



# Annual Report 2020–2021

*A fresh start*

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**Taking you to the world**

Age must not restrict anyone’s participation in community life so we help you get where you need or want to be.

**Every trip, every time**

Provide clean, safe and reliable transport that meets or exceeds our clients’ needs and expectations

Enhance our clients’ independence

Build and sustain local communities by enabling participation and interaction in activities

**Relieve social isolation**

Social isolation is the number one cause of decline, distress and, thereafter, disease. HKCT’s services help to prevent this.

Advocate for improved access to community and transport services

Forge arrangements with other organisations to deliver our objectives



# Corinne Attard

## Chairperson



**What a first year to have as Chair.** The Covid-19 pandemic continued to derail our holidays, get together, working-as-normal and just getting on with our lives.

Every organisation, including Hornsby Ku-ring-gai Community Transport (HKCT), has faced constantly changing rules and life/work environments. Pleasingly however, we are relatively unscathed due to the big effort of our team of office staff and drivers, capably led by our GM Helen Crouch.

Throughout the turmoil HKCT maintained essential services in a Covid-safe manner, ensuring our clients got their shopping, saw the doctor and (when allowed) had their hair done. With the denial of some social outings, we pivoted to outdoor picnics and other innovations to ease the social isolation. And staff adopted working from home, reduced shifts and limited face-to-face contact with each other. The Board is proud of the team's ability to adapt and be vaccinated as soon as possible so that services could get back to normal.

While the pandemic meant the number of trips has decreased over last year's the Board was very pleased with the recovery from lockdowns. From February 2021 we saw a huge increase each month until June, when sadly lockdowns were again imposed.

The pandemic has certainly bought focus to what is important in our lives and the increased demand, once restrictions eased, confirms we need (crave) the social contact that our service fulfils—along with it giving access to health and essential services. We all grow tired of staring at our own four walls eventually.

The pandemic subsidies from the Federal government were fundamental to our retention of staff.

We also saw the Association introduce two luxurious Honda Odysseys to its owner fleet and make plans for extra services and staff.

Helen has been proactively seeking partnerships with local businesses, with new uniforms sponsored by our long-time supporter the Turramurra/Lindfield Bendigo Bank.

We end the year (and continue to be) in a very healthy financial position so the Board will be seeking professional advice on investing funds to build reserves for our growth plans.

Changes to the Board have seen former Chair Katelin Organ, Robert Macey and Angela Bollard depart in 2020-2021. The Board has welcomed David Newman (former executive with the State Government, including Transport for NSW) and Alex Maitland (a highly experienced board member and company secretary/governance professional) as new appointees.

Sadly, our Treasurer Joanne Crumpton confirms that work commitments prevent her from standing again. Jo has managed this key role so capably, seeing HKCT through a transition to cloud-based bookkeeping, the minefield of Jobkeeper and other subsidies, and engaging a new auditor. We are so grateful for her contribution and she leaves a vast gap to fill.

Advertising for a new treasurer, we are also seeking new board members with the skills to assist HKCT's growth while meeting our ever-more complex regulatory environment.

To our volunteer board members, the staff and management team: thank you. And in particular to Helen and you, our members and clients, for your support and ensuring the continuity of HKCT's community services.

*With our dedicated staff, enhanced fleet and significant growth plans, we end the year empowered to make them happen*

# Helen Crouch

## General Manager



**I acknowledge the privilege and pleasure that heading Hornsby Ku-ring-gai Community Transport provides me.** Reflecting on our year, the misquote of Bette Davis did come to mind: Fasten your seatbelts; we're in for a bumpy ride.

The 2020-2021 year kept all of us on high alert. Between the ever-changing Covid-19 restrictions on our service and responding to the Aged Care Royal Commission (interim and final reports) our plan to engage, grow and improve was severely tested.

Yet we passed, and I believe, with flying colours. We expanded our social outings mix to meet more clients' wishes, including evenings and Saturdays. We purchased two new cars to better meet the needs of our individual travellers. We analysed our data to bring about operational changes that benefitted both our organisation and our clients.

So yes, we embraced '20-21 and proudly finished the year strongly: financially, operationally and organisationally.

