



*I've needed over 120 trips this year and  
don't know how I would have survived  
without your cheerful office staff and drivers.*

JENNIFER J



**Annual Report 2021-2022**



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## A noteworthy year...



Australia's best community bank continues invaluable support of its transport counterpart  
We're now 35-years-young and just getting started...



## Corinne Attard

### Chairperson



Another year has passed and hopefully this 2021-2022 financial one is the last that's significantly impacted by Covid. The first few months of it saw varying degrees of lock-down until *Freedom Day* (October 11 2021) marked its end, some 107 days later.

One year on, our world has changed. We don't bat an eyelid at people in masks, we sanitise our hands as a matter of course and we delight in the freedom to travel and see friends and family.

With many clients vulnerable to Covid and respiratory illness, we are proud of maintaining essential services throughout this period. Our staff's efforts have ensured everyone can get where they needed to be.

While our service output (measured by total trips) was reduced during the year's early months, there has been a steady increase in demand and trips-delivered since the lockdown ceased and vehicle capacity increased. In fact, the phones have been running hot! Our office staff are masters at managing vehicles and demand but if there is a delay in responding, please understand.

Hopefully, you are becoming familiar with our new website which, along with our vehicle-branding, projects a vibrant, modern image. I thank our GM Helen Crouch for revitalising HKCT and getting it in shape to tackle the next decade.

As part of the new website, we have proudly launched our **Donate or Dedicate** program. It lets you buy a friend a social trip or encourage relatives to give you a gift voucher — please just call and ask (it's a great way to gift an experience rather than more clutter).

And please remember, as a registered charity we happily accept donations and bequests. Do contact us for a tax-deductible receipt.

Part of the rising demand is from our social

trips which cater for our clients' diverse interests but if you have an expedition or venue to suggest please tell our office staff.

No doubt you recognise our drivers as *the face of HKCT* and, while some change occasionally, their professional service continues. To that point, I note the retirement of the **ever-popular Bruce Buchanan after 14 years of service**. A fantastic achievement!

HKCT is in a healthy financial position, with the Board's investment policy for accrued funds now being implemented. Government funding remains uncertain while the home support programs are reviewed by the new federal government but we will adapt and pivot to ensure continuity of service.

Since the last AGM we have some Board changes. Tim Davidson, a very experienced accountant, has held the Treasurer's reins and continues his oversight of our financial systems. We are very, very lucky to have his expertise. Alex Maitland, an accomplished company secretary, continues as Secretary while Robin Hall (a long-serving board member known to many of you) continues, as does David Newman who joined last year.

Michelle Chan, our longest serving board member, is not standing this year. We thank Michelle for ably representing our Chinese community (a notable part of HKCT clientele).

New faces are joining the board: Nadine Crimston, Jane Hansen and Robert Tompsett will help lead the organisation into a new era.

Sadly, I am retiring due to competing family interests but I have been proud to help guide HKCT through its unique challenges over these last few years.

Finally, I thank our members and clients who rely on our service to show that getting older means getting more involved in our community and living your best life.

*HKCT is honoured to help you do more,  
go further and be happier*



# Helen Crouch

General Manager



**The environment in which businesses now operate, surprises more than delights.** Yet, our approach to its changes, reforms and challenges sets us apart. We recognise that, even as an experienced community-based organisation, HKCT can no longer rely on tried-and-true regimes.

Long-term plans for operational excellence will return the best results and value, amid turbulence. During 2021-22, we applied insight and commitment to embrace imminent reforms, and executed operational changes for long-term viability and growth.

Charles Dickens said it better: "It was the best of times, it was the worst of times ..."

Backed by a committed board and stable team, HKCT has more than just *survived* year two of Covid and other challenges.

We remain an active contributor to the Commonwealth's engagement processes during their re-designing of aged care. With strong advocacy by the Community Transport Organisation (our NSW peak body) community transport has an elevated value within the aged care sector. Well-being, participation, social interaction, and

independence starts with you and, therein, is reliant upon safe, reliable and appropriate transport.

HKCT also values the 'voices and views' from our team and clients, and traverses these within the mandates of our funding agreements. Everyone has a role in the delivery of our *strategic plan*. A plan focussed on long-term viability and the flexibility to operate in this challenging environment. We remain realistic about our resourcing needs and the ever-changing demands of our customer base. Every individual is respected and valued as we engage in the provision of transportation to our large customer base. We aim to assist the highest mass of needs, as expected by our community members, along with the objectives of our organisation.

**I sincerely thank both our office and driving teams** for making every day worthwhile for so many of you and me. We are strongest together as we build momentum and ensure HKCT's future. The support and encouragement from our board, our members and our client base empowers us in improving services and strengthening our viability.

