

ANNUAL REPORT 2024-2025

Together,  
we keep our  
community connected.





## NEW FREEDOM

*It's a relief to see mum  
enjoying being taken  
out and about*

JOHN T



## TIM DAVIDSON • CHAIRPERSON

**This year has been a milestone for HKCT** with taking over the contract for community transport on the Central Coast (the previous operator having discontinued and Transport for NSW approaching us to pick up the pieces).

This has been a huge undertaking and I must thank Helen Crouch and her team (along with the board's support) for working through the many obstacles to ensure our Central Coast division is strong and getting stronger.

Importantly, while much of our focus has been on this addition, the board has remained alert to client feedback as it propels us to even better service.

At the end of this financial year our Transport for NSW contracts ended and we commenced ones directly with the Commonwealth Government. This is timely given that the new Aged Care Act begins 1 November 2025—with its changes and regulation of this sector.

In wishing Helen the very best of retirements,

we also welcome Tara Russell's appointment as general manager. She shares Helen's dedication and determination to provide the best possible community transport.

Our team makes all that we do possible and I applaud their efforts during a busy, challenging year. Their willingness with new tasks and also in welcoming the inclusion of the Central Coast operation is much appreciated.

I also take this opportunity to thank our 2024-2025 board members: Robert Tompsett, Jane Hansen, David Newman, Robin Hall, Rob Lewis, Sid Rappapalli and Amy Foster. And I welcome their continued service for another year.

With a financial position continuing positively, the board will release our *strategic direction for the next few years* in the new year to ensure that we face these challenges and continue to develop our core businesses.

I wish you all the very best for the remainder of 2025 and a great 2026 ahead.

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*Our team makes all that we do possible...  
their willingness with new tasks...  
is much appreciated*

