



The
best life
possible

Annual Report

2022-23



BARUNGA
VILLAGE INC.

Barunga Village acknowledges the traditional owners of the lands on which our services are located and pays its respects to Aboriginal and Torres Strait Islander Elders, past, present and future.



This report is presented to you with compliments from the Board of Directors of Barunga Village in appreciation of your support and interest.

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INTRODUCTION TO Barunga Village

Barunga Village is an award winning, community owned, not-for-profit organisation that offers quality retirement, community and residential services.

Head Office is located in the tranquil seaside town of Port Broughton on South Australia's Yorke Peninsula.

Barunga Village's friendly and professional staff strive to provide you the best life possible by delivering the highest standard of care through a range of services.

RETIREMENT: Retirement living at Barunga by the Sea and Barunga Cottages for over 55's.

COMMUNITY: Commonwealth Home Support Programme, Home Care Packages and private fee-for-service.

RESIDENTIAL: Residential aged care and day and overnight respite including specialised dementia care at Barunga Homes.

The diversity of services available enable the Barunga Village team to care for your ever-changing needs.



BARUNGA VILLAGE

Our Purpose

We commit to supporting you live the best life possible.

Wherever you live, whatever service you access, the Barunga Village team are committed to supporting you live, the best life possible.

What does **the best life possible** mean? We think it means, you feel listened to, have choices, are engaged, and receive care that best meets your needs. We want you to feel safe, that you belong and are content and comfortable with us.

We take pride in treating every person with respect. Everyone is an individual with different stories, unique interests and varying needs. We commit to really knowing our consumers, understanding them as people, personalising care and being responsive to their choices wherever we can.

Ensuring you feel part of a community is important to us. We go out of our way to create connections, engage with the community and build support networks around people.





REPORT

Chief Executive Officer

Elizabeth Carroll

It has been a productive first year and I am grateful to have been surrounded by a competent team who have embraced and supported the busy pace and new innovations.



We have worked hard to face the confronting industry challenges and are doing our best to make Barunga Village both an attractive place to work and a service provider of choice.

I am pleased to report the following major progress and achievements against our strategic and business plans:

Advance recruitment and staff capacity building

- The introduction of a People and Culture Manager.
- A new Diversity, Equity and Inclusion Committee has convened with the support of a mentorship program from the Centre of Cultural Diversity in Ageing.

We have engaged a diverse range of people from our local community to be part of this Committee including members from the First Nations and LQBQT communities. This Committee is reviewing the Diversity Action Plan and has facilitated education on cultural diversity to staff and consumers to ensure they feel respected.

- A Wellbeing Committee is another new initiative to support staff and facilitate staff events and recognition.

- New staff are supported by being offered options for accommodation until they find longer term solutions.
- The investment of a training hub (near completion) in order to support our staff to learn and encourage professional development without the need to go off-site.
- We have undertaken a commitment to reduce staff turnover rates and as a consequence have seen an improvement with staff retention being much lower than our industry standard.
- Workforce KPI's have seen improved results in areas such as a reduction in staff sick leave.

Strengthen consumer experience

- Barunga Community Care continues to expand their range of services. We have established a footprint in certain service areas and the 'Hub and Spoke' concept is a newly adopted strategy whereby our Client Liaison Officer's work from their home and live closer to their client base. This offers a more cost effective and personalised service to Community clients.

- We have been successful in winning a major Staying at Home grant of \$964,107 funded by the Department of Health and Aged Care. This program will offer respite care to people living with dementia and their carers in an effort to support them and reduce premature admission to residential aged care. It will include two-night retreats to improve both the quality of life and quality of care for both parties.
- The Port Broughton dementia-friendly communities project funded by the Foundation for Rural and Regional grant has concluded and the Barunga West Dementia-Friendly Community Alliance is now being run by a group of dedicated volunteers whose passion is to make Barunga West a better place to live for people living with dementia and their carers.
- A Pastoral Care Program has been initiated in Barunga Homes offering more intimate opportunity for House Members to find meaning, purpose and connection in their lives. This is a volunteer program and as with all volunteers, we are so grateful for the difference they make to the lives of our House Members.
- The National Aged Care Grants Business Improvement Fund grant (round 2) has all been allocated and included the installation of additional solar panels, care and clinical equipment, new Wi-Fi and nurse call system. These improvements for Barunga Homes have improved the facilities and service outcomes for both House Members and staff.
- We were successful with a \$8,700 grant from SA Governments Office for Ageing Well grant for seniors' fund to implement a Virtual Reality pilot program. This is a new technology that has the opportunity to improve the lives of our consumers through social connections such as video conferencing that allows them to connect with family and friends.

Secure financial viability

- Financially, the organisation has had a very successful year in 2022/23 and is in a sound position at the end of the financial year.
- New enhanced financial performance reporting has been introduced which supports Barunga Village Management to make informed decisions to ensure we remain within budget and also assists with budget planning and forecasting.
- To further support financial viability the Board of Directors have established a Capital Development Board Sub-Committee to advise the Board of Directors on master planning for Barunga Village's new capital developments.

