



Annual Report 2022-2023

Safe and sound

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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

Really enjoyed this outing, magnificent music and talent. My seat had a great view of stage and the Town Hall was magnificent. I use a walking stick and some others had walkers but we got to the lunch venue easily for an affordable meal with five choices!

”
 GERRY T

Nadine Grimston

Chairperson



As the Chairperson, I'm thrilled to share some highlights of our year with you. As Helen Keller once said, "Alone we can do so little; together we can do so much." With this spirit in mind, let's delve into our 2023 journey.

We've had the pleasure of welcoming Jane Hansen and Robert Tompsett to our Board family. Their rich experiences and unique stories have added a fresh sparkle to our team. The seamless blend of old and new wisdom ensures HKCT sails smoothly on its path ahead.

You know, in life and governance, the only constant is change. It's like the shifting seasons. And as Winston Churchill aptly noted, "To improve is to change; to be perfect is to change often." Our team has been busy making sure we keep up with these changes, always with your best interests at heart.

We have also enjoyed some lovely gatherings with our customers and community, where we have chatted, laughed, and listened to your valuable feedback to make sure our services are just the way you like them.

Financially, we've remained steadfast and strong with the implementation of a robust

investment strategy, allowing HKCT to meet the growing mobility needs of its clients. Even with the winds of global economic shifts rustling our leaves, our careful planning has kept us grounded. We're aware of the changing tunes of government policies, but each change is an opportunity to refine our strategies, better our operations, and ensure that we remain compliant and sustainable.

2024 will, of course, bring its own opportunities and challenges. We aim to continue to embrace the magic of technology to make our services easier to access and improve our operational efficiency as well as explore collaborations with other entities to broaden our reach and offer integrated services. And, of course, we can't wait for more of our delightful gatherings, where we can hear from you and ensure our journey aligns with what you cherish.

My deepest appreciation goes out to our dedicated team of staff and volunteers, fellow board members, partners, stakeholders, and the community we serve. It's your unwavering support and understanding that fuels our passion for making a difference.

Mum and I have had the most wonderful day cruising Pittwater with lunch at Palm Beach. It was Mum's first trip and I am grateful for the opportunity to tag along. The drivers were very caring and the other passengers were all characters. It would have taken a huge amount of organisation but I can assure you it was appreciated by all.

PATRICIA H

A big 'thank you' to Mitch for delivering a box full of classical records to Bowden Brae. It was a very thoughtful gesture!

MARGARET G

I'm so glad I found you. The drivers couldn't be more helpful and friendly which is what you need after a medical appointment.

PAT M

Helen Crouch

General Manager



Our resilience and growth, even in the face of continued challenges, can be attributed to our exceptional focus on outcomes and teamwork. We have not only bounced back after the disruptions caused by COVID-19, we are also surging ahead.

Hornsby Ku-ring-gai Community Transport has expanded in every aspect: our client base, our staff, our fleet, and in turn, the number of journeys we have been able to provide for our precious cargo: our clients. I am also delighted that our efforts to strengthen community relationships has grown our reputation and recognition throughout our local government areas and will lead to greater collaborations in the coming years to help ensure our long-term viability and growth.

The spirit within our organisation drives our accomplishments so it is very important to me, professionally and personally, to acknowledge and celebrate the collective effort of our dedicated team. Their care, skills and knowledge are critical to our long-term success, and initiatives (such as automated payroll processes and access to own-pace training and information) enhance the team's capacity,

engage individuals and leads to a cohesive operational workforce.

Our strategic approach has produced visible results, facilitating HKCT's expansion of services and investment in our team and fleet. By prioritising these key elements, and significantly increased our capacity to serve more clients, we are meeting the growing demand in our community and our client base. This virtuous cycle of growth enables HKCT to continue our positive impact on the lives of our clients and the wider community.

Our commitment to building and nurturing relationships with clients and stakeholders remains at the core of our operations. We recognise that our success hinges on our connecting with both clients and external partners, to foster trust and collaboration for rewarding opportunities.

I sincerely appreciate the unwavering support from our Board, association members, and clients, as they empower us to improve and contribute positively to our community. Together, we build momentum and ensure a bright future for HKCT.



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, David, Deb, Edward, Gary, Geoff, Karen, Leo, Lynette, Martin, Michelle, Mick, Mitch, Nick, Noel, Peter, Peter, Phil, Richard, Rick, Rob, Ron, Ross, Sharon, Sharon, Stewart, Tim and Wudi.

