



activecare  
network



# Annual Report

2024





# ACKNOWLEDGEMENT OF COUNTRY

Active Care Network acknowledges the Darug and Gundungurra nation as the traditional owners and custodians of the land on which our organisation operates. We pay our respect to Elders past, present and emerging.

We acknowledge the spiritual, physical, emotional, mental and economic connections of Aboriginal and Torres Strait Islander people to the Land and Seas. We acknowledge that the dispossession of Country and the disruption to family relationships have resulted in a breakdown of social networks.

Active Care Network is committed to working in ways that support and empower Aboriginal people and their families and communities.

# Contents

Acknowledgement Of Country.....	2
Our Vision .....	4
Our Board .....	5
Chair’s Report .....	6
Executive Officer’s Report .....	7
Operations Report.....	8
Information Systems Capabilities.....	10
Workforce Update.....	11
Treasurer’s Report .....	12
Audited Financial Report .....	13
Statement of Financial Position .....	14
Statement of Profit and Loss and Other Comprehensive Income .....	15
Statement of Cash Flows .....	16
Statement of Changes in Equity.....	17

# OUR VISION & VALUES

## Vision

An empowered, engaged and connected community innovating to achieve independence and wellbeing

## Values

### Integrity

We believe integrity is the key ingredient in powerful relationships. Doing the right thing even when it is hard, knowing that we will stand up for our clients when they need it.

### Respect

We believe respect is at the core of all our relationships. By respecting all people, their culture and their choices gives us the space to be caring and compassionate to them individually and collectively.

### Reliability

We believe reliability is the cornerstone of a strong service culture. We will be where our clients expect, delivering what they need, when they need it.

### Innovation

We believe innovation is the key to continuing improvement in the way we meet our clients' needs. Innovation will put our organisation at the forefront of client service delivery.

### Service

We believe each of our clients is unique and while many require similar things, each requires their own touch of service that is above and beyond.

### Trust

We believe trust is the culmination of all the values Active Care Network aspires to. We want our clients and our communities to trust Active Care Network first and foremost.



# BOARD OF DIRECTORS



**ROB EWIN**  
Chair



**MEGAN ANG**  
Secretary and Public Officer



**KEVIN RICHARDS**  
Vice Chair



**JOHN BAKER**  
Community Representative



**MICHAEL HOWARD**  
Treasurer



**MELISSA STUBBINGS**  
Community Representative



**ANNE HURNI**  
Community Representative

## Departing Members:

Frank Ross | Board Member

Kate Tye | Board Member

Un-Ai Jo | Board Member

Ben Jackson | Board Member

Mitchell Beggs-Mowczan | Former Vice President

## Volunteer Appreciation

Active Care Network relies on the dedication and commitment of our volunteers who provide transport, client support, and administration functions. We have welcomed new volunteers and bid farewell to others over the year. We would like to extend our gratitude to all our amazing volunteers and the support they provide us and more importantly, our clients.

# CHAIR'S REPORT

Last year we predicted challenges on the horizon facing community organisations like ours delivering Community Transport and Aged Care support services. The Royal Commission into aged care identified the need for significant national reform in how aged care is provided and funded.

After much deliberation and due diligence, the Board of Active Care Network made the strategic decision to merge with Peppercorn, positioning the organisation to better to respond to the industry changes underway and will help ensure that we continue to provide the best possible services to our clients. This partnership enables a much-needed diversification of services increases our capability to meet the needs of our clients under the industry reforms.

With the amalgamation, both Peppercorn Services and Active Care Network organisations will remain. Active Care Network will continue as our provider of Community Transport Services and Peppercorn Services the provider of Aged Care; Children & Family; and Disability Support Services. Collectively, our Support Services will be delivered across the Greater Western Sydney region, by some 117 employees and 50 Volunteers. The leadership, governance and administrative support for both organisations will be provided by a new parent organisation called Community Culture. The Board of Community Culture comprises of former Board members of Peppercorn Services and Active Care Network Ltd. Leading Community Culture is CEO Jessica Innes who has worked to establish the new Executive Leadership Team. Our CEO's Report, provides further detail on the current status of our organisation and its strategic delivery.

I would like to thank all of our staff and our leadership team for their support, patience, input, feedback and their continued focus on our clients whilst overcoming the challenges of the transition period. We are very fortunate to have a very dedicated and professional team of people that work and volunteer for us.

