

ANNUAL REPORT

2022 / 2023



Your Life, Your Way

Supporting people with disability to have choice and control



About Tulgeen

Tulgeen is the leading disability services provider in the Bega Valley Shire, providing a range of services and supports to all National Disability Insurance Scheme (NDIS) participants .

Tulgeen has been providing people with disabilities with the opportunity and choice to participate in their communities, realise their potential, and live full, abundant lives since 1977.

Today we are proud to provide services to over 160 people with disability. We provide a range of services, including Support Coordination, Supported Independent Living, Supported Employment, Opportunities For Employment, and Social and Community Participation programs.

Tulgeen also runs the Tulgeen Riverside Nursery, a full retail nursery which provides meaningful employment for 15 people with disabilities..

LIVE, WORK, PLAY, GROW

2022/2023 Happenings at Tulgeen





July

Art in the Garage hosts experimental fabric printmaking workshop with artists Julie Krone and Tanya Bourke at Riverside Nursery's YourSpace for Art Month.

September

Tulgeen launches their new and improved website, designed to be more accessible and user-friendly, with easier navigation and helpful information about their services.

March

Puppy Mia's visit brought joy and snuggles to Tulgeen participants, spreading smiles all around.

June

Tulgeen's Board and Leadership Team came together for a long term Strategic Planning Workshop, openly sharing knowledge and ideas for continuous improvement and future innovation.

August

Maple Court residents enjoyed a special tour of Bega Fire + Rescue trucks and station.

November

Tulgeen's AGM recognised Holly, Kam, and Ellie for completing the Cert III in Individual Support qualification, and gained permanent positions, to continue brightening clients' days.

May

Jenny Pomery baked for weeks in preparation for Tulgeen's INSYNC Bake Sale and Biggest Morning Tea, raising \$531 for Cancer Council. Damon Davies provided enthusiastic music enjoyed by all.

June

Tulgeen announced as winners of the Excellence in Diversity & Inclusion Award at the inaugural Bega Valley Business Awards held at Club Sapphire Merimbula.



Meet the Board

Tulgeen's Board of Directors are drawn from a cross section of our local community.

Directors roles are voluntary.

Our Directors are generous with their expertise and time, setting the Strategic Direction of Tulgeen, providing clear governance as required by our charitable status, and as an NDIS provider.

Each Director is active on a number of Board mandated Sub-Committees.

2022/2023 Tulgeen Board of Directors



Grattan Smith
Chair



Fay Stewart



John Stylianou



Alice Howe



Matt Taylor

A message from the Chair of the Board

On behalf of the Board of Directors I am pleased to present to you; our Members, NDIS Participants, family & carers, advocates, staff, volunteers and friends; the Annual Report of the Tulgeen Group for year ending June 2023. I am writing this as both the current Chair of the Board and the Acting CEO.

We have, with all of your support, again achieved significant outcomes for our participants and our community. Further details are provided in the enclosed Manager's Reports



I commend former CEO Mike Amor and the current leadership team of Goldie Rutherford, Jo McNamara, Kerry Keys, Lisa Barbour, Ruth Ayling and Vincent Richardson (plus former leaders Allana Ruddick, Jon Walker & Rose Hulst) 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 and volunteers. These highly dedicated, skilled and passionate people are the heart of Tulgeen.

To enable Tulgeen's people to continue to develop those skills we have committed to a 4-year

subscription of disability-focused e-learning training packages. Additionally, we are seeking a training organisation to recognise our teams experience and competency by gaining formal qualifications as appropriate. This initiative should roll-out during 2024.

As a For Social Purpose organisation Tulgeen will continue to work with our participants and communities to deliver outstanding services, for which we recently received recognition and reaccreditation under the NDIS Quality & Safeguarding Commission

regime. We have made and will continue to make necessary changes to align us to the expectations of the NDIS and most importantly, the people we serve. A significant initiative over the last 10 months to improve support of our service delivery has been the implementation of contemporary information and communications technology, including Xero accounting and MYP client relationship management.

I can advise that the financial outcome for the year was a profit of \$66,338. This result was impacted by Covid-19 during the first half and also by difficulties in recruiting additional staff. I am pleased to confirm that these issues are now less of a challenge in meeting the needs of our Participants. Elliot Lane is not yet fully occupied, although we do have a number of potential residents whom we hope to accept before the end of this calendar year.