Looking forward

We have some exciting projects in the near future that will further support our strategic priorities. These include:

- Our NDIS business case planning is nearing completion and we will be in a position to consider our direction in the next six months.
- We are planning for a refresh and extension of the Butterfly Approach which will underpin our core values of show kindness, support connections and strive to improve.
- There are a range of new Community service delivery programs to be introduced that will focus on wellbeing and self-care.
- A new communication tool will be introduced to enable better online communication between House Members, family and friends.

It has been a wonderful year of achievements with a real focus on improved outcomes for the people we serve. I would like to offer a special thanks to Chairperson, Julie Norman and the Board of Directors for their dedication and ongoing support.

INTRODUCTION TO THE Board of Directors



Julie Norman, Chairperson

I have served on the Board of Directors for the past eight years. I believe Barunga Village is special and increasingly valuable to our community. My parents lived the Barunga Village experience at Barunga Homes where care was manifested as kindness, understanding, love and respect. I seek to use the skills I have to support the continuation of valuable and essential work that Barunga Village offers.



Roger Nottage, Deputy Chairperson and Risk Representative

My commitment to the Board of Directors is all about contributing to a high performing, essential local enterprise and doing my best to support consumers, staff, and the wider community.



Kenneth Bone, Board Member and Treasurer

I have enjoyed dedicating nine years to the Board of Directors at Barunga Village. After moving to Barunga by the Sea ten years ago, it has been a privilege to serve my community and share my financial and Microsoft Excel knowledge.



Jason Kirk, Board Member

I grew up in the area and my late grandmother Gloria Edwards was the inaugural Chairperson of Barunga Village, a position she held for some 17 years. It is important to volunteer and give back to a local community where possible and after 28 years in numerous leadership roles I believe I have strong business acumen and people skills that can benefit the Barunga Village Board of Directors.



Jan Tod, Board Member and Clinical Governance Representative

I joined the Board of Directors to provide consumer perspective as my mother lives in Barunga Homes. I hope to help support the great reputation and high standard of care the organisation has upheld for many years.



Robyn Bowley, Board Member and Quality Representative

I have lived in Port Broughton for 33 years. I recently retired from working at the Port Broughton District Hospital and Health Services where I worked for 31 years. Prior to retirement, I held the position of Nurse Unit Manager and have many years of experience in Community Nursing. My clinical experience and management skills are valuable in understanding Aged Care Clinical Governance. I receive a great sense of fulfilment by continuing to contribute to the community in a voluntary capacity as a Board Member at Barunga Village. I am excited to be involved in new capital development opportunities, growing the business and continual learning.



Debra Devlin, Board Member

After recently retiring, I joined the Board of Directors in 2022. I continue to be motivated to give back to the broader Mid North community and as a member of the Board of Directors, this gives me opportunity to do so. I have had great exposure and experience in governance relating to youth, disadvantaged, homelessness and domestic violence, and I am eager to continue to grow my knowledge and challenge myself in the aged care sector.

Board attendance to meetings

	Possible attendance	Attendance	Apologies
Mrs Julie Norman	11	11	0
Mr Kenneth Bone	11	10	1
Ms Elizabeth Carroll	11	11	0
Mr Jason Kirk	11	8	3
Mr Roger Nottage	11	8	3
Mrs Jan Tod	11	9	2
Mrs Robyn Bowley	11	10	1
Mrs Debra Devlin	11	11	0





REPORT

Chairperson

Julie Norman

At Barunga Village, ‘the best life possible’ is our mantra, and to this we pin our values of connection, kindness and improvement.



‘The best life possible’ is both a promise and a challenge that we at Barunga Village have set ourselves. Each of us comes to Barunga Village with a unique set of skills, potentials and restrictions. Consumers, staff and volunteers each come as “one of a kind”, willing and needing to engage and contribute in differing ways.

This has been a year of transition.

The Board of Directors has had two new members, Robyn Bowley and Deb Devlin. Each have brought to the table experience, enthusiasm and a skill set that is valuable to each and every discussion. Robyn has taken on lead roles in clinical meetings and undertaken a key role in discussions regarding capital development. Deb’s experience in community health has been invaluable, enabling her to offer insights into planning and development of community projects and encouraging us to consider the broader perspective.

During the year, the Board of Directors has observed and supported changes and innovations to some of our ways of operating.

Our Chief Executive Officer, Elizabeth Carroll, has taken an overarching guiding role, one of supervision, overseeing each department, encouraging department heads to lead and determine the directions within their area, but always looking to improve and connect.

The Administration and Finance department has witnessed significant improvement, with Adam Drabsch taking the Chief Financial Officer role as an outsourced position, and Carly Barnes being promoted to Director of Business Operations. This has worked well. The balance between the two and the skill set of each has brought greater rigor and precision in the their department.

The Board of Directors has been pleased to watch the growth and development of each of the organisations departments. Key new positions pivotal to the development and sustainability of directions have been identified and filled, creating possibilities that have not existed previously.