Pleasingly, the *community* sector is gaining recognition as a key contributor to the health and wealth of our nation—something HKCT has been renowned locally for years (and zealously maintains). However, changes and refinements in pursuit of excellence are critical to our longevity and ability to flourish in an emerging aged-care sector.

Workers require more professionalism, sophis-

tics and qualifications as *meaning well* or *doing good* is not enough. Compliance with The Aged Care Act (being rewritten in the wake of the Royal Commission) will be greater than ever and standards even more stringently administered.

However, these expectations won't faze HKCT. They will be championed by us; yet not without further intense administration and governance activities that already impose an imbalance of effort away from development of services.

Our acceptance of change has served us well during '20-21 because as Benjamin Franklin said: "When you have finished changing, you are finished".

My team always looks to deliver person-centred services so that, as clients, you can focus on what we offer and whether we met (or exceeded) your expectations.

Reading our numerous testimonials, it appears we have succeeded again and we remain empowered by the three E's: enthusiasm, energy and empathy.

As members of our Association, I assure you management of HKCT has been robust, perceptive and methodical. And that our Board's focus on strategy deploys practical, shrewd and objective governance processes.

As 2021-2022 unfolds our planning is based not on dealing with future decisions but for the future of our present decisions.

*My late husband enjoyed many bus trips, lunches and activities with HKCT. He had a higher quality of life because of your work. Thank you very much.*

JULIETTE G

*I thank our team members for their service and embodying how pleasure in the job puts perfection in the work: Andrew, Axel, Barb, Bruce, David, Deb, Edward, Julie, Karen, Lynette, Martin, Mick, Mike W, Mitch, Noel, Pam, Peter, Phil, Rick, Rob, Ron, Sharon C, Sharon D, Steve, Stewart, Tim and Wudi. And also acknowledge the service of Gregg, John, Michael, Paul and Rocky.*

### Welcome aboard

Average total times in a day that a driver opens their door: 22  
Average total that they open the passenger's door: 18  
*Who needs a gym?*



### Lovely to speak with you

Average number of incoming calls we answer in a day: 174  
Average number during height of pandemic: 42  
*Thank goodness for headsets*



*Thank you so much for adding short-duration local shopping options. It allows my father to acquaint himself with your service and grow his confidence to book an outing down the track.*



DAVID B

### Safety first

Touchpoints that we have wiped/cleaned in one year: 57,562  
And number of 'deep cleans' across our fleet: 3,000+  
*We sanitised each vehicle, every night at the end of 253 days*



### Safety first

Despite the pandemic-induced restrictions, we still covered over 270,000km while servicing clients. Compared to one year ago, our average kms-per-trip rose 2%.



*I have never been treated so well, with respect, kindness, helpfulness and always trying to help me out. And I feel uplifted whenever speaking to the office staff or when drivers pick me up. You are part of my life now.*



YVONNE B

*You have a team that keeps everyone feeling special and comfortable, they never miss a trick. Your drivers make everyone feel welcome and they leave me with a lovely warm feeling.*

JOSIE M

## *New look for a consistently reliable service*



*HKCT outings are always good but yesterday was excellent. Even my husband loved it and he's not normally interested in attending with me. Saw lots of people attending that I hadn't seen for a while and the entertainment was excellent. And the new driver knew what to do and was just as kind considerate as they all are.*

SARAH H

*I had to call, we had a fantastic night on Friday. The driver was so very helpful and looked after us so well, going the extra mile to make sure we were all entertained and happy.*

STEVE + DOT B

*I have been a client of your service for a number of years. It has been invaluable. Many thanks to all those who work in making this a commendable service.*

MARINA L

# *From where I sit*

*Whatever would I do without you, HKCT  
If you were not to be  
I would be all at sea  
Wondering and waiting...for who would take me?*

*I can make a certain call  
And in no time at all  
I see a big white bus  
Coming swiftly, safely down my street*

*Or maybe a white car so immaculate  
It should carry a big bright star  
It is all rather awesome when I recall  
That I had almost nothing at all*

*Now I have doors opening just for me  
On a bus, or a car,  
There I will see a smiling face  
And open arms to greet me*

*I am excited and ready  
For the next magical or mystery trip  
Safely all tucked in, to somewhere familiar or brand new  
And of course, a breathtaking view or two*

*A place to reminisce, remember, or review  
Even meditate and dream  
A picnic, party or shopping spree  
Or anything else that needs to be  
Oh, yippee*

*Thank you from me  
I'm so lucky and happy you see  
Three cheers for HKCT*

*Leslie D.J.* 

# Joanne Crumpton

## Treasurer's Report



### **I am pleased to present the Treasurer's Report for the year ending 30 June 2021.**

This was the first year for our new Auditors, Ecovis Clark Jacobs. The Board had requested a more comprehensive audit this year to identify any key risk areas or internal control deficiencies. While there are always areas for improvement, there were no critical areas of risk or non-compliance and the Board was very pleased with this audit.