# clean, safe, reliable service

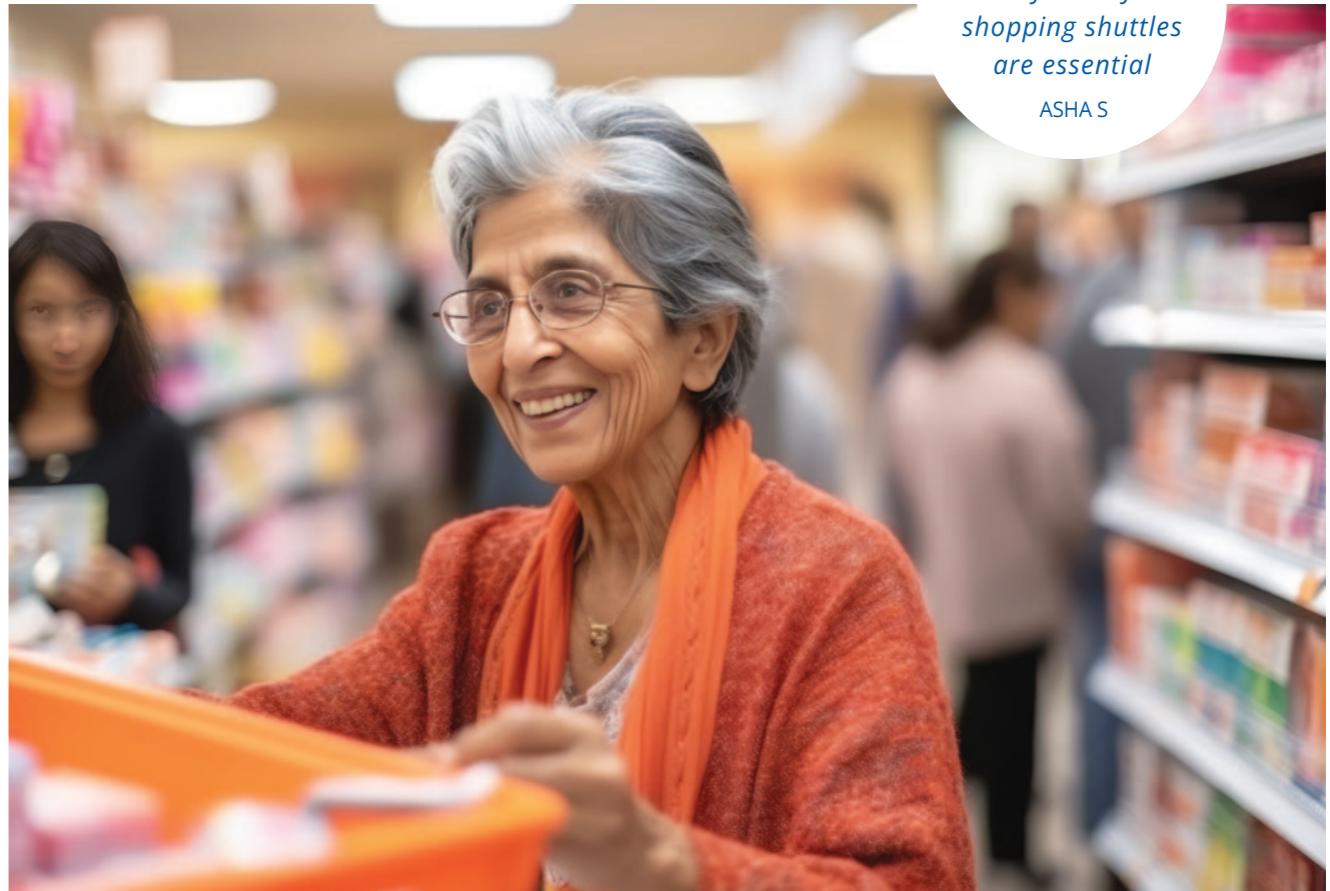


*I love that they  
know me by name*  
IRIS Y



GREAT VARIETY

*My weekly  
shopping shuttles  
are essential  
ASHAS*



## TARA RUSSELL • GENERAL MANAGER

With pride I present my inaugural General Manager's Report for Hornsby Ku ring gai Community Transport.

The past year saw much change and growth in our organisation. With sadness we farewelled Helen Crouch, a formidable, well-respected community service leader. As general manager for 5 years, she solidified and expanded HKCT into the Central Coast. Her hard work and dedication to community transport has left us stronger and more resilient.

Community transport continues its vital role in supporting older people, those with disabilities, carers, and others who are transport-disadvantaged to stay connected and live well in their communities. I am enthusiastic to have been appointed to my role at such an exciting time for this organisation.

### Responding to reform

The aged care sector is undergoing significant reform, with transition to the new Support at Home program and an emphasis on equity, choice, and inclusion — values that are at the heart of our work. Our team has engaged with government, sector partners, and our clients to ensure services remain accessible, person-centred, and responsive to the changing needs of frail older people and their carers.

While this reform challenges us with its navigation and added administration, we keep clients at the centre of what we do, focusing on community responsive transport solutions delivered for as many people as possible.

### Growth and transition

This year we successfully expanded services to the Central Coast region, adding considerable territory to our existing footprint across Hornsby and Ku-ring-gai. Covering a large and diverse geography (from densely populated

urban centres to isolated rural communities) presents both challenges and opportunities. Our task is to bridge these distances, reducing isolation and ensuring equitable access to transport for all.

### Community impact

Community transport aims to *put the community back in transport*. We are your connection to medical care, essential services, shopping and recreation, and to friends and family.

For many of our clients, we are a lifeline.

This year we completed 76,434 trips across 1,766 square kilometres, helping over 4,600 individuals with independence, dignity, and quality of life.

Our services help build healthier communities by reducing social isolation, promoting active participation, and supporting wellbeing. But our success is down to the commitment of our staff, volunteers, and drivers. They go above and beyond to provide safe, reliable, and compassionate support every day.

### Roads ahead

As we respond to the aged care legislative reforms our focus remains clear: to deliver equitable, inclusive, and high-quality community transport.

We will continue building partnerships, advocating for accessible transport, and innovating in support of the health and social connection of our community.

On behalf of Hornsby Kur-ing-gai Community Transport, I extend my heartfelt thanks to our clients, staff, volunteers, board, government and community partners. Together, we are not only moving people, we are building stronger, healthier, and more connected communities.

0 7 6 4 3 4 5

*This year we completed 76,434 trips...  
helping over 4,600 individuals get  
where they needed to be*

# door to door, personalised



*We must be ready on time  
because they always are*  
DAVID W

Community transport offers many social benefits, particularly for older people, people with disability, and those experiencing social or geographic isolation.

