

Annual Report

2023-2024



98.7% Customer Satisfaction Rating



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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



I went to my first outing on Monday and it was amazing!

HARRY J

”

Tim Davidson

Chairperson



As my first year as chairperson of Hornsby Ku-ring-gai Community Transport ends,

I would like to thank the members of the board, senior management and all of our wonderful staff members for their terrific contribution to another successful year for the organisation.

This year has been one where the board have had one eye on the present while at the same time expecting there to be major changes as the result of the many inquiries and draft legislation that have been a part of the aged care sector for some time. It appears that many of the changes to the Commonwealth Home Support Program (CHSP) have been pushed back until at least July 2027.

The board is continually reminded of the importance of the services that are provided by our organisation and it is a very strong focus of the board to listen to feedback and to ensure that client care is at the top of our agenda.

I would like to acknowledge the contribution of Helen and her team, without whom none of our successes would be possible. Their dedication and shared vision to provide the best possible

community transport is the backbone of our organisation.

I also take this opportunity to thank our 2023-2024 Board members: Robert Tompsett, Jane Hansen, Nadine Crimston, David Newman, Robin Hall and Alex Maitland. Their dedication is greatly appreciated. It is regrettable that we farewell both Nadine and Alex who have decided to leave the board. Thank you for your contributions and I wish you both well.

Our financial position continues to be one of strength which places us in a favourable position to face the challenges that are ahead, but we are also looking to invest in new and improved vehicles as well as new technology to assist us on better serving our clients' needs.

The year ahead will have challenges as we embark on our new Central Coast business venture but, with the assistance of our board and dedicated staff, these tests will be met head on and add to the success of HKCT.

Wishing you all the very best for the rest of 2024 and a great 2025 ahead.

*Thanks to all your team for organising such a marvellous outing.
Nick is a very good driver and a nice guy to talk to.*

A blue speech bubble icon containing two white quotation marks.

FAYE & DEANNE D

Caroline has been extremely helpful during a stressful time. I am extremely grateful for her and everyone's help.

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JOHN B

What a terrific guy Rick is. He was so patient and a real standout on the outing to Palm Beach. Many of us are slow but he was always available to help with walking sticks and frames.

A blue speech bubble icon containing two white quotation marks.

PAT C

Helen Crouch

General Manager



All at HKCT are resolute in our belief that transport is vital to client health and wellness needs, and why we always place our clients at the centre of all we do, and work to improve the consumer experience. Change is not always comfortable, but it is a fact of life.

As governments pursue free market conditions for the aged care ecosystem, and the shift to consumerism continues, we know we provide a better experience, a higher quality of care and greater value than other transport options.

As Socrates said, "The unexamined life is not worth living." We acknowledge, most consciously, that HKCT has continued to earn and retain the trust of clients. Our reward this year was the remarkable annual client survey results: an overall 98.7% satisfaction rating. Although we won't be resting on our laurels...

How we work with clients is how we work as an organisation. We are ever aware of the changing needs of our clients and the government's funding terms and, in turn, we examine our association's processes, systems, service provision, preparedness for external changes and our capability to adapt.

Our survival depends upon it and we know (all too well) that *effort and intention is not enough*. Our exemplary HKCT staff accepts the need for exacting performance standards which drives our holistic approach to excellence.

Thus, we temper client requirements while fortifying our systems capabilities to be resilient, to be able to carry out our mission in the face of any adversity yet especially the uncertainty of aged care reforms, government funding levels meeting less and less of our real costs; costs that have grown and blown out in most areas of our work.

We are constantly vigilant to the risks and challenges of assisting other health, disability or ageing programs on a commercial basis with a community heart.

The secret of change is to focus all energy not on fighting for the old, but on building the new'

We cannot be all things to all people and can't meet every request or expectation but we will keep analysing our operational structure to build opportunities to do more.

The HKCT team members that have faithfully and diligently served our organisation and pursued excellence each and every day. In alphabetical order, I sincerely thank:

Andrew, Axel, Bridget, Caroline, David VB, Ed, Gary, Geoff, Jenny, Jono, Leo, Lynette, Martin, Mick, Michelle, Mitch, Nick, Noel, Peter H, Peter Don, Peter Drum, Phil, Rick, Richard, Rob, Ron, Sharon D, Sharon B, Stewart, Tim and Wudi.