Tulgeen has a strong and growing asset base, with net assets of \$10.3m, which provides Tulgeen the opportunity to expand our services and support for more people within, and increasingly from outside, our community. Further details are included in the

Finance section of this, our Members Annual Report, and the Audited Finance Report, both also available on our website.

Overall, we are providing support and lifestyle choices to more than 130 people with disability. I thank them for allowing Tulgeen to be part of their lives and enabling us to build on achievements in providing flexible, quality services, identifying and providing for future needs, and ensuring financial viability.

We have welcomed new participants and, sadly, said farewell to some over the last 16 months. There are always opportunities for improvement in our service delivery and choices, and as we value your feedback, I encourage contact if you have any suggestions or concerns.



The Board will continue to review the many new and diverse opportunities open to Tulgeen and our participants, and has recently prioritised the Strategic Imperatives, setting a challenging and transformational agenda leading us to 2026. I am confident that how we operate today and by making the changes going forward, that we'll be able to deliver better quality services to the Bega community, whether it's at Riverside Nursery, our community-based services, being supported to create a home or to find work in people's community that aligns to their passion.



Employment for people with disability has always been a key focus area for Tulgeen and with the introduction of Customised Employment we will continue to do so. The Inclusion Programs and Community Participation team will continue to work with Participants and their families to tailor programs and supports in a manner that is Participant-focused and within the capacity of the Participants plans. Our supported accommodation options will continue to be contemporary and desirable homes, and increasing choices for respite are available.

I appreciate the support of my fellow Directors, Alice Howe, Chris McEwan, Fay Steward, John Stylianou, Matt Taylor, Natalie, Baggett and Peter Symonds. During the year I received resignations from Chris, Natalie, and Peter and thank them for their contributions during their time on the Board. I also welcome our newest director Fay who joined the Board earlier this calendar year and offers herself for ratification at the 2023 AGM. Additionally, John and I also offer ourselves for Re-election. This is a great team working together to govern and lead Tulgeen into the future. We are always looking to add to these skills and experience with additional appropriately diversity in our directors, including people with a disability.

I have been privileged over much of the last 13-months to support the team as Acting CEO and warmly welcome Ben Smith as our new CEO from mid-October. I am confident that under Ben's leadership that Tulgeen will continue delivering best practice and maintain the highest standards of care and support. As recognition of this Tulgeen was recently announced as winner of the BusinessNSW Far South Coast Excellence in Diversity and Inclusion award. The Board appreciates the ongoing involvement of the Members as we look to the future and continuing to enable our participants to Live Work Play Grow.

Grattan Smith
Chair of the Board



Ben Smith, Tulgeen's new CEO

A handwritten signature in black ink that reads "Grattan Smith". The signature is written in a cursive style and is underlined with a long horizontal stroke.



Quality & SAFEGUARDING



We continue to strive to be client-centered by determining the specific physical, emotional or cultural needs of the people we support as well as their life goals and preferences and delivering our service in the most positive way.

This year, we implemented a new Quality Management System across the organisation linking the NDIS Practice Standards and Quality Indicators to our Policy and Procedures, Governance and Workplace Self Assessments and Continuous Improvement Plans.

We also started developing a new Tulgeen Policy & Procedure Manual aligned with the NDIS Practice Standards & Quality Indicators, WHS Manual and People & Culture Manual.

To strengthen the quality and safety of our services in supporting people with Complex Bowel Care and Subcutaneous Injections etc we warmly welcomed Megan Irvin back to our service in the important role of

Client Nurse Co-ordinator to provide clinical oversight and carry out training and assessment activities with our Support Workers to meet the standards of the NDIS High Intensity Support Skills Descriptors.

Members of our Senior Leadership Team attend a Quality and Continuous Improvement (QuaCI) meeting each fortnight to discuss, monitor and address key risk areas across the organisation which then provides input into Tulgeen's Quality & Safeguarding Board Sub Committee.

Despite a tight labour market, we continued to employ quality workers including some who chose to return to Tulgeen to provide support for people with disabilities.

To learn more about existing workers opinions we conducted an Employee Engagement Survey at the end of 2022, receiving 71 responses. The results in the table below confirm the belief our workers have in our organisations purpose and values

which is demonstrated in the amazing work they do each day. The Survey also highlighted areas for improvement including recruitment, role clarification, learning & development, making more effective use of technology and becoming more innovative.

Understanding how we are performing as an organisation is a critical part of improving our services and employee experiences.