We have all recognised that COVID-19 has left its mark, particularly in the ways that we operate. It has done crazy things, like closing Gloria's Coffee Shop to the public, and forcing people with hearing issues to try to comprehend what someone wearing a mask is saying. More than that, it has challenged both our directions and our progress. So, we find ourselves looking for answers.

One answer is to get back to where we were, by re-invigorating the Butterfly Approach and including the Dragonfly Model of Care at Barunga Homes. Another is the development of Staying at Home program. In each case, we are focussed always on the best life possible. Innovative, caring ways in which we can support our community, be they consumers, staff or volunteers.

Looking forward to the coming year, our challenge will be to continue to progress plans that determine new directions in aged care in our unique rural, regional location.

This year the Board of Directors will say farewell to Jason Kirk as pressures of work as a key Manager in the Agricultural sector mean that he will need to step away. He has been an invaluable member of the Board of Directors and Finance Committee, bringing experience, intelligence and an ability to understand possibilities and probabilities to the table. Thank you Jason.



REPORT

Treasurer

Kenneth Bone

It gives me great pleasure in advising that at the end of the 2023 financial year, Barunga Village made a profit of \$580,000.

As Treasurer, I would like to thank Adam Drabsch for accepting the role of Chief Financial Officer, and congratulate Carly Barnes on being appointed to the Director of Business Operations position.

I would also like to thank all staff working with Adam and Carly for bringing our information and records up to a great standard.

Congratulations on a great effort to all concerned in achieving this result.



Gloria's

COFFEE SHOP



REPORT

Chief Finance Officer

Adam Drabsch

The financial health of the Barunga Village is strong, we have a structured approach for the comparison of results against budget for the determination of actions and we have a consultative approach within our team.

The organisation had an overall increase within operating revenue of 28% when compared to prior year, which highlights significant growth in our organisation within a short period of time.

Our operating result in respect to the 2022/23 year was a deficit of \$64,508 (\$580,000 surplus less grant income of \$644,508), which is representative of ongoing changes within our industry and the challenge they present.

Significant contributions to the revenue growth were attributable to:

- Residential aged care increased 26% due predominantly to the commencement of AN-ACC from 1 October 2022 continuing the roll-out of recommendations from the Royal Commission in improving the quality of care; and
- Community services continued to grow with an increase of 29% covering both Home Care Packages and the Commonwealth Home Support Programme.

In order to deliver the additional services driving revenue growth, we experienced an increase within salaries and employee benefits expenses of 21%. Significant contributions to the wage growth were attributable to:

- Residential aged care increased 14% which resulted from both an increase in wages (industry wide) and agency staff required to cover periods of leave and COVID-19 related cover;
- Community services had an increase of 41% covering both Home Care Packages and the Commonwealth Home Support Programme, representing an increase in service delivery and investment within this area for the future; and
- Our corporate team has also increased as a result of the additional support needed resulting from the above growth.

Our finance team has had a focus on education for the 2022/23 year, which has been invaluable as a result of the constant industry change. Our investment in education has greatly assisted in respect to both quality of information and efficiency of reporting.

We had a comprehensive budgeting process in preparing for the 2023/24 year. Finance met with each department manager with a view to collating knowledge and obtaining input from which results are measured and decisions made. We received positive feedback from all involved in the consultative approach and look forward to ongoing involvement through

the analysis of results against the achievable growth targets. As part of this process, department managers were asked to prepare a list of capital items for consideration in an organisation wide capital upgrade initiative to commence in 2023/24.

Overall, Barunga Village is performing well financially and we are looking forward to a solid 2023/24 result.

Operating revenue:

\$9,856,236
30 June 2022



\$12,628,257
30 June 2023

Salaries and employee benefits expenses:

\$7,524,253
30 June 2022



\$9,067,921
30 June 2023

REPORT

Business

Carly Barnes

It has been a busy year at Barunga Village as we start to emerge out of the pandemic.

The 2022/23 financial year saw the introduction of a star-rating for aged care facilities. This rating system is made of four sub-categories which include compliance, resident experience, staffing minutes and quality measures relating to pressure injuries, physical restraint, unplanned weight loss, falls and major injury and medication management. 3-stars is considered an adequate facility and is what each facility is funded to achieve, however at Barunga Village, we are proud to be rated as a 4-star facility.

Over the past 12 months, we have made improvements to our IT networking system. The entirety of network switches and wireless access points throughout Barunga Homes were upgraded which was funded through the Business Improvement Fund (round 2) grants. This grant also permitted Barunga Village to install an additional 76 solar panels at Barunga Homes to help with the rising costs energy.

We are continually maintaining and upgrading the infrastructure at Barunga Village, which includes ongoing upgrades to office facilities and installing a completely new fire sprinkler addressable loop system.

Through funding from the Public Health Unit, we were also able to purchase telehealth equipment, including a 75-inch interactive smart board. This equipment was received late in the financial year and we are hoping our House Members will reap the benefits of this equipment in the near future.