The COVID-19 pandemic proved a major upset again this year as it impacted our services and therefore our passenger income for part of the year. Again, the Commonwealth's initiatives of Cash Flow Boost, JobKeeper subsidy compensated. In addition, Transport for NSW reimbursed most of our extra vehicle-cleaning costs.

The majority of our income came from grants. Total income for the year was \$2,656,096 including the extra subsidies. Expenses for the year totalled \$2,127,595, an increase of \$129,197 over 2019-20.

Reviewing all expenses, the increases were predictable and comprised: 72% employee expenses, 19% vehicle costs and 9% all other expenses. We also met CHSP funding agreement terms on our expenses grouped into direct costs (85%) and indirect costs (15%).

Our surplus for the year rose from \$155,725 to \$545,680—allowing us to purchase two new HKCT owner assets.

The net equity at 30 June 2021 increased by \$545,680 to \$2,745,156. This is after accounting for reserves and provisions, including employee entitlements and vehicle replacements.

With \$1,902,578 cash on hand the Association is well able to cover foreseeable liabilities.

The Board holds that the financial position of the Association remains sound with sufficient financial resources to continue to provide services to members in the coming year and with sufficient liquidity on hand to meet operational requirements, expand and continue to provide an excellent transport service for our members and clients.

*The Audited Financial Statements were prepared in accordance with the Australian Accounting Standards and, together with the Auditors Report, presented to members at our Annual General Meeting.*

*First time user of HKCT and I congratulate all of those involved in this amazing service. Cars were clean and comfortable, the drivers friendly and efficient. My doctor ran late but it all worked well.*

SUSAN J

*Drivers help me, carrying parcels and dropping me at my front door. Everyone is so kind—it means a lot to me. And the girls who answer the phone are very special.*

JANELLE W



## 2020-2021 Profit & Loss

**Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc**  
**Statement of profit or loss and other comprehensive income**  
**For the year ended 30 June 2021**



	2021	2020
	\$	\$
<b>Income</b>		
CHSP growth funding	-	82,936
CHSP - recurrent funding	1,542,476	1,461,732
CTP Hornsby	14,189	13,904
CTP Ku-ring-gai	11,609	11,511
ERO funding - wages rises	81,521	66,202
NGO health grant	18,701	20,315
Non-recurrent CBP 2020 grant	2,950	-
Local council rent rebate	38,875	37,024
<b>Total funding and grant income</b>	<b>1,710,321</b>	<b>1,693,624</b>
Client contribution to taxis	35,582	31,288
Client contribution to outing cost	22,172	35,232
Fee for service - private full cost recovery	14,991	2,669
Passenger income - individual fees	91,803	69,693
Passenger income - group & excursions	69,438	80,268
Passenger income - shopping shuttles	25,828	28,723
Workers compensation remittances	-	4,564
Unsolicited donations	5,401	46
Membership fees	8,883	91
Spare capacity vehicle hire	-	2,109
<b>Total contributions and other income</b>	<b>274,098</b>	<b>254,683</b>
<b>Gross income</b>	<b>1,984,419</b>	<b>1,948,307</b>
ATO cash flow boost	50,000	50,000
Jobkeeper subsidy	562,800	132,000
Covid cleaning reimbursement	58,877	-
<b>Total government subsidy</b>	<b>671,677</b>	<b>182,000</b>
Fuel tax credits	3,333	3,651
Interest income	7,304	19,492
Other reimbursements	6,177	-
Sundry	367	675
<b>Total other income</b>	<b>17,181</b>	<b>23,818</b>
<b>Total government subsidy and other income</b>	<b>688,858</b>	<b>205,818</b>