Many thanks to our CEO Jessica Innes. Jess's vision, energy, industry knowledge, passion and commitment to excellence in all aspects of our business is a point of differentiation and a competitive advantage for us and to our clients. It's a privilege for our Board to work with Jess and her team.

Finally, thank you to our Board Members. To the retiring Board Members of Peppercorn Services and Active Care Network, your time, your contributions and your support has been greatly valued and appreciated. To the newly elected Directors of Community Culture, welcome and thank you for taking on the responsibility of guiding and governing our new organisation in its formative years. I thank you for electing me as the inaugural Chairman of Community Culture. I regard this as both an honour and a privilege.

I am looking forward to working with our Board, CEO, Leadership Team, our Staff and volunteers in the year ahead, as we strive to provide best in market services and support to our community in a very dynamic, regulated and competitive environment.



Rob Ewin  
Chair

# CEO REPORT

Over the past year, significant changes have shaped the direction of our organisation. The most notable development has been the merger of Active Care Network with Peppercorn Services, resulting in the creation of our new parent organisation, Community Culture. This merger reflects our commitment to enhancing our capacity to serve the community, bringing together strong service providers under one unified banner while increasing our operational efficiency and fostering better collaboration among our teams that will ultimately benefit the communities we serve. With the appointment of the new Community Culture Executive and Senior Leadership Teams, it is clear that our organisation is well-positioned to embrace the future with confidence and a renewed sense of purpose. The team have united with a shared strategic ambition to enhance the support services we provide to a diverse demographic with evolving needs.

This year we have made a considerable investment in our information and communication systems to improve our efficiency and connectivity across the broader group of organisations, priming out organisations for the next phase of our strategic plan. As we work to adapt to ongoing family services, disability and aged care reforms, we are seizing opportunities to further develop our social connection opportunities across all of Western Sydney. We continue to advocate for longevity in preparedness and recovery support services, given the high prevalence of natural disasters in the region, and the need for proactive approaches to enhancing community capability and readiness.

With an ever-changing regulatory landscape, we have had to make significant adjustments to our operations and have been advocating for fair and reasonable funding from governing bodies to be able to continue Community Transport for the years to come. Part of this has been our involvement in a 12 month National Pricing Pilot run by Australian Community Transport Association. We were one of 30 Commonwealth Home Support Program providers selected in Australia to analyse and test more accurate methods for calculating transport costs. We look forward to working with the sector to land on a recommendation to government for an improved financial viable model of transport services.

Other significant developments have included our purchase of the Lawson house and relocation of Blacktown and Kingswood Depot to Mount Druitt. The house at Lawson has been the home to Blue Mountains transport services for over 2 decades. Following a notice to vacate due to the sale of the property, we considered the purchase of the property an opportunity to evolve the services we deliver in the upper Blue Mountains while providing essential infrastructure to maintain transport for the mountains. With regards to Kingswood and Blacktown depot, both sides were subject to water damage and a strategic decision was made to consolidate them to a central location which we now call Mount Druitt our home. Volunteers and Staff have expressed that gratitude for the upgrade of their work environment that also enables spaces for collaboration and team building.

As we reflect on the challenges that we have overcome as a new harmonised team and appreciate the achievements of the past year, Community Culture is ready to meet the challenges ahead and continue making a positive impact in the lives of the individuals and communities we serve. Our focus in the coming year will be embedding our new workforce capabilities framework, our transition into the aged care Support at Home Program and expansion of our social programs. My sincere appreciation goes out to our Board Members who have provided their unwavering support particularly during due diligence phase of the merger. Their vision for Community Culture respects and preserves Active Care Network, its culture and rich history.

To our amazing volunteers and staff, you have been critical to our success in providing meaningful and personalised supports to our community in a seamless manner. I'm proud of the initiative that you take and the passion that you bring each day, striving for better outcomes for the people we support and the communities we work with.



Jessica Innes

Executive Officer

# Operations Report

It gives me immense pleasure to present the Annual Report for Active Care Network - Community Transport for the year 2024. Over the past year, we have provided reliable, accessible, and safe services to individuals and groups in the Blacktown, Penrith, and Blue Mountains Local Government Areas (and beyond). This report encapsulates our achievements, challenges, and the impact we have made in enhancing mobility and connectivity for our clients.

## Key Highlights

### ***Expansion of Services***

With the response to growing demand for flexible transport options from Individuals, Community Groups and Organisations we have expanded our services to deliver based on varying needs. This includes distance of travel, evenings, and weekends by providing choice such as the Community Taxi Card, Bus and Coach Hire along with our vehicles. This enables a more responsive service to the community including those living with transport or financial disadvantage which in turn improves wellbeing and social connectivity.