The implementation of Swift was a major improvement to our lifestyle program at Barunga Homes. Swift gives House Members a large array of viewing content from movies to virtual travel. It also displays the daily menu and lifestyle program from the comfort of House Members private rooms. House Members with Swift Access are also able to receive direct messaging and media content from their families.

The fundraising reserve committed \$18,000 of their monies at the end of the 2023 financial year to upgrade the outdoor garden areas, purchasing new outdoor furniture and improving the streetscape. A small project team of staff and volunteers are continuing to work on this project for the House Members to enjoy.

Similar to most rural areas, sourcing accommodation for staff has been challenging over the past 12 months, and we are pleased to have two premises in the community to enable us to offer short and long-term rental options for staff.

The 2023/24 budget has a major focus on improving services for consumers and we look forward to implementing projects to align with our goals in the future.

REPORT

Retirement

Jodie Webb

The past 12 months have seen a steady demand for homes at Barunga by the Sea. Our strong reputation has upheld an active waiting list and brought enquiries for seniors looking to purchase homes from the Mid North, Yorke Peninsula and surrounding area.

A trend of the 2022/23 financial year has seen a significant increase in the number of seniors looking for rental accommodation in Port Broughton. This growing interest reflects the pressing need for quality senior housing options in our region.

Barunga Village is committed to the upkeep and modernising of the homes and facilities at Barunga by the Sea. Over the past year, we have invested approximately \$110,000 on rectifications and refurbishments, all whilst maintaining an occupancy rate of 99% of our 45 homes.

As part of our preventative maintenance program, all home and cottage inspections have been completed, enabling major projects to be budgeted and scheduled for next year. Residents are also very pleased to have a Maintenance Officer to attend to their maintenance and gardening needs at Barunga by the Sea.

Throughout the year, I have hosted weekly technology drop-in sessions offering support to residents with their tablets and smartphones. This is also an opportunity to offer assistance with online booking forms

and online applications which may otherwise be challenging. During the year, Hotel Services Manager, Dharma hosted a cooking demonstration luncheon that was thoroughly enjoyed by residents. I continue to hold regular Resident Meetings with Barunga by the Sea and Cottage residents.

Barunga by the Sea has an active social Committee who bring many social events to our relaxed village life. I appreciate the time and work provided by the Committee who host events such as Australia Day BBQ lunch, soup luncheons, bingo, table tennis, easy moves - exercise classes, craft, cards, carpet bowls, 8-ball and monthly movie afternoons.

Overall 2022/23 has been a great year and we look forward to continuing to welcome new residents into our community.

REPORT

Community

Simone Tilbury

The 2022/23 year has seen major changes to the Barunga Community Care team. Led by Virginia Pattingale and now myself, Simone Tilbury since December 2022.

In this time, the team has continued to maintain its focus of upskilling the organisations workforce. In 2023 in particular, the Barunga Community Care team has grown and employed an additional Client Liaison Officer and a number of Support Workers to fulfil growing demand for services for people who wish to age in the comfort of their own home.

Our quarterly client meetings are a great opportunity to meet face-to-face with topics such as wellness and reablement and review of Aged Care Quality Standards being covered.

We have commenced the works of the Support at Home Program which will replace the current Level 1-4 packages of support. The feedback from clients was greatly received and it was pleasant to discuss clients' goals and how best Barunga Community Care can assist with new opportunities for improvement and programs.

Our quarterly training for Support Workers has been very successful in teaching new skills. Currently our service footprint covers Wongyarra (41km from Port Pirie) across to Jamestown and Hallett, down to Burra, Eudunda and Hamley Bridge. It extends to Wild Horse Plains, Port Wakefield and over to Ardrossan and Port Victoria.

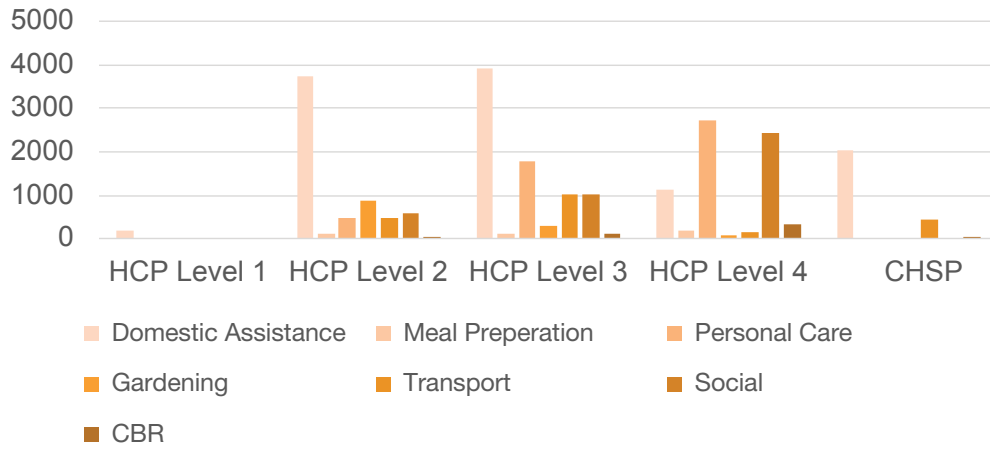
In the past 12 months, Home Care Packages' have increased by 22, now servicing 141 people. Clients receiving support via the Commonwealth Home Support Programme (CHSP) have increased by 31, with a total of 146 clients in that space.