## OUR REASON

**Strengthening community ties**

Connects individuals to volunteering, civic engagement, and social groups

**Increases inter-generational interaction** through volunteer drivers and outreach

**Trust** and goodwill is promoted by providing a caring, reliable presence

**Local** drivers build strong relationships with regular clients.

**Reducing social isolation & loneliness**

**Clients** form regular, meaningful interactions with drivers and other passengers

**Group** outings and social trips promote inclusion and mental wellbeing.

**Promoting independence & dignity**

**Empowers** clients to live independently for longer by providing access to:

- medical appointments and services
- shopping and personal errands
- recreational centres and activities.

**Supporting health & wellbeing**

**Reliable** transport ensures appointments can be made and met — with a wider range of services and specialists

**Improves** early intervention, medication compliance, and overall wellness.

**Reduces** missed-appointments helps better long-term health outcomes.



**Lunches, shows  
cinemas, tours, shops  
concerts, exhibitions  
museums, galleries  
special interests  
celebrations...**



*and plenty of places every month just for the fun of it*

**independence & participation**

## 2024-2025 Profit & Loss

### JANE HANSEN • TREASURER

I am pleased to present the financial report for Hornsby Ku-ring-gai Community Transport for the FY25 financial year. HKCT maintains its strong financial position, achieved through ongoing disciplined management and governance of our accounts.

FY25 saw the Hornsby Ku-ring-gai Community Transport service expand with taking on the operation and management of Community Transport Central Coast Limited (CTCCL). The organisation also took on the funding and expenditure of this service. This has contributed to our surplus in FY25.

In expanding our service, we forecasted investing

in systems and tools for operating efficiencies. These investments have been managed within our existing budget.

Overall, net income for FY25 was \$6,735,102 offset by expenditure of \$4,713,123. Expenditure continues to relate primarily to employment costs and vehicle related expenses.

FY25 saw a combined surplus across Hornsby Ku-ring-gai and Central Coast of \$3,287,291 for the financial year.

We continue to have meaningful cash reserves which remain important to provide options to invest in the organisation, our services, our community and our shared future.



*A note of confidence: Bendigo Bank continues its strong support of HKCT.*

*L: Julie Fidler (KFLS), Tim Davidson (Chairperson, HKCT), Michelle Ferris (Manager, Community Bank Lindfield), Tara Russell (General Manager, HKCT), David Langdon (KFLS)*

*HKCT maintains its strong financial position, achieved through ongoing disciplined management*

#### Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc Statement of profit or loss and other comprehensive income For the year ended 30 June 2025

	2025 \$	2024 \$
<b>Income</b>		
CHSP funding	5,494,341	1,971,327
CTP funding	155,491	28,368
NGO health grant	72,367	21,300
Local council grant	47,253	45,003
PHN Early Intervention Pilot grant	31,040	3,680
Non-recurrent grants	60,000	50,000
Fuel subsidy grant	-	18,905
ERO funding - wages rises	-	2,500
<b>Total funding and grant income</b>	<u>5,860,492</u>	<u>2,141,083</u>
 Passenger income - individual trips	402,018	174,475
Passenger income - group & excursions	248,824	225,985
Passenger income - shopping shuttles	42,496	27,016
Passenger income - taxi contribution	18,681	1,516
Fee for service - private full cost recovery	130,153	175,300
Private full cost recovery - NDIS	24,431	19,055
Bus hire income	1,552	2,215
Unsolicited donations	952	8,225
Membership fees	3,745	5,684
Workers compensation remittances	1,758	-
<b>Total contributions income</b>	<u>874,610</u>	<u>639,471</u>
 <b>Total income from funding, grants and contributions</b>	<u>6,735,102</u>	<u>2,780,554</u>
 Fuel tax credits	6,033	6,554
Interest income	151,843	140,127
Profit on sale of asset	98,842	-
Fair value of vehicles and vehicle replacement reserve transferred from CTCCL	1,008,594	-
<b>Total other income</b>	<u>1,265,312</u>	<u>146,681</u>
 <b>Expenses</b>		
Salaries & wages	(2,678,560)	(1,848,858)
Superannuation	(300,081)	(191,655)
Employee entitlement provision	(160,928)	(50,427)
Staff training & development	(7,034)	(10,043)
Workers compensation insurance	(70,141)	(59,922)
Staff costs	(12,465)	(6,720)
Recruitment expense	(4,950)	-
Board and governance expenses	(2,792)	(2,778)
Professional fees	(119,488)	(63,864)
CTO membership	(5,013)	(4,626)
Advertising & promotion	(41,000)	(18,110)
Bank charges	(642)	(1,007)
Cleaning & pest control	(15,067)	(8,677)
IT expenses	(231,792)	(20,055)
Conference expenses	(1,599)	(131)
Client support consumables	(375)	(4,009)
Taxi outsourced - net cost	(168,499)	(109,614)
Motor vehicle expenses	(449,488)	(221,801)
Insurances	(41,173)	(55,613)
Depreciation	(144,125)	(51,635)
Assets purchased under \$5000	(1,325)	(2,795)
Health & safety	(1,648)	(1,246)
Hire/lease equipment	(3,610)	(3,216)
Fees & permits lodgements	(4,572)	(1,959)
Meeting expenses	(9,951)	(4,359)
Postage freight courier	(4,744)	(1,296)
Rent - office and garage	(96,137)	(50,003)
Repairs and maintenance	(1,152)	(909)
Social excursion and events	(64,419)	(74,934)
Stationery and photocopying	(3,764)	(4,801)
Telephone, fax and internet	(26,313)	(8,091)
Uniforms	(26,562)	(1,556)
Utilities - electricity	(2,935)	(2,877)
Merchant fees	(10,779)	(4,123)
Return of recurrent funding	(472,167)	-
<b>Total expenses</b>	<u>(5,185,290)</u>	<u>(2,891,710)</u>
 <b>Surplus for the year</b>	<u>2,815,124</u>	<u>35,525</u>
 Other comprehensive income for the year	-	-
 <b>Total comprehensive income for the year</b>	<u>2,815,124</u>	<u>35,525</u>