### ***Accessibility***

We remain committed to ensuring that our services are accessible to our clients, regardless of their physical abilities. Home assessments are conducted for clients with wheelchairs, limited mobility, or those with difficult access to their property to make sure we can provide a safe service. Transport for NDIS and HCP continues to grow. Plan Partners recognise the quality and care delivered by Active Care Network making us a preferred provider.

### ***Community Engagement***

Our organisation continues to actively engage with the community to better understand their transportation needs and preferences. Through regular contact with other organisations, community groups and client consultations we have been able to gather valuable feedback that has informed our service offerings and decision-making processes.

## Challenges Faced

### ***Funding Constraints***

Like many community organisations, we have faced challenges related to funding constraints. Limited financial resources have sometimes hindered our ability to expand services and meet the growing demand for transportation and to replace older fleet vehicles or offer a more competitive wage.

### ***Infrastructure Limitations***

In certain areas, inadequate infrastructure has posed challenges to the provision of transportation services. This includes issues such as poorly maintained roads, lack of designated drop off points, and insufficient parking facilities.

### ***Changing Demographics***

Our community is continually evolving, with changing demographics presenting new challenges and opportunities. We recognise the importance of adapting our services to meet the needs of a diverse population, including seniors, individuals with disabilities, and low-income households.



# Operations Report

## **Future Directions**

Looking ahead, we remain committed to our mission of enhancing mobility and connectivity for our clients and community. In the coming year, we plan to focus on the following key areas:

**Service Expansion:** We will continue to explore opportunities for expanding our services to reach more individuals and communities within our area of operation. It is imperative to continually evaluate current scheduling practices and look for efficiencies such as shuttle services. The need to actively recruit new volunteers is at the forefront. Our merge with Peppercorn Services will provide opportunities for further growth.

## ***Technology Integration***

Embracing technological innovations is a priority as we seek to improve the efficiency and effectiveness of our transport and community services, client intake and employment opportunities. This includes advanced scheduling software, real-time tracking systems, and mobile payment options. The use of Apps and Technology and to gear towards changes to the sector and the Support at Home program in 2027 and beyond.

## ***Partnership Development:***

Collaboration with other organisations, government agencies, and stakeholders will be essential in addressing the complex challenges facing the industry and our clientele. By forging strong partnerships, we can leverage resources and expertise to deliver better outcomes. One area highlighted is continuing our support to local First Nations Communities, Health Transport, SydWest Multicultural Services and clients whom are transport disadvantaged.

## **Conclusion**

In conclusion, the past year has been marked by both challenges and achievements for Active Care Network. As we reflect on our accomplishments and look towards the future, we are more determined than ever to fulfill our mission of providing accessible, dependable, and inclusive transport services.

Finally, I extend my heartfelt gratitude to our clients, staff, volunteers, and supporters for their continued dedication. My heartfelt gratitude goes out to my team the most important cog in transport. I am sincerely proud of their commitment and support. Keep up the magnificent work you do!



Chris Nafe  
Transport Operations Manager

# Information Systems Capabilities

This year, our focus was on streamlining operations and enhancing service delivery through improved systems and technology integration. The strategy concentrated on three key areas:

1. **Client Service Systems:** We transitioned from legacy systems to AlayaCare, centralising client management, care planning, reporting, and billing across all programs except transport, which remains integrated with RouteMatch for streamlined operations.
2. **Workforce Management:** The implementation of HumanForce began, simplifying employee and volunteer processes from onboarding to performance management. This system will improve onboarding governance, career development, and staff retention by offering better visibility of training, performance and operational needs.
3. **Technology Integration and Security:** Following the office relocations, we upgraded our infrastructure to meet the Essential Eight cybersecurity standards. Plans are underway to move to a cloud-based solution, enhancing security and collaboration across the organisation.

These advancements position us for future growth, allowing us to deliver more efficient and secure services for both staff and clients.



Dean Berg

Manager - Business Intelligence

# Workforce Update

Our workforce increased by 20% this year with volunteers increasing and continuing to play a critical role. Despite the challenges of merging teams and cultures, we focused on recruitment and retention, hiring new staff and implementing systems like HumanForce to improve onboarding and career development practises

With 77% of our team in frontline roles, we have been able to meet increasing service demands, particularly in aged care and community transport. Although our turnover rate was higher than we would like, this is attributed tin the phasing out of Flood Recovery Support Services ending. We are seeing stability as funding contracts were extended for another year albeit with less funding.