There has also been a significant increase in fee-for-service clients, where we have grown from two in 2022 to seven in 2023.

At the end of the 2022/23 financial year, a total of 294 were accessing support by Barunga Community Care.

We look forward to another year ahead where we continue working on innovative programs and help our consumers live well and stay at home for as long as possible.

Services provided



REPORT

Residential

Catherine Manser

Barunga Homes has experienced a busy year with internal and external factors influencing activity, most significantly the Aged Care Quality and Safety Commission Site Audit conducted in September 2022.

In context of a three-year re-accreditation being awarded, audit feedback affirmed the knowledge the Barunga Homes team have of the people they care for with this being significant because only authentic understandings will stand up under the rigour of audit. Knowledge of people is a most essential element of care service and a key indicator of care culture.

COVID-19 continued to impact residential services with a total of four outbreaks being declared in the 12-month period. The only COVID-19 outbreak that extended beyond a two-week period commenced just prior to Christmas Day, evidencing the increased transmission risk during periods of high social activity. House Member feedback is regularly sought in regards to outbreak management and they consistently report that they appreciate the feeling of safety they experience from the zoned approach that is applied to the Home when an outbreak is declared.

Gloria's Coffee Shop continued to offer a light menu to staff, House Members and their visitors since closing to the public early in the pandemic and as we prepare for the 2023/24 year, a refreshed menu and décor is underway in preparation for re-opening for public service.

Occupancy at Barunga Homes has remained high throughout the year. This has contributed to financial income that enables both compliance and innovation in care service. The Australian National Aged Care (AN-ACC) model has increased the funding for care service for each person living in the Home and a care minutes loading is associated with each person's care classification. Nurse and carer hours are measured as care minutes and contribute to the Star Rating attributed to an aged residential service. From 1 October 2023, an increase in care minutes per classification comes into effect and mandatory care minutes are required to be evidenced through quarterly reporting systems.

As our care services slowly emerge from the effects of the pandemic, organisational culture is a priority. Through partnering with organisations such as the Australian Nursing and Midwifery Federation (ANMF) and Meaningful Care Matters (MCM), teams across the organisation are grateful to be positively engaged in projects that draw on research to inform practice and to increase our understandings of people and the environment.

Permanent care:



33
admissions

33
discharges

Respite care:



53
admissions

48
discharges

REPORT

Volunteer

Stacey Meschede

The 2022/23 year saw steady growth within the volunteer team. Each week, volunteers donate their valuable time to support Barunga Village in achieving optimal care and service to our consumers.

The team consists of 46 volunteers who all contribute differently to the organisation.

At Barunga by the Sea, we have a volunteer gardening group called the 'Seaweeders' which consists of residents living in the retirement village. Additionally, we are grateful for those residents at Barunga by the Sea who also contribute to the other service offerings that Barunga Village provides.

We have a great group of volunteer drivers who service our Barunga Community Care clients – these drives may consist of driving clients to appointments, family gatherings or anything of their choosing, both local and afar.

A large portion of our volunteer team give their time to Barunga Homes, providing support and activities to our House Members. Their contribution provides significant benefit to House Members wellbeing and overall daily lives. Volunteers visit, listen and support connections, and work with staff in delivering great service.

The 2022 Christmas was a significant milestone for our volunteers and those living at Barunga Homes. COVID-19 posed concern however it was special to see the comradery and joy in preparing for the festive season.

In the past 12 months, we have also seen the Barunga Homes Choir change to Sing-A-Long which has contributed to significant growth in participation as House Members now feel more comfortable to attend. Feedback was that House Members felt they had to be quality singers to attend Choir, whereas now it is referred to as a singalong, many more attend to join in the fun.



REPORT

Fundraising and donations

Elise Bormann

A total of \$17,947.02 of fundraising funds was brought forward from the 2021/22 year.

Due to the impact of COVID-19, only \$788.99 of donations were received for the 2022/23 year - this was a combination of:

- Cans and bottles \$375.80
- Craft made by House Members and then donated. Sales were \$183.18
- Donation of \$200 (paid for pavers)
- Peg sales \$30

Of these funds, the 2022/23 allocations included:

- \$16,000 spent for the new Gardens Project

Funds left over for the 2022/23 financial year were \$2736.00 (of which \$2000 has been allocated to Barunga Cottages landscape project), therefore the available balance for the 2023/24 financial year is \$736.00.



INVITATION TO MAKE A Bequest and/or Contribution

CONTRIBUTORS

You may wish to assist Barunga Village by becoming a contributor. Donations of \$2.00 and over are tax deductible and your name will be entered on a list of contributors.

To become a contributor, please forward your donations to:
Chief Executive Officer
Barunga Village
7 East Terrace
Port Broughton SA 5522

FORM A BEQUEST

When making or altering your Will, you may wish to remember Barunga Village.