I also acknowledge the casual help of Alan, Lachlan, Rachel, and Steve; and the retirement of Bruce B after 14 years with HKCT.

Delivering much more than transport

These breakdowns prove how crucial our services are in helping maintain health and nutrition 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 have increased the number of client-trips by almost 35%, to **over 43,000 trips**



Purpose of your trips

49% Individual transport **24%** Shopping journeys **27%** Social outings



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

Going the distance

HKCT clients were driven almost 623,000 kilometres during this year, an increase of 26% from last financial year.



We keep growing

We have increased our client base by 22.7% since 2020, driving more clients throughout the 540km² combined Hornsby and Ku-ring-gai local government area.



Our 2023–2025 Strategic Objectives

and some of our team that will help deliver them



Expand our service coverage, providing equitable access to transport services while differentiating our services in the market.

Offer a comprehensive range of services beyond basic transport to meet the needs of our clients, while ensuring responsiveness

Embrace technology to enhance service quality, efficiency, and safety while meeting diverse client needs

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

Strengthen our governance while engaging in partnerships and joint activities beneficial for our clients.

Ensure adherence to quality standards and regulatory compliance, while continuously improving service quality.

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

Ensure our long-term financial sustainability while diversifying funding sources to support expanded specialised transport services



Raison D'être

We are thrilled to make such a difference to so many clients, by offering interesting and educational outings throughout the year. They not only allow clients to socialise and meet new friends, but also provide engaging activities.

Taking a HKCT Shopping Shuttle is not just about household purchases. It is a further opportunity to relate to other like-minded residents in a local precinct and shop with the safety and security of a community.

Personal appointments, be they medical or legal or social, are ever present in everyone's lives. We are here to help you visit that loved one, lunch with mates, enhance your outer beauty and tend to your inner health.



The outing to the Pearl Farm was fantastic. Our drivers were so caring and kind. There were lots of frail ladies and people with walkers on the outing and the drivers managed everyone so well.

ROBIN D



I enjoyed the trip to Dee Why and made a new friend. The experience prompted me to make more bookings. Our driver even took us on a scenic drive past the beach with interesting commentary.

ANN P



Tim Davidson

Treasurer's Report



I am pleased to present the Treasurer's Report for the year ended 30 June 2023.

The financial year has seen the business return to normal operations after the past years being unsettled due to COVID restrictions etc. Funding levels have also returned to normal levels.

This financial year has been our first operating with an external bookkeeping service providing accounts and payroll support. I must thank them for the support that they have not only provided to our General Manager but also to the Board.

Total income for the year was \$2,050,792 (including additional subsidies for vehicle cleaning and growth funding of \$44,791). Expenses were \$2,534,761 (compared to \$2,102,209 for the previous year). The main increases were in remuneration, superannuation, and motor vehicle expenses.

The year's surplus was \$5,613 (compared to last year's \$433,705 year).

Net equity of the Association increased to \$3,184,474—after taking into account all liabilities and provisions for employee entitlements. Cash reserves at the end of June 2023 amounted to \$3,308,254.

The Association is in a sound financial position to continue providing quality services to its members and to look for continual improvement in these services as the Association's fleet provides an excellent transport service for our members and clients.

The Board is also aware that this financial position enables the Association to meet the challenges that it will invariably face in coming years as the Commonwealth Government implements Aged Care reforms that will have a major impact on the funding to Community Transport providers.

The financial impact of these reforms cannot be determined until the reform package is finalised, although we expect these reforms to take full effect from 1 July, 2025.

*We had a most enjoyable day with delicious lunch at Gunner's Barracks.
There was an interesting tour with Mick which also took us past places
of significance in our early years and also the first years of our married life.*

DEANNE C



*Thank you for your excellent service. The driver was punctual, courteous and professional...and
yes, he also spoke Chinese which was an extra bonus for a tricky day of filming
under the rain! I am most impressed and most grateful.*