## 2020-2021 Financial Report

**Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc**  
**Statement of profit or loss and other comprehensive income**  
**For the year ended 30 June 2021**



	2021	2020
	\$	\$
<b>Expenses</b>		
Advertising & promotion	(25,993)	-
Annual leave provision	(22,164)	(14,707)
Assets purchased <\$5000	(10,659)	(16,197)
Auditor fees	(5,800)	(5,800)
Bank charges	(711)	(80)
Board/governance expenses	(905)	(950)
Cleaning & pest control	(3,500)	(2,736)
Computer / internet expenses	(19,772)	(15,163)
Conference expenses	(378)	-
Consultancy expenses	(2,550)	(15,500)
Contribution to taxi expense	(35,582)	(31,248)
CTO membership	(9,218)	(3,455)
Depreciation	(38,722)	(38,264)
Fees & permits lodgements	(2,080)	(499)
Health & safety	(10,679)	(5,911)
Hire/lease equipment	(3,216)	(3,230)
Insurances	(12,428)	(8,628)
Legal fees	(5,200)	(200)
Long service leave provision	(15,272)	(15,577)
Meeting expenses	(3,480)	(6,835)
Motor vehicle expenses	(168,459)	(140,004)
Movement motor vehicle provision	-	(35,883)
Non-recurrent CBP 2020 grant expenses	(2,885)	-
Other memberships	-	(573)
Photocopying	(3,630)	(2,761)
Postage freight courier	(4,516)	(1,902)
Recruitment expense	(300)	(2,476)
Rent - office and garage	(42,166)	(41,138)
Repairs and maintenance	(214)	(506)
Salaries & wages	(1,364,454)	(1,311,708)
Social excursion and events	(22,492)	(33,909)
Staff costs	(10,291)	(3,813)
Stationery	(4,647)	(4,067)
Superannuation	(122,344)	(112,650)
Taxi outsourced - net cost	(104,947)	(78,837)
Telephone fax internet	(7,861)	(15,608)
Uniforms	(17,312)	(699)
Utilities - electricity	(1,135)	(1,554)
Volunteer costs	(318)	(1,103)
Workers compensation insurance	(21,317)	(24,229)
Total expenses	<u>(2,127,597)</u>	<u>(1,998,400)</u>
<b>Surplus for the year</b>	545,680	155,725

## 2020–2021 Balance Sheet

**Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc**  
**Statement of financial position**  
**As at 30 June 2021**



	2021	2020
	\$	\$
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,902,578	1,262,905
Trade and other receivables	1,354	27,399
Total current assets	<u>1,903,932</u>	<u>1,290,304</u>
<b>Non-current assets</b>		
Property, plant and equipment	464,294	338,915
Bonus paid	500	500
Term deposits	936,750	1,037,019
Total non-current assets	<u>1,401,544</u>	<u>1,376,434</u>
<b>Total assets</b>	<u>3,305,476</u>	<u>2,666,738</u>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Trade and other payables	71,050	35,483
GST payable	18,634	37,680
Superannuation payable	43,693	-
Employee entitlements	426,581	389,145
Other current liabilities	-	3,964
Total current liabilities	<u>559,958</u>	<u>466,272</u>
<b>Non-current liabilities</b>		
Other non-current liabilities	362	990
Total non-current liabilities	<u>362</u>	<u>990</u>
<b>Total liabilities</b>	<u>560,320</u>	<u>467,262</u>
<b>Net assets</b>	<u>2,745,156</u>	<u>2,199,476</u>
<b>Members fund</b>		
Capital reserve	2,038,115	1,492,435
Members fund attributable to the members of Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc	2,038,115	1,492,435
Vehicle replacement reserve	707,041	707,041
<b>Total members fund</b>	<u>2,745,156</u>	<u>2,199,476</u>



*Never been a greater need for us to help keep families in touch and communities together*



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[communitytransport.org.au](http://communitytransport.org.au)

 hornsby ku-ring-gai  
community transport



*We are an authorised Commonwealth Home Support Program (CHSP) transport-provider and a recipient of Commonwealth funding, as administered by Transport for NSW.*

*Other NSW Government funding helps us serve specific health clients and transport the disadvantaged within our area.*

*HKCT is a fit for purpose, incorporated association with DGR status for all donations over \$2.*