The need for retirement, community and residential services in the community is great and our ability to meet demands is limited.

For your assistance the following Form of Bequest may be included in your Will:

I,

Bequest to Barunga Village in the state of South Australia,

(here state Bequest)

and I direct that the said Bequest shall be applied by the Board of Directors at Barunga Village for the benefit of (delete option as desired)

Retirement Community Residential As determined by the Board of Directors

I further direct that the said Bequest shall be paid free of duty, and that the receipt of the Chief Executive Officer for the time being of Barunga Village shall be a full and sufficient discharge for the payment thereof.



AWARDS

Staff Recognition

On behalf of the Barunga Village community, we would like to thank and acknowledge the following staff for their commitment to our organisation.

Employee name	Years of service	Role at Barunga Village
Jackie Krieger	30	House Carer
Meryl Stringer	30	Community Quality Leader
Carol Elliott	25	Registered Nurse
Pauline Duffield	25	House Carer
Sheryl Welke	20	Registered Nurse
Suzanne Smith	20	House Carer
Kathryn Nicholls	20	Registered Nurse
Dulcie Chapman	15	Volunteer
Keith Dewhurst	15	Volunteer
Lyn Avery	10	Support Worker
Sharon Dalby	10	House Carer
Karen Ireland	10	Administration Officer
Brooke Peers	10	House Leader
Jodie Webb	10	Retirement Manager
Patrick Coffey	10	Volunteer
Michael Felix	5	House Carer
Annabel Freeth	5	Marketing and Communications Manager
Catherine Harman	5	Registered Nurse
Melissa Large	5	Support Worker
Elizabeth Little	5	House Carer
Lesley Little	5	Support Worker
Judith Benn	5	Volunteer
Barry Jenkin	5	Volunteer
Shirley Richards	5	Volunteer

REPORT

Risk

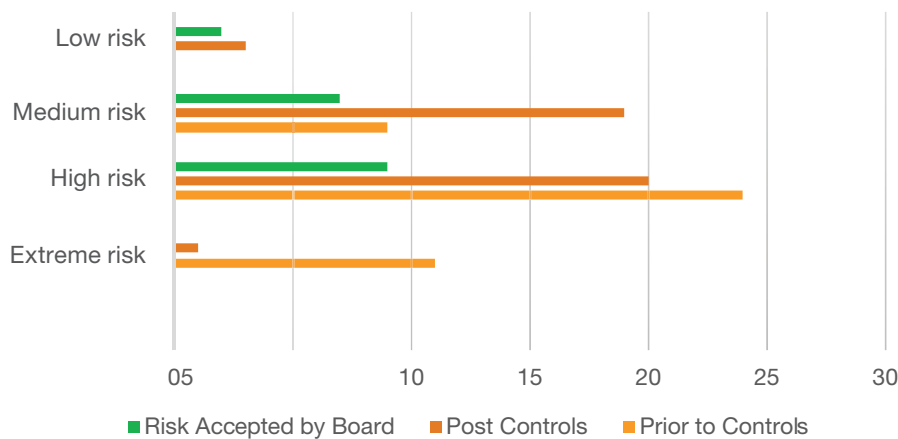
David Edwards

Risk Management is seen as a high priority at Barunga Village with our Executive and Board of Directors fully committed to identifying corporate risks and eliminating them where possible and where this is not possible, reducing them so far as is reasonably practicable.

Education was provided to the Board of Directors on their corporate governance responsibilities, and relating risks impacting on the organisation to influence improvements where they felt the risk exceeded their collective risk appetite.

A Risk Committee has been established and is made up of the Executive team, a Board Member and the Risk Manager. This Committee re-developed a Risk Register and identified a number of risks relating to the operation of Barunga Village. It is the job of this Committee and the Board of Directors to continue to identify opportunities to eliminate or reduce the risks to the operation of Barunga Village.

Risk reduction



Extreme risk reduction has been significant from 11 to 1 with high risks being reduced from 24 to 20. These reductions have increased the medium risks which are being managed within the Board of Directors risk appetite.

The Risk meeting reviews the risk register and work, health and safety KPI's. It also receives feedback from the Health and Safety team. Emergency planning is discussed and new or reviewed policy and procedure are discussed prior to approval. A report is provided monthly to the Chief Executive Officer which is then provided to the Board of Directors.

This report provides information on work, health and safety key performance indicators including the number of hazards identified, the number of staff incidents / injuries, the causes of injury, and the locations of the incidents.

A key focus is on organisational health and safety. The Health and Safety team has been in place since October. This team reviews hazard and incident trends suggesting opportunities to improve safety performance. The team also reviews policies and procedures that could impact on the safety of staff providing feedback to the authors for consideration.

Barunga Village has established an Emergency Planning Committee under the risk portfolio. This Committee meets regularly to review our emergency preparedness. The residential Emergency Plan and Procedures have been revised and the Community Emergency Plan and Procedures are being reviewed currently. This Committee received training in performing this function in June 2023.



