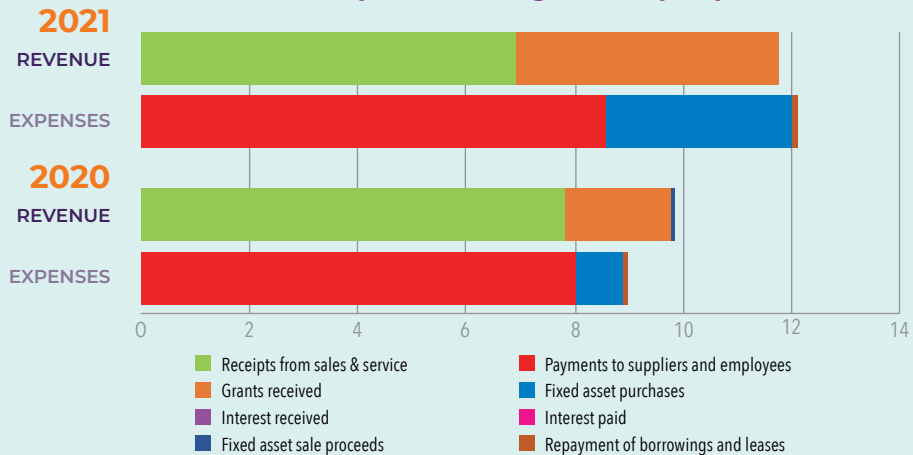
Net Assets increased to \$8,667,141 (2020: \$4,036,578), primarily as a result of capital expenditure on housing assets funded by a grant from the Department of Regional NSW.

Total Assets increased by 46.4% during the financial year to \$10,607,998 (2020: \$7,246,147), due to a combination of the continued construction of the new disability housing project, and an increase in outstanding receivables from the NDIS.

Total Liabilities decreased by 39.5% during the financial year to \$1,940,857 (2019: \$3,209,569), primarily due to a reduction in the value of unrecognised grant income.

Net Cash Flow from Operating Activities for the financial year was \$3,057,300 (2020: \$1,613,447), with the increase primarily due to capital grant receipts. After investing and financing activities, overall Net Cash Flow for the year was -\$391,712 (2020: \$720,054).

## Cash Receipts and Payments (\$m)





[instagram.com/tulgeen](https://www.instagram.com/tulgeen)



[facebook.com/tulgeen disability services](https://www.facebook.com/tulgeen-disability-services)



[youtube/tulgeen disability services](https://www.youtube.com/tulgeen-disability-services)

[tulgeen.com.au](https://tulgeen.com.au)

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