This year saw a significant review of roles and position descriptions across the whole organisation, as we developed efficiencies and saw opportunities for growth or promotion of staff. Alongside this, we also developed a new capability framework document that will be rolled out next year.

Leadership development remained a priority, with strategic training and workshops helping to strengthen our leadership teams. With our first Leadership retreat happening in February, it was a time to reset, rest and then strategically plan what the future holds. There was plenty of team building activities, vulnerability from participants and excitement for the vision of where we could all see the organisation going.

We also began planning a Young Leaders Program to ensure long-term succession and address the retirement of key staff within the next five years.

While recruitment was challenging, particularly for driver roles, our focus on upskilling and internal promotions positions us well for the future.



Glenn Robinson

Executive Experience Officer



# Treasurers Report

I am pleased to present the financial results for Great Community Transport (trading as Active Care Network) for the financial year ended 30th June 2024.

The year has been a transition year for the organisation, merging functions with Peppercorn. With significant change activity taking place, Active Care Network recorded a net loss for the year of (\$493,983), compared to a surplus of \$417,842 the previous financial year.

## Income Sources and Grants

Government grants from Transport for NSW continue to be the major source of income, amounting to \$4,754,487 for the Financial year (~76% of our overall income). This grant will continue for the near term future, and discussions are continuing about the next round of funding. Reducing the risk of economic dependency through diversifying revenue streams continues to be a strategic priority for the management team and the board.

## Expenses

Total expenses for the year were \$6,870,373 - an increase of 5% on last year. The increase was driven by a combination of business transition costs and the inflation impact on staff and transport delivery costs.

## Balance Sheet Position

Our net assets as of 30th June 2024 were valued at \$2,865,587. This strong balance sheet position will enable the organisation to invest in the next stages of the strategic plan and ensure we remain strong and viable in the coming years. During the period, Active Care purchased the facility at Lawson that we were previously renting. This transaction will give us a permanent base in the Blue Mountains area to ensure we are able to continue to provide services to our clients in the region in an efficient manner.

I would like to take this opportunity to express my gratitude to all the dedicated staff and volunteers for their hard work throughout the past year. We operate in a sector that is rapidly changing. The board is committed to ensuring that we can continue to deliver high quality services to our client base. We therefore must be agile enough to keep in front of the changes and the challenges that are thrown our way. Change is not easy and takes a lot of resilience. The team has demonstrated this throughout the year, whilst still placing our clients at the centre of everything that we do, and providing the trusted care that we are well known in the community for.



Michael Howard

Treasurer

# AUDITED FINANCIAL REPORT

The Audited Financial Accounts of Active Care Network for the financial year 2023-2024 are reported in the following pages.

ACN's financial management systems operate in accordance with Australian Accounting Standards and meet the reporting requirements of the relevant funding bodies. The chart of accounts is based on the Australian Government approved National Standard Chart of Accounts for reporting by not-for-profit organisations and is compliant with the guidelines set down by the Australian Charities and Not-for-Profit Commission (ACNC).

Active Care Network undertakes a strict financial auditing process utilising the expertise of SDJA, Certified Practising Accountants. The audit is conducted in accordance with Australian Auditing Standards, which require that the auditors comply with ethical requirements and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement. The audit involves procedures to obtain audit evidence about the amounts and disclosures in the financial report.

Procedures selected depend on the auditor's judgement and include the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. The audit also evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

The Audited Financial Report is supplied to our funders and is lodged with the ACNC. An extract from the Audited Financial Statements is provided in this report. A copy of the complete Audited Financial Report including Notes to the Accounts for the year ended 30 June 2024 is available on request.

# STATEMENT OF FINANCIAL POSITION

Great Community Transport Incorporated  
Statement of Financial Position  
As at 30 June 2024