## The 2021-2022 Financial Year saw us:

**Deliver** the highest ever number of client-trips in a year, since our inception some 35 years ago

**Complete** our organisational restructure, redefining internal communications and team cohesion

**Update** our brand with eye-catching vehicle messaging, signage and a new, client-focused website

**Enhance** our web-based communication and booking requests for convenience with online interactions

**Convert** over a third of our driving team from casual employment to permanent part-time contracts

**Outsource** accounting and business services to meet commercial demands and manage contract terms

**Celebrate** 35 years transporting the most delightful Hornsby & Ku-ring-gai residents.

*Our HKCT team members are stars, shining brightly, ensuring stability and reliability in our service delivery. In alphabetical order, I sincerely thank:*

*Andrew, Axel, Bruce, Caroline, David, David, Deb, Edward, Geoff, Karen, Lynette, Martin, Michelle, Mick, Mitch, Noel, Peter, Phil, Rick, Rob, Ron, Ross, Sharon, Sharon, Stewart, Tim and Wudi. I also acknowledge the service of Barb, Jo, Julie, Mike W, Pam and Steve.*

## Going above and beyond

*Know your neighbourhoods: which one is this?*



**280,000 kilometres**  
travelled during  
2021-2022

**680\* hours worked**  
per week by our  
HKCT team  
\* average

**Less than 46 days**  
sick/personal  
leave taken



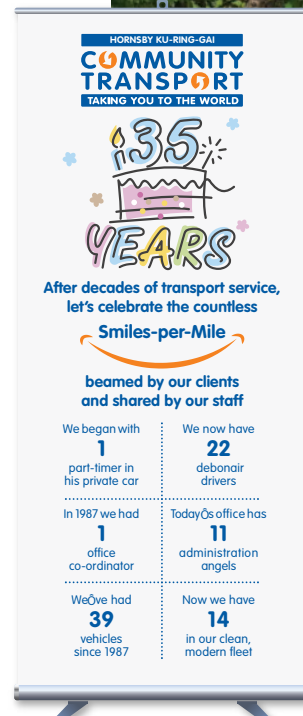
*Rick and Bruce, just two of the very special team that is HKCT*

*This is remarkable for our team of 32—during Covid. Helen*



## At rest for a fleeting moment

Our buses and van cover 38% of our trips, our cars account for 68%



*Want to give you feedback about the trip to Bobbin Head.  
David did an excellent job with every aspect of the trip.  
He is polite and helpful, a good driver and skilled navigator.  
I did tell him that but I want his bosses to know.*

GRAEME C

## Just the ticket

Because the older ones are the classics





Tim Davidson

## Treasurer's Report



### I am pleased to present the Treasurer's Report for the year ended 30 June 2022.

As this is my first year as a Board member and Treasurer it would be remiss not to express my thanks and admiration to fellow board members, management, and staff for welcoming me as part of the team.

This financial year has been an interesting one with Covid's impacts on the business still being felt—although services have steadily improved and, since the end of the year, have returned to prior-Covid levels.

Our office has also seen major changes with the engagement of an external accounting firm to handle our day-to-day bookkeeping and accounts preparation.

Total income for the year was \$2,535,914, including additional subsidies for vehicle cleaning and growth funding of \$485,504. Expenses were \$2,102,209—compared to \$2,127,597 for the previous year.

The surplus for the year was \$433,705 (compared to a surplus of \$545,680 for

the previous year) so very pleasing but, in large part, due to the additional subsidies.

Net equity (after taking into account all liabilities and provisions for employee entitlements) of the Association increased to \$3,178,861. Cash reserves increased by \$281,099 to \$2,185,031.

The Association is in a soundly positioned to continue its quality servicing of members and look for continual improvement in these services. The Association's vehicles provide an excellent transport service yet the fleet's total capacity and the age of some Coasters needs addressing.

The Board notes the Association's sound finances enables it to meet the challenges that it will invariably face as the Commonwealth Government implements Aged Care Reforms that will impact funding to Community Transport providers. This impact cannot be determined until the package is released during the next 12 months and the reforms taking effect from 1 July, 2024.

*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.*

*Such a wonderful way to travel. It gives me my independence back since I had to sell my car. Noel and David are so polite, helpful and kindly help me into and out of the car.*

ALLISON P

## 2021-2022 Balance Sheet

### Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc Statement of financial position As at 30 June 2022



	Note	2022 \$	2021 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	2,178,532	1,902,578
Trade and other receivables	5	6,499	1,354
Total current assets		2,185,031	1,903,932
<b>Non-current assets</b>			
Property, plant and equipment	6	409,971	464,294
Bonus paid		500	500
Term deposits		1,140,380	936,750
Total non-current assets		1,550,851	1,401,544
<b>Total assets</b>		3,735,882	3,305,476
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	7	82,082	71,050
GST payable		33,293	18,634
Superannuation payable		42,534	43,693
Employee entitlements	10	399,112	426,581
Total current liabilities		557,021	559,958
<b>Non-current liabilities</b>			
Other non-current liabilities	11	-	362
Total non-current liabilities		-	362
<b>Total liabilities</b>		557,021	560,320
<b>Net assets</b>		3,178,861	2,745,156
<b>Members fund</b>			
Member's reserve		2,471,820	2,038,115
Members fund attributable to the members of Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc		2,471,820	2,038,115
Capital reserve		707,041	707,041
<b>Total members fund</b>		3,178,861	2,745,156