REPORT

People and Culture

Monica Merlano

People and Culture management was introduced to the organisational structure in July 2022 with the goal to support the strategic plan relating to recruitment, talent development, workforce planning, learning and development and industrial relations.

My team has provided a higher level of support to line managers in human resources matters, provided clear definitions and guidelines to manage and improve performance and have put strategies in place to consistently apply procedures to facilitate the development of our staff's wellbeing and leadership.

During the 2022/23 financial year, the following policies and procedures have been introduced:

- Conflict of interest
- Probation period
- Performance management

These policies support the decision-making process and help our managers to be consistent with the organisations values and purpose. It is our goal to empower our leaders to manage their teams in line with the expectations of the organisation, and provide employees sufficient opportunities for them to know how they are going and how to improve what is not working properly.

We have been working to upskill our staff, organising records, updating position descriptions to more accurately reflect roles and provide a better service to our consumers.

The Employee Assistance Program was introduced and a Wellbeing Committee began with a focus on bringing everyone together to create and promote recognition and engagement across our service areas.

Diversity, equity and inclusion is of utmost importance to our organisation and we have initiated a mentoring program delivered by the Centre of Diversity and Inclusion in Ageing. The program is supporting the organisation as we revise and implement the Diversity Action Plan including the Reconciliation Action Plan.

In January, the Diversity, Equity and Inclusion Committee was created to further develop statements and policies, as well as help transform the organisational culture to become more holistic in the way we approach tasks and people.

We have started to measure monthly indicators to self-assess our processes and identify the most important gaps in terms of absenteeism, turnover and retention.

22/23 financial year:



167
staff



46
volunteers



REPORT

Auditors

COMMITTEES' REPORT

Barunga Village Inc. Committees' report 30 June 2023

Barunga Village Incorporated is incorporated in South Australia as an Association under the Associations Incorporation Act 1985 and is registered as a charity under the Australian Charities and Not-for-profits Commission Act 2012. The committees present their report, together with the financial statements, on the incorporated association for the year ended 30 June 2023.

Committee members

The following persons were committee members of the incorporated association during the whole of the financial year and up to the date of this report, unless otherwise stated:

Brenton Rosenthal (resigned October 2022)
Debra Devlin (appointed October 2022)
Kenneth Bone
Jan Tod
Jason Kirk
Juan Elliott (resigned October 2022)
Julie Norman (Chairperson)
Roger Nottage
Robyn Bowley (appointed October 2022)

Principal activities

The principal activities of the Association during the financial year was the provision of residential aged care services and retirement living.

No significant change in the nature of these activities occurred during the year.

Operating Results

The surplus of the Association for the financial year amounted to \$580,000 (2022: \$211,847 surplus).

On behalf of the committees



Chairperson

28 September 2023



Deputy Chairperson

**AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 60-40
OF THE AUSTRALIAN CHARITIES AND NOT-FOR PROFITS
COMMISSION ACT 2012 TO THE COMMITTEE MEMBERS OF
BARUNGA VILLAGE INCORPORATED.**

I declare that, to the best of my knowledge and belief during the year ended 30 June 2023 there have been:

- 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
- no contraventions of any applicable code of professional conduct in relation to the audit.

William Buck

William Buck (SA)
ABN 38 280 203 274

G.W. Martinella

G.W. Martinella
Partner

Adelaide, 28th September 2023.

REPORT

Auditors

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	2023 \$	2022 \$
Revenue	4	13,300,540	10,132,409
Expenses			
Depreciation and amortisation	5	(774,497)	(731,170)
Finance costs	6	(125,113)	(81,463)
Cleaning, laundry and catering expenses		(501,653)	(503,721)
Utilities		(264,431)	(268,340)
Salaries and employee benefits		(9,067,921)	(7,524,253)
Maintenance costs		(224,983)	(187,083)
Fair value gain on investment properties		-	471,437
Administrative and other expenses		(1,704,130)	(1,055,176)
Resident and client expenses		(57,812)	(40,793)
Surplus for the year attributable to the members of Barunga Village Inc.	17	580,000	211,847
Other comprehensive income for the year		-	-
Total comprehensive income for the year attributable to the members of Barunga Village Inc.		<u>580,000</u>	<u>211,847</u>

STATEMENT OF FINANCIAL POSITION

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	7	5,680,209	3,107,878
Trade and other receivables	8	993,797	996,015
Total current assets		<u>6,674,006</u>	<u>4,103,893</u>
Non-current assets			
Investments	9	13,944,000	13,944,000
Property, plant and equipment	11	17,930,917	17,310,414
Capital work in progress	10	-	701,352
Total non-current assets		<u>31,874,917</u>	<u>31,955,766</u>
Total assets		<u>38,548,923</u>	<u>36,059,659</u>
Liabilities			
Current liabilities			
Trade and other payables	12	1,062,993	651,819
Borrowings	13	-	1,967,916
Employee benefits	14	865,670	914,448
Refundable loans	15	23,837,838	21,356,545
Total current liabilities		<u>25,766,501</u>	<u>24,890,728</u>
Non-current liabilities			
Borrowings	13	1,967,916	-
Employee benefits	14	43,086	43,086
Total non-current liabilities		<u>2,011,002</u>	<u>43,086</u>
Total liabilities		<u>27,777,503</u>	<u>24,933,814</u>
Net assets		<u>10,771,420</u>	<u>11,125,845</u>
Equity			
Reserves	16	249,378	2,638,877
Retained surpluses	17	10,522,042	8,486,968
Total equity		<u>10,771,420</u>	<u>11,125,845</u>

To view the detailed financial report, please visit the Australian Charities and not-for-profits Commission website at www.acnc.gov.au.