I also acknowledge the tragic loss of David Cooley and the deserved retirement of Deb Harvey; and the service by Claire, Jeremy and Karen.

I went on the Vivid Cruise outing and it was fantastic. I had a great time and was very impressed with the way the staff took care of us—not only in the driving. On arrival at the wharf they got us safely on the boat and afterwards saw us back through the crowds to the buses. I'll always be happy to travel with you.



BARRY H

Delivering much more than transport

These breakdowns prove how crucial our services are in helping maintain mind and body while combating social isolation. We will continue promoting the advantages of community transport to our ‘younger’ senior residents.

Expanded our service

This financial year we increased our client-trips by almost 11%

Some 47,000



Purpose of your trips

50.8% Individual transport

25.4% Shopping journeys

23.9% Social outings





This year we added two cars, taking our fleet to nine cars, one van and six buses

Going the distance

We went 16% further than last year

56,000 more kms



We felt the love

Clients continue to rate our quality of service as ‘high’ or ‘extremely high’

98.7% agree





Our Strategic Objectives

Service expansion and differentiation

Expand our service in Hornsby and Ku-ring-gai LGAs, providing equitable access to transport services for older adults, older CALD adults and people with a disability, while differentiating our services in the market.

Target underserved areas for funded trips while promoting our unique value proposition for compassionate and reliable service. The longer-term goal is to extend our services to all corners of the community, ensuring accessibility for funded and cost-recovery trips.

Diversification of services and responsiveness

Offer services beyond basic transportation to meet the more comprehensive needs of clients while ensuring our responsiveness.

Address clients' holistic needs by providing new services. While this expansion would not be funded for the next two years it can be supported by donations.

Technology integration

Embrace technology to enhance service quality, efficiency, and safety while meeting diverse needs of our clients.

Emphasise how technology can improve service delivery, particularly with a new operating system, real-time payment options, and data-driven decision-making to optimise routes and enhance safety.

Workforce development

Invest in the development of our workforce to maintain a highly skilled, compassionate team within a culture of innovation and excellence.

Develop skills by providing comprehensive training programs and recognising staff contributions.

Governance and partnerships

Strengthen our governance while engaging in partnerships and joint activities to expand reach and client access.

Promote governance and regulatory compliance by refining policies and procedures, enhancing stakeholder engagement, strengthening the governing board and seeking mutually beneficial partnerships.

Quality assurance

Reinforce quality standards and regulatory compliance, focussing on continuously improving service quality.

Implement a quality assurance program, addressing compliance issues while seeking client feedback to keep exceeding expectations.

Recruitment

Attract, retain, and build a skilled workforce to meet the growing demand for our services.

Develop effective recruitment strategies, streamlining the recruitment process and promoting a culture of excellence.

Financial sustainability

Ensure our long-term commercial wellbeing while diversifying funding sources to support expanded specialised transport services.

Maintain a balanced budget, allocating reserves for growth and monitoring budget adherence.

Response to my rather desperate request for help was amazingly positive, supportive and prompt. The HKCT staff were unflappable and I am enormously grateful for their help and have recommended this standout service to several local friends.

PATRICIA T



Raison D'être

Providing a compassionate, reliable and engaging service



The outing to Iris Lodge Alpacas was fabulous. We fed the animals by hand...such a lovely experience. Then we had lunch at Alison Homestead & Museum...so much history and lunch was very enjoyable.

ASTER A

”

The piano concert was a 12 out of 10! And (volunteer) Helen was marvellous; there were lots of streets to cross and walking sticks and walkers but she kept everyone together. The lunch went smoothly and capped a beautiful day.

SHIRLEY T

”

We went to Sydney Town Hall for a magnificent concert. I have been going to the Good Old Days one for over 35 years and am so pleased I had the opportunity to go with our group. The staff were so kind, looking after each person.

ANNETTE F

”

After a health setback in my health, I was referred to your service and you have been wonderful. The vehicles are well-marked and the drivers are so courteous...we have friendly chats along the way. Your service has made a big difference and added to my quality of life!

CATHY S

”

Jane Hansen

Treasurer's Report



I am pleased to present the financial report for Hornsby Ku-Ring-Gai Community Transport for the FY24 financial year.