Tulgeen Values	Overall Worker Response %
Q. I believe in the overall purpose of Tulgeen Disability Services	92
Q. I believe in the values of Tulgeen Disability Services	90

Since then, we have made improvements to our recruitment processes and provided a range of learning opportunities for team leaders, coordinators & managers with a plan to purchase more online learning modules in a range of areas for Support Workers professional development.



Work also commenced to develop a new Tulgeen Policy & Procedure Manual aligned with the NDIS Practice Standards & Quality Indicators, WHS Manual and People & Culture Manual. The Disability Royal Commission has continued with a range of public hearings to investigate reports of violence against, and the neglect, abuse and exploitation of, people with disabilities. Tulgeen's Zero Tolerance Framework enables us to understand, implement and improve practices which safeguard the rights of the people we support.

Congratulations to Kylie Gee for completing a Cert III in Individual Support traineeship and gaining permanent employment with Tulgeen as a valuable team member Luke Bye & Natelie Wilson have commenced their traineeships in Cert III in Individual Support. At the same time, Natasha Danvers & Rachael Fuery gained the rare opportunity to commence Cert III in Horticulture traineeships in the Bega Valley after identifying an RTO who could deliver the program remotely.

Promotion of our traineeships and other career opportunities occurred with our participation at the Far South Coast Careers Expo at the Bega Indoor Sports Stadium this year with several other employers and RTOs with students, parents and carers looking at available options.

Ruth Ayling
Business Excellence Manager

In-Home SERVICES



I would firstly like to acknowledge Rose Hulst, former In-Home Services Manager, for her significant contributions and dedication in over 23 years of service at Tulgeen. Rose's knowledge and attention to detail have been invaluable to the In-Home Services team, and to the wider Tulgeen community in general. I, along with many others will be forever grateful to have had the opportunity to work under Roses' guidance and support. Thank you Rose for being such an important part of the Tulgeen story.

With Roses' departure came some positional changes within our In-Home Services leadership team. After having

worked at Tulgeen for almost 14 years, and with my last 8 years as a Coordinator I was promoted to the In-Home Services Manager role. Tony Minett, who had recently returned home to Australia, and back to Tulgeen was appointed as the In-Home Services Coordinator. Andrew Florence, with almost 20 years' experience at Tulgeen is now leading the Satellite team who provide flexible supports for participants who choose to live independently in their own home.

I would like to thank Donna Langbein, Sharon Clarke and Dionne O'Hanlon for their continued commitment and dedication in leading their respective



teams at Elliot Lane and Maple Court.

We have also had several of our Support Workers take up the offer of a weekend supervisory role. This is a wonderful opportunity for those staff who are seeking to further their career at Tulgeen and who share our vision and values.

In-Home Services continues to offer a range of accommodation options to our current and potential participant base. We are currently providing Supported Independent Living (SIL), Specialised Disability Accommodation (SDA) and Drop-In Support. Over the last year we have seen our numbers increase at Elliot Lane with another two new participants. With this increase we have welcomed many new staff members. A big thank you to those support workers within our In-Home team who have provided mentoring and support to our new people as they learn the ropes and begin building their own working relationships with our participants.

Thankfully, the challenges that we have faced due to the COVID-19 pandemic over the last few years appear to be easing. Our

In-Home Services support workers have showed true resilience through it all and managed to continue to support our participants in a safe and supportive environment, and for that I thank you all for your commitment.

In conclusion, we have had a successful and productive year in In-Home Services, despite the difficulties and uncertainties caused by the COVID-19 pandemic. We have welcomed new participants and staff members, expanded our range of accommodation options, and maintained high standards of quality and safety in our service delivery. We have also seen some changes in our leadership team, and we are confident that they will continue to lead and support our team with passion and professionalism. We are grateful for the trust and confidence that the board, the management, and the participants have placed in us. We look forward to another year of growth, learning, and excellence in In-Home Services. Thank you for being part of our journey.

Joanne McNamarra

In-Home Services Manager



Inclusion SERVICES



It has been a busy year for our INSYNC Team, whilst continuing to provide our participants with quality services that include an inclusive environment with a varied range of activities.

INSYNC has supported both Social and Community participation, our Art in the Garage participants and increased our service opportunities for our respite services.

INSYNC has engaged a full Leadership Team which enables us to provide focused support to each of our services areas.

Our support staff have been providing their skills across many activities and increasing opportunities for our participants.

Our Team has also increased with new and enthusiastic support staff coming onboard and excited about providing new opportunities for our participants which include inclusion, community, education, growth and most importantly fun!