REPORT

Auditors

STATEMENT OF CHANGES IN EQUITY

	BBS Capital Reserve	Fundraising Reserve	Capital Works Reserve	Accumulated Funds	Total equity
	\$	\$	\$	\$	\$
Balance at 1 July 2021	206,060	17,947	2,433,275	8,275,121	10,932,403
Surplus for the year	-	-	-	211,847	211,847
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	211,847	211,847
<i>Transactions with members in their capacity as members:</i>					
Movement in reserves	(18,405)	-	-	-	(18,405)
Balance at 30 June 2022	<u>187,655</u>	<u>17,947</u>	<u>2,433,275</u>	<u>8,486,968</u>	<u>11,125,845</u>
	BBS Capital Reserve	Fundraising	Grants - Capital Works	Accumulated Funds	Total equity
	\$	\$	\$	\$	\$
Balance at 1 July 2022	187,655	17,947	2,433,275	8,486,968	11,125,845
Surplus for the year	-	-	-	580,000	580,000
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	580,000	580,000
<i>Transactions with members in their capacity as members:</i>					
Transfer to/(from) reserves	58,987	(15,211)	(2,433,275)	2,389,499	-
Adjustment for correction of error	-	-	-	(934,425)	(934,425)
Balance at 30 June 2023	<u>246,642</u>	<u>2,736</u>	<u>-</u>	<u>10,522,042</u>	<u>10,771,420</u>

STATEMENT OF CASH FLOWS

	Note	2023 \$	2022 \$
Cash flows from operating activities			
Receipts from customers and government		13,666,894	9,979,955
Payments to suppliers and employees		(12,211,838)	(10,592,871)
Donations received		130	1,003
		<u>1,455,186</u>	<u>(611,913)</u>
Interest received		27,645	3,883
Interest and other finance costs paid		(125,113)	(81,475)
		<u>1,357,718</u>	<u>(689,505)</u>
Net cash from/(used in) operating activities			
		<u>1,357,718</u>	<u>(689,505)</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(332,255)	(314,780)
		<u>(332,255)</u>	<u>(314,780)</u>
Net cash used in investing activities			
		<u>(332,255)</u>	<u>(314,780)</u>
Cash flows from financing activities			
Net proceeds from RADs and entry contributions		1,546,868	1,296,334
		<u>1,546,868</u>	<u>1,296,334</u>
Net cash from financing activities			
		<u>1,546,868</u>	<u>1,296,334</u>
Net increase in cash and cash equivalents		2,572,331	292,049
Cash and cash equivalents at the beginning of the financial year		3,107,878	2,815,829
		<u>3,107,878</u>	<u>2,815,829</u>
Cash and cash equivalents at the end of the financial year	7	<u>5,680,209</u>	<u>3,107,878</u>

Barunga Village Incorporated
Independent auditor's report to members

Report on the Audit of the Financial Statements

Opinion

We have audited the financial report of Barunga Village Incorporated (the Association), which comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Committee's declaration.

In our opinion the financial report of Barunga Village Incorporated has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a. giving a true and fair view of the Association's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- b. complying with Australian Accounting Standards to the extent described in Note 2, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Emphasis of Matter – Basis of Accounting

We draw attention to Note 2 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Association's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of the Committee for the Financial Report

The members of the Committee of the Association 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 2 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The Committee's responsibility also includes such internal control as the Committee determine is necessary to enable the preparation of the 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 members of the Committee are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Committee either intend to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The members of the Committee are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of these financial statements is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our independent auditor's report.



William Buck (SA)
ABN 38 280 203 274



G.W. Martinella
Partner

Adelaide, 28th September 2023.

REPORT

Auditors

COMMITTEES' DECLARATION

In the committees' opinion:

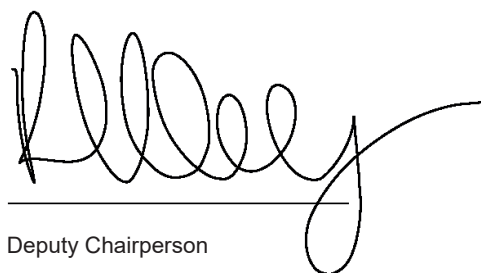
- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and South Australian legislation the Associations Incorporation Act 1985;
- the attached financial statements and notes give a true and fair view of the incorporated association's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the incorporated association will be able to pay its debts as and when they become due and payable.

On behalf of the committees



Chairperson

28 September 2023



Deputy Chairperson





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