In my first year as treasurer I have been well supported by the outgoing treasurer and current chair, Tim Davidson, and our general manager, Helen Crouch—I thank them for this support.

HKCT remains in a strong financial position, the result of focused and disciplined financial and operational management for many years. Our external bookkeeping and payroll services assist in providing efficiencies and governance to the organisation.

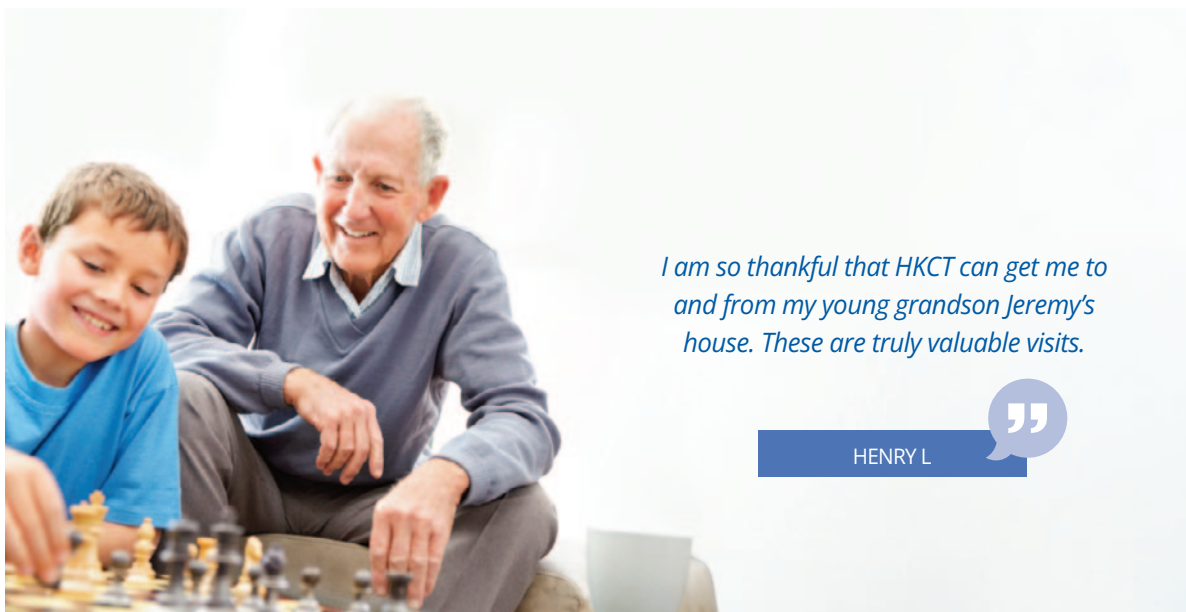
Our net income for FY24 was \$2,927,235. This adequately covered our net expenditure of \$2,891,710. Our expenditure primarily covers employment and vehicle related costs.

We hold a \$3,219,999 cash reserve of members' funds (as at 2024 year-end, net of liabilities). This reserve is an important buffer against impending Aged Care reform changes.

It also positions us positively with our commitment to take on community transport services on the Central Coast.

FY25 will focus on our ongoing accounting and management approach to both services, ensuring cost controls, efficiencies and value.

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.



I am so thankful that HKCT can get me to and from my young grandson Jeremy's house. These are truly valuable visits.