Our participants have had the opportunity to participate in new activities of choice including the use of the triobike, building terrariums, design and sewing, life skills and cooking, fun days including Football Colours Day and Melbourne Cup luncheon.



Art In the Garage

Over the past year our artists have been busy building their art portfolios to provide works for the next exhibition. Our artists are well known in the art community for their amazing work.

They are supported by our sensational art mentors to guide and encourage, using their imaginations and “anything is possible”.

A ‘Plethora of Postcards’ exhibition at Spiral Gallery was held from 24th June to 19th July. This exhibition is a highlight on the Bega Art Calendar and is an opportunity for the artists to exhibit alongside their peers, produce artwork that extends their art practice and increases their exposure in the community.

The artists sold multiple artworks, and took the time to visit the gallery, have their photos taken and posted on both the Spiral Gallery and Tulgeen Facebook sites.

This personal interaction with the gallery and attendees contributed to increased sales and development of their professional practice as artists.

Our artists also participated in the Bermagui Motel Arts Fair, which was well attended, and many pieces of art were sold.

Our Art in the Garage participants are looking forward to exhibiting their art at

the Southeast Centre for Contemporary Art for the prestigious Archibald in December.

Respite

INSYNC Respite bookings have been increasing throughout the year and we are also having consistent return bookings. Current bookings have included short- and medium-term stays.

Tulgeen respite has been engaged by service areas outside of the Bega Valley for holiday supports both in our respite centre and respite supports provided to participants in the community.

Feedback from our participants is that they have fun whilst being away from their families and love participating the plethora of community events and activities.

Tulgeen is currently running radio ads and other various media platforms which is engaging prospective Respite participants to our Service.

Lisa Barbour

Inclusion Services Manager



Fun and games at INSYNC



Support COORDINATION

It gives me great pleasure to report that Tulgeen's Support Coordination operations have continued to grow, and the total number of clients supported has increased from 52 to 63 in the last 12 months, a growth of around 21%. We continue to foster relationships with other providers in the region, and this has proved to be an excellent source of new referrals, as well as from word of mouth from other clients who have recommended our services. I believe we have developed not only a reputation for good services to our clients, but for having the skills, knowledge, and experience to achieve outcomes for the more complex clients. My team relish a challenge, and take great satisfaction in helping the people we support achieve what is important to them, and have the best possible life, we celebrate their achievements with them.



The Support Coordination team fully complies with NDIS guidelines around separation of Support Coordination from other service areas of Tulgeen, we support clients to obtain services from providers of their choice, and all Support Coordination files and records are stored securely and separately from other service areas of Tulgeen. The Support Coordination team have also relocated to their own office space at Grevillea House, this gives us an excellent space to have private and confidential conversations with the people we support.

Some notable achievements for our clients this year include:

- Assisting several clients who faced homelessness following eviction in finding new accommodation, and in one case in assisting a client to find accommodation interstate (we still successfully support this client remotely).
- Assisting clients with individualised Short Term Accommodation trips, which have enabled clients to achieve long term goals (in one case to volunteer at a carriage driving event).
- Assisting clients to find Supported Accommodation for the first time, including in one case assisting a client to return to Bega from hospital in Queensland where they had been stranded for 6 months, and one client to return to Bega from Cooma.
- Assisting a client to obtain 24/7 1:1 funding from the NDIA, and additional equipment to continue to remain living in their own home, rather than enter aged care, which is very important to them.
- Supporting a client to be an ambassador for disability causes, and in taking part in coordinating a major fundraiser.



The NDIA is undergoing another period of significant change, and to add to the challenges we have found there to be a significant hardening of the NDIA in funding decisions. We support our clients to the best of our ability in the plan reassessments with the NDIA, and in appealing unfair decisions via the internal review process.

Vincent Richardson

NDIS Senior Support Coordinator

Business Projects



The role of Business Projects Manager was implemented to cover a wide spectrum of functions that are aimed at ensuring the continual growth and sustainability of Tulgeen.

This ranges from overseeing the operations at the Tulgeen Riverside Nursery, and streamlining technological resources for optimal work efficiency, to spearheading targeted marketing and fundraising initiatives that increase our profile and digital presence, as well as create opportunities to develop our services.

The Nursery

This past year, the Tulgeen Riverside Nursery flourished under the exemplary leadership of Craig Tulau, our Horticulture Team Leader, and Alana Ryan, our Supported Employment Team Leader.