## 2021-2022 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 2022



	2022 \$	2021 \$
<b>Income</b>		
CHSP growth funding	366,460	-
CHSP - recurrent funding	1,648,290	1,542,476
CTP Hornsby	14,340	14,189
CTP Ku-ring-gai	11,896	11,609
ERO funding - wages rises	4,364	81,521
NGO health grant	21,500	18,701
Non-recurrent grants	1,000	2,950
Local council grant	40,819	38,875
<b>Total funding and grant income</b>	<b>2,108,669</b>	<b>1,710,321</b>
Client contribution to taxis	26,708	35,582
Client contribution to outing cost	20,319	22,172
Fee for service - private full cost recovery	46,607	14,991
Passenger income - individual trips	95,567	91,803
Passenger income - group & excursions	65,598	69,438
Passenger income - shopping shuttles	28,575	25,828
Unsolicited donations	5,450	5,401
Membership fees	4,828	8,883
<b>Total contributions and other income</b>	<b>293,652</b>	<b>274,098</b>
<b>Gross income</b>	<b>2,402,321</b>	<b>1,984,419</b>
ATO cash flow boost	-	50,000
Jobkeeper subsidy	-	562,800
Covid cleaning reimbursement	119,044	58,877
<b>Total government funding</b>	<b>119,044</b>	<b>671,677</b>
Profit on sale of asset	5,014	-
Fuel tax credits	2,239	3,333
Interest income	4,330	7,304
Other reimbursements	2,966	6,177
Sundry	-	367
<b>Total other income</b>	<b>14,549</b>	<b>17,181</b>
<b>Total government funding and other income</b>	<b>133,593</b>	<b>688,858</b>

## 2021-2022 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 2022



	2022 \$	2021 \$
<b>Expenses</b>		
Advertising & promotion	(38,763)	(25,993)
Employee entitlement provision	(21,475)	(37,436)
Assets purchased <\$5000	(16,901)	(10,659)
Accounting & auditing fees	(12,500)	(5,800)
Bank charges	(1,055)	(711)
Board/governance expenses	(2,581)	(905)
Cleaning & pest control	(4,925)	(3,500)
Computer / internet expenses	(15,950)	(19,772)
Conference expenses	(100)	(378)
Consultancy expenses	(8,322)	(2,550)
Contribution to taxi expense	(26,708)	(35,582)
CTO membership	(4,996)	(9,218)
Depreciation	(47,064)	(38,722)
Fees & permits lodgements	(617)	(2,080)
Health & safety	(5,273)	(10,679)
Hire/lease equipment	(3,216)	(3,216)
Insurances	(23,501)	(12,428)
Legal fees	(807)	(5,200)
Meeting expenses	(2,390)	(3,480)
Motor vehicle expenses	(166,357)	(168,459)
Non-recurrent CBP 2020 grant expenses	-	(2,885)
Publications & information resource	(1,160)	-
Photocopying	(2,972)	(3,630)
Postage freight courier	(6,041)	(4,516)
Recruitment expense	(3,410)	(300)
Rent - office and garage	(45,354)	(42,166)
Repairs and maintenance	(327)	(214)
Salaries & wages	(1,341,285)	(1,364,454)
Social excursion and events	(25,139)	(22,492)
Staff costs	(12,253)	(10,291)
Stationery	(4,786)	(4,647)
Superannuation	(129,293)	(122,344)
Taxi outsourced - net cost	(92,169)	(104,947)
Telephone fax internet	(8,146)	(7,861)
Uniforms	(1,526)	(17,312)
Utilities - electricity	(1,817)	(1,135)
Volunteer costs	(722)	(318)
Workers compensation insurance	(22,308)	(21,317)
<b>Total expenses</b>	<b>(2,102,209)</b>	<b>(2,127,597)</b>
<b>Surplus for the year</b>	<b>433,705</b>	<b>545,680</b>
Other comprehensive income for the year	-	-
<b>Total comprehensive income for the year</b>	<b>433,705</b>	<b>545,680</b>

*Our family appreciates the peace of mind your service gives  
and your newsletter always lifts our spirits with your cheery words  
and wise quotes. The beautiful ladies I talk to on the phone are  
always so kind and helpful, you make my life so much easier...  
thanks to everyone, especially your wonderful drivers.*

PETER & JEAN J



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



*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.*