HENRY L

2023–2024 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 2024

	2024 \$	2023 \$
Income		
CTP Hornsby	28,368	26,761
ERO funding - wages rises	2,500	1,000
CHSP - recurrent funding	1,971,327	1,859,742
NGO health grant	21,300	22,500
Local council grant	45,003	42,860
Fuel subsidy grant	18,905	23,033
PHN Early Intervention Pilot Grant	3,680	-
Non-recurrent grants	50,000	-
Total funding and grant income	<u>2,141,083</u>	<u>1,975,896</u>
Private full cost recovery - NDIS	19,055	7,293
Bus hire income	2,215	1,591
Fee for service - private full cost recovery	175,300	99,492
Passenger income - individual trips	174,475	151,535
Passenger income - group & excursions	225,985	180,299
Passenger income - shopping shuttles	27,016	26,714
Workers compensation remittances	-	9,030
Unsolicited donations	8,225	3,105
Membership fees	5,684	8,784
Passenger income - taxi contribution	1,516	1,739
Total contributions and other income	<u>639,471</u>	<u>489,582</u>
Gross income	<u>2,780,554</u>	<u>2,465,478</u>
Covid cleaning reimbursement	-	44,791
Total government funding	<u>-</u>	<u>44,791</u>
Fuel tax credits	6,554	5,533
Interest income	140,127	24,572
Total other income	<u>146,681</u>	<u>30,105</u>
Total government funding and other income	146,681	74,896
Expenses		
Advertising & promotion	(13,185)	(4,277)
Employee entitlement provision	(50,427)	(50,771)
Assets purchased <\$5000	(2,795)	(1,435)
Professional fees	(63,864)	(64,500)
Bank charges	(1,007)	(3,145)
Cleaning & pest control	(8,677)	(4,259)
Workers compensation insurance	(59,922)	(40,792)
Computer/internet expenses	(20,055)	(26,378)
Conference expenses	(131)	(2,954)
Consultancy expenses	-	(895)
Client support consumables	(4,009)	-
CTO membership	(4,626)	(5,151)
Depreciation	(51,635)	(44,876)
Fees & permits lodgements	(1,959)	(1,196)
Health & safety	(1,246)	(3,319)
Hire/lease equipment	(3,216)	(7,605)
Insurances	(47,576)	(29,956)
Legal fees	-	(450)
Meeting expenses	(4,359)	(3,296)
Motor vehicle expenses	(229,838)	(189,847)
Staff training & development	(10,043)	-
Publications & information resource	(4,925)	(12,423)

The above statement of profit or loss and other comprehensive income should be read in conjunction with accompanying notes

2023–2024 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 2024

	2024 \$	2023 \$
Photocopying	(1,086)	(1,677)
Postage freight courier	(1,296)	(3,965)
Recruitment expense	-	(3,015)
Rent - office and garage	(50,003)	(47,622)
Repairs and maintenance	(909)	(12,306)
Salaries & wages	(1,848,858)	(1,596,683)
Social excursion and events	(74,934)	(61,721)
Staff costs	(6,720)	(4,851)
Stationery	(3,715)	(2,371)
Superannuation	(191,655)	(157,955)
Taxi outsourced - net cost	(109,614)	(131,848)
Telephone fax internet	(8,091)	(7,840)
Uniforms	(1,556)	(1,544)
Utilities - electricity	(2,877)	(1,082)
Merchant fees	(4,123)	-
Board/governance expenses	(2,778)	(2,756)
Total expenses	<u>(2,891,710)</u>	<u>(2,534,761)</u>
Surplus for the year	35,525	5,613
Other comprehensive income for the year	-	-
Total comprehensive income for the year	<u><u>35,525</u></u>	<u><u>5,613</u></u>



The above statement of profit or loss and other comprehensive income should be read in conjunction with accompanying notes

2023–2024 Balance Sheet

Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc Statement of financial position As at 30 June 2024

	Note	2024 \$	2023 \$
Assets			
Current assets			
Cash and cash equivalents	4	2,670,324	714,291
Trade and other receivables	5	73,955	19,925
Other assets	6	781,268	-
Total current assets		<u>3,525,547</u>	<u>734,216</u>
Non-current assets			
Property, plant and equipment	7	442,285	490,828
Other assets	6	500	2,594,463
Total non-current assets		<u>442,785</u>	<u>3,085,291</u>
Total assets		<u>3,968,332</u>	<u>3,819,507</u>
Liabilities			
Current liabilities			
Trade and other payables	8	200,272	117,359
GST payable		4,427	19,479
Superannuation payable		51,112	48,312
Employee entitlements	9	398,140	359,650
Total current liabilities		<u>653,951</u>	<u>544,800</u>
Non-current liabilities			
Employee entitlements	9	94,382	90,233
Total non-current liabilities		<u>94,382</u>	<u>90,233</u>
Total liabilities		<u>748,333</u>	<u>635,033</u>
Net assets		<u>3,219,999</u>	<u>3,184,474</u>
Members fund			
Member's reserve		2,512,958	2,477,433
Members fund attributable to the members of Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc		2,512,958	2,477,433
Capital reserve		707,041	707,041
Total members fund		<u>3,219,999</u>	<u>3,184,474</u>



The above balance sheet should be read in conjunction with accompanying notes



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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.



Transport
for NSW