	Notes	2024 \$	2023 \$
<b>Assets</b>			
<b>Current</b>			
Cash and cash equivalents	6	1,780,513	2,993,634
Trade and other receivables	7	180,287	118,099
Other assets	8	3,554	8,422
<b>Total current assets</b>		<b>1,964,354</b>	<b>3,120,155</b>
<b>Non-current</b>			
Trade and other receivables	7	54,185	-
Property, plant and equipment	9	1,687,778	1,099,532
Right-of-use assets	10	647,501	96,417
<b>Total non-current assets</b>		<b>2,389,464</b>	<b>1,195,949</b>
<b>Total assets</b>		<b>4,353,818</b>	<b>4,316,104</b>
<b>Liabilities</b>			
<b>Current</b>			
Trade and other payables	11	461,730	400,209
Provisions	12	235,771	353,246
Lease liabilities	13	103,938	97,386
Contract liabilities	14	-	2,000
Other liabilities	15	6,101	6,101
<b>Total current liabilities</b>		<b>807,540</b>	<b>858,942</b>
<b>Non-current</b>			
Provisions	12	131,090	97,592
Lease liabilities	13	549,601	-
<b>Total non-current liabilities</b>		<b>680,691</b>	<b>97,592</b>
<b>Total liabilities</b>		<b>1,488,231</b>	<b>956,534</b>
<b>Net assets</b>		<b>2,865,587</b>	<b>3,359,570</b>
<b>Equity</b>			
Accumulated funds		2,865,587	3,359,570
<b>Total equity</b>		<b>2,865,587</b>	<b>3,359,570</b>



# STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Great Community Transport Incorporated  
Statement of Profit or Loss and Other Comprehensive Income  
For Year Ended 30 June 2024

	Notes	2024 \$	2023 \$
<b>Revenue</b>			
Revenue from contracts with customers	4	6,274,781	6,857,878
Other income	5	101,609	82,707
<b>Total revenue</b>		<b>6,376,390</b>	<b>6,940,585</b>
<b>Expenses</b>			
Administration and other operating costs		(568,920)	(436,241)
Depreciation		(268,274)	(280,868)
Employee benefits		(4,608,190)	(4,639,950)
Finance costs		(12,336)	(3,332)
Impairment loss on trade receivables		(1,644)	(2,724)
Lease payments for short-term/low-value leases		(80,787)	(69,327)
Net loss on disposal of assets		-	(40,872)
Service and transport-related expenses		(1,330,222)	(1,049,429)
<b>Total expenses</b>		<b>(6,870,373)</b>	<b>(6,522,743)</b>
<b>(Deficit)/surplus before income tax</b>		<b>(493,983)</b>	<b>417,842</b>
Income tax expense		-	-
<b>(Deficit)/surplus for the year</b>		<b>(493,983)</b>	<b>417,842</b>
Other comprehensive income		-	-
<b>Total comprehensive (loss)/income</b>		<b>(493,983)</b>	<b>417,842</b>

# STATEMENT OF CASH FLOWS

**Great Community Transport Incorporated**  
**Statement of Cash Flows**  
**For Year Ended 30 June 2024**

	<b>Notes</b>	<b>2024</b>	<b>2023</b>
		<b>\$</b>	<b>\$</b>
<b>Cash flows from operating activities</b>			
Receipts from grants and customers		6,919,984	6,933,774
Donations received		1,572	41,667
Payments to suppliers and employees		(7,466,742)	(7,092,886)
Interest received		71,677	30,982
Interest paid		(12,336)	(3,332)
<b>Net cash used in operating activities</b>		<b>(485,845)</b>	<b>(89,795)</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment		(757,773)	(399,993)
Proceeds from sale of property, plant and equipment		30,497	123,363
Cash inflow on business combinations and mergers		-	-
<b>Net cash used in investing activities</b>		<b>(727,276)</b>	<b>(276,630)</b>
<b>Cash flows from financing activities</b>		<b>-</b>	<b>-</b>
<b>Net cash provided by financing activities</b>		<b>-</b>	<b>-</b>
Net change in cash and cash equivalents		(1,213,121)	(366,425)
Cash and cash equivalents at beginning of financial year		2,993,634	3,360,059
<b>Cash and cash equivalents at end of financial year</b>	<b>6</b>	<b>1,780,513</b>	<b>2,993,634</b>

# STATEMENT OF CHANGES IN EQUITY

**Great Community Transport Incorporated**  
**Statement of Changes in Equity**  
**For Year Ended 30 June 2024**

	Notes	Accumulated Funds \$	Total Equity \$
Balance at 1 July 2022		2,941,728	2,941,728
Surplus for the year		417,842	417,842
Other comprehensive income		-	-
Total comprehensive income		417,842	417,842
Balance at 30 June 2023		3,359,570	3,359,570
Balance at 1 July 2023		3,359,570	3,359,570
Deficit for the year		(493,983)	(493,983)
Other comprehensive income		-	-
Total comprehensive loss		(493,983)	(493,983)
Balance at 30 June 2024		2,865,587	2,865,587