investing in a shared future

## 2024–2025 Financial Report

**Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc**  
**Statement of cash flows**  
**For the year ended 30 June 2025**

	Note	2025 \$	2024 \$
<b>Cash flows from operating activities</b>			
Receipts from operating activities (inclusive of GST)		7,322,257	2,999,176
Payments to suppliers and employees (inclusive of GST)		(5,033,237)	(2,992,873)
Contributions from CTCCL		2,289,020	6,303
Interest received		472,289	-
		151,843	140,127
Net cash from operating activities		2,913,152	146,430
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment	7	(620,712)	(3,092)
Proceeds from disposal of property, plant and equipment		117,790	-
Proceeds from/(payments for) term deposits		(40,902)	1,812,695
Net cash from/(used in) investing activities		(543,824)	1,809,603
Net cash from financing activities		-	-
Net increase in cash and cash equivalents		2,369,328	1,956,033
Cash and cash equivalents at the beginning of the financial year		2,670,324	714,291
Cash and cash equivalents at the end of the financial year		5,039,652	2,670,324

## 2024–2025 Balance Sheet

**Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc**  
**Statement of financial position**  
**As at 30 June 2025**

	Note	2025 \$	2024 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	5,039,652	2,670,324
Trade and other receivables	5	343,950	73,955
Other assets	6	822,170	781,268
Total current assets		6,205,772	3,525,547
<b>Non-current assets</b>			
Property, plant and equipment	7	1,436,229	442,285
Other assets	6	500	500
Total non-current assets		1,436,729	442,785
<b>Total assets</b>			
		7,642,501	3,968,332
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	8	296,742	200,272
GST payable		79,616	4,427
Superannuation payable		97,615	51,112
Employee entitlements	9	553,294	398,140
Other current liabilities	10	472,167	-
Total current liabilities		1,499,434	653,951
<b>Non-current liabilities</b>			
Employee entitlements	9	107,944	94,382
Total non-current liabilities		107,944	94,382
<b>Total liabilities</b>			
		1,607,378	748,333
<b>Net assets</b>			
<b>Members fund</b>			
Member's reserve		4,855,793	2,512,958
Members fund attributable to the members of Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc		4,855,793	2,512,958
Capital reserve		1,179,330	707,041
<b>Total members fund</b>			
		6,035,123	3,219,999

reduce isolation, ensure access



*Helen Crouch,  
our general manager  
for five years, heads  
off to her new life.*



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community transport



*Supported by the Australian Government  
Department of Health Disability and Ageing*



*Although funding for Hornsby Ku-ring-gai Community Transport has been provided by the Australian Government, the material contained here does not necessarily represent the views or policies of the Australian Government.*