The commitment of the horticulture and retail staff, working alongside our excellent Support Workers and Supported Employees has bolstered the nursery's growth, resulting in a robust increase in sales for the fiscal year.

The nursery's Supported Employment team continues to grow, now standing at 15 Supported Employees. The introduction of horticulture traineeships in collaboration with training provider The Management Edge (TME) has further enriched the learning and growth framework at Tulgeen, with two members of the horticulture team enthusiastically enrolling as horticulture trainees.

IT projects

Our ongoing collaboration with IT provider Insitec is showing positive

results in streamlining Tulgeen's technical infrastructure. The Microsoft 365 deployment has facilitated smoother access to emails and file storage through OneDrive. Preparations are underway to replace our intranet and local file storage servers with SharePoint by late 2023.

The rollout of the MYP and Xero software, to replace our previous systems such as CIMSAbility, NAV and eventually EmpLive has greatly streamlined Tulgeen's operations. While the MYP rostering system needs further development to fully meet our needs, the integration of MYP with the NDIS portal has significantly improved our invoice management and billing processes.

The MYP Incident Management System (IMS) was also successfully implemented, as was the client shift notes tool, and a number of client related and operational forms. MYP has many other functions which will streamline Tulgeen's operations when implemented, including rostering and timesheets, recruitment, and performance reviews, as well as marketing, event management, online forms, and more.



Marketing

From a marketing perspective, our focus has been on getting the message out there not just about what we do, and why we do it, but also highlighting why Tulgeen is a great place to work. Our marketing strategy for the year saw several successful initiatives implemented. Notably, Tulgeen secured the Google Nonprofit advertising grant, providing access to US\$10,000/month worth of Google search ads.

The launch of a more user-friendly website and the strengthening of our Google Business Profiles have increased our online visibility, supported by targeted Facebook advertising campaigns. We also received a Canva Nonprofit account, which has empowered Tulgeen with effective design tools for creating marketing assets, as well as improving brand consistency. Tulgeen has also launched several radio ads across the local radio stations.

I look forward to working with my colleagues in the Tulgeen Leadership Team to further improve and streamline the way our organisation operates, so that we can dedicate more of our time to providing the excellent services we are known for across the Bega Valley.

Goldie Rutherford

Business Projects Manager

Financial Summary

Tulgeen achieved a positive financial result in FY 23 through continuing to grow revenue, manage costs effectively and leveraging its assets.

Financial highlights for the financial year ended 30 June 2023 include:

- A surplus of \$66,338 compared to a deficit of \$252,683 last financial year.
- Total equity increased by \$66,338 to reach \$10,344,068.
- Total Revenue increased slightly to \$8,508,9940 (2022: \$8,426,636).
- NDIS fees increased by more than a million dollars and made up 78% of revenue at \$6,615,341 (2022: \$5,638, 969).
- Depreciation and amortization expenses increased by \$58,619 due to completion and operation of the Elliot Lane development.
- Employee benefit expenses decreased by \$375,397, while administrative and overhead expenses rose by \$47,394.
- Total Liabilities decreased by 20% to \$1,714,274 (2022: \$2,153,895).
- Net Cash Flow from Operating Activities for the financial year was \$1,397,560 (2022: \$256,089) and cash and cash equivalents rose from \$484,909 in 2022 to \$1,774,867, demonstrating a strong cash position.

Importantly, with total current assets worth \$2.5m and total current liabilities sitting at \$1.68m, Tulgeen continues to demonstrate a healthy financial ratio.

Key Financial Management Activities

In FY 23 Tulgeen commenced a critical transition to new accounting systems, alongside the transition of Tulgeen's client management systems. Through this process, a new chart of accounts was developed, cost/revenue allocation was re-mapped, and transactions were coordinated to:

- Streamline accounting activities.
- Reduce invoicing turnaround times.
- Continue to enhance assurance and transparency around financial management.

While these transitions are always challenging, these changes will provide Tulgeen a very solid foundation for more efficient financial management into the future.


Finance Manager



**2023
BUSINESS
AWARDS**

**FAR SOUTH COAST
EXCELLENCE IN
DIVERSITY &
INCLUSION**

Tulgeen Group

**BUSINESS
NSW**

**BEGA VALLEY
BUSINESS**

**2023
Excellence in
Diversity and
Inclusion**

Tulgeen 
LIVE WORK PLAY GROW

Live, Work, Play, Grow