ELIO GATTI

*Arts and Cultural Development Officer
Hornsby Shire Council*



2022-2023 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 2023



	2023	2022
	\$	\$
Income		
CHSP growth funding	-	366,460
CHSP - recurrent funding	1,859,742	1,648,290
CTP Hornsby	14,672	14,340
CTP Ku-ring-gai	12,089	11,896
ERO funding - wages rises	1,000	4,364
NGO health grant	22,500	21,500
Non-recurrent grants	-	1,000
Local council grant	42,860	40,819
Fuel subsidy grant	23,033	-
Total funding and grant income	1,975,896	2,108,669
Client contribution to taxis	-	26,708
Client contribution to outing cost	-	20,319
Fee for service - private full cost recovery	99,492	46,607
Passenger income - individual trips	151,535	95,567
Passenger income - group & excursions	180,299	65,598
Passenger income - shopping shuttles	26,714	28,575
Passenger income - taxi contribution	1,739	-
Bus hire income	1,591	-
Private full cost recovery - NDIS	7,293	-
Unsolicited donations	3,105	5,450
Membership fees	8,784	4,828
Workers compensation remittances	9,030	-
Total contributions and other income	489,582	293,652
Gross income	2,465,478	2,402,321
Covid cleaning reimbursement	44,791	119,044
Total government funding	44,791	119,044
Profit on sale of asset	-	5,014
Fuel tax credits	5,533	2,239
Interest income	24,572	4,330
Other reimbursements	-	2,966
Total other income	30,105	14,549
Total government funding and other income	74,896	133,593

*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.*

2022–2023 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 2023



	2023	2022
	\$	\$
Expenses		
Advertising & promotion	(4,277)	(38,763)
Assets purchased <\$5000	(1,435)	(16,901)
Bank charges	(3,145)	(1,055)
Board/governance expenses	(2,756)	(2,581)
Cleaning & pest control	(4,259)	(4,925)
Computer/internet expenses	(26,378)	(15,950)
Conference expenses	(2,954)	(100)
Consultancy expenses	(895)	(8,322)
Contribution to taxi expense	-	(26,708)
CTO membership	(5,151)	(4,996)
Depreciation	(44,876)	(47,064)
Employee entitlement provision	(50,771)	(21,475)
Fees & permits lodgements	(1,196)	(617)
Health & safety	(3,319)	(5,273)
Hire/lease equipment	(7,605)	(3,216)
Insurances	(29,956)	(23,501)
Legal fees	(450)	(807)
Meeting expenses	(3,296)	(2,390)
Motor vehicle expenses	(189,847)	(166,357)
Publications & information resource	(12,423)	(1,160)
Photocopying	(1,677)	(2,972)
Postage freight courier	(3,965)	(6,041)
Professional fees	(64,500)	(12,500)
Recruitment expense	(3,015)	(3,410)
Rent - office and garage	(47,622)	(45,354)
Repairs and maintenance	(12,306)	(327)
Salaries & wages	(1,596,683)	(1,341,285)
Social excursion and events	(61,721)	(25,139)
Staff costs	(4,851)	(12,253)
Stationery	(2,371)	(4,786)
Superannuation	(157,955)	(129,293)
Taxi outsourced - net cost	(131,848)	(92,169)
Telephone fax internet	(7,840)	(8,146)
Uniforms	(1,544)	(1,526)
Utilities - electricity	(1,082)	(1,817)
Volunteer costs	-	(722)
Workers compensation insurance	(40,792)	(22,308)
Total expenses	(2,534,761)	(2,102,209)
Surplus for the year	5,613	433,705
Other comprehensive income for the year	-	-
Total comprehensive income for the year	5,613	433,705

2022-2023 Balance Sheet

Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc
Statement of financial position
As at 30 June 2023



	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	5	714,291	2,178,532
Trade and other receivables	6	19,925	6,499
Total current assets		734,216	2,185,031
Non-current assets			
Property, plant and equipment	7	490,828	409,971
Bonus paid		500	500
Term deposits		2,593,963	1,140,380
Total non-current assets		3,085,291	1,550,851
Total assets		3,819,507	3,735,882
Liabilities			
Current liabilities			
Trade and other payables	8	117,359	82,082
GST payable		19,479	33,293
Superannuation payable		48,312	42,534
Employee entitlements	11	359,650	330,902
Total current liabilities		544,800	488,811
Non-current liabilities			
Employee entitlements	12	90,233	68,210
Total non-current liabilities		90,233	68,210
Total liabilities		635,033	557,021
Net assets		3,184,474	3,178,861
Members fund			
Member's reserve		2,477,433	2,471,820
Members fund attributable to the members of Hornsby Kuring-Gai Community Aged/Disabled Transport Service Inc		2,477,433	2,471,820
Capital reserve		707,041	707,041
Total members fund		3,184,474	3,178,861

A Noteworthy Year



Our friends and co-tenants, Meals on Wheels rebranded to The Village Chef



With an endorsement by Alister Henskens, Member for Wahroonga (formerly Ku-ring-gai), HKCT received a NSW Govt *Community Building Partnership* grant of \$50,000 towards the purchase of a new Kia Carnival.



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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.

