



activecare
network

Annual Report

2025

ACKNOWLEDGEMENT OF COUNTRY

Our organisation 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.

Our organisation is committed to working in ways that support and empower Aboriginal people and their families and communities.

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OUR PURPOSE

At the heart of our endeavours lies a steadfast commitment to transforming lives and communities through comprehensive, inclusive support services.

We exist to bridge the gaps in care and opportunity, ensuring every individual and family we serve feels valued, connected, and empowered.

Our dedication to enhancing well-being spans from the youngest to the eldest in our community, offering tailored solutions that address the unique challenges they face.

With a culture fuelled by compassion and innovation, we strive to build resilient, thriving communities where every person has the support they need to live a fulfilling life.

OUR MISSION

To enrich lives across all ages through comprehensive support services, fostering independence, well-being, and community connection, ensuring every individual feels valued and supported.

OUR VISION

Our vision is to see a future where every person feels valued, connected, and empowered to live their best life.

OUR VALUES

Words on a wall rarely inspire action. Instead we opted for five cultures we want to see lived through our behaviours on a day to day basis.

They are:

A culture of **Courage, Compassion, Connection, Commitment & Collaboration**

Board of Directors



ROB EWIN (CHAIR)

Rob has lived in Kurrajong since 1998 and had a 40 year career working in the banking and finance industry. Rob retired from corporate life in 2014 as General Manager for Westpac's Western Sydney Region. He has a Bachelor of Business degree and since retiring from Westpac Rob remains active in the Hawkesbury as a Rotarian and is currently a Director of both New Haven Farm Homes and Muru Mittigar. He is also the National Chair of the Westpac Group Alumni.



EDWARD ELKINS (VICE CHAIR)

With over a decade of healthcare experience spanning Australia and Canada, Ed is a quality improvement leader with a passion for up-stream thinking and healthcare redesign. Driven by a commitment to innovation and collaboration, he is dedicated to driving positive change in the healthcare system. In his most recent role, he provides after-hours operational management for a quaternary-level hospital. As a Registered Nurse specialising in Intensive Care, Ed brings a deep understanding of the clinical frontline to his work. He is excited to join the Board to support the amazing work undertaken by everyone at Peppercorn and Active Care Network.



MICHAEL HOWARD (TREASURER)

Michael holds the position of Treasurer and is a Senior Finance and Strategy Manager in the Commonwealth Bank. He has over 20 years' experience in finance, business planning, analytics and strategy roles within large organisations (including CBA, Woolworths and Spotless) and has MBA and CPA certifications. He has been on the Board since 2013 (originally with Blacktown Community Transport / Easy Go Connect) and is also active in several junior sports clubs in the local area in committee and coaching capacities.



MEAGAN ANG (SECRETARY AND PUBLIC OFFICER)

Meagan is the Board's Secretary and Public Officer and represents the Hawkesbury City Council in her capacity as Director of City Planning. She has been on the Board since 2011. Meagan has extensive experience in the Home and Community Care Services sector, and her position at the Council focuses on sector development and support for the Hawkesbury local government area.



JOHN BAKER

John joined the Board as a community representative in September 2019. John was admitted to practice as a solicitor in 1972 and practised in the Hawkesbury since 1985. He is now retired. John is a past president of the Rotary Club of Richmond and continues to serve on the Board of the Club. He has been a Rotarian for 39 years. He served as a director of the Richmond Club for 9 years and retired from that position in 2016. He also served as president of the Lapstone Preschool and Early Intervention Service Inc. for a period of 3 years.



MELISSA STUBBINGS

Melissa is a Dharug woman of the Buruberongal and Warmali Clans. Melissa is privileged to live and work on the traditional lands of her family and ancestors. Melissa has been working in the Dispute Resolution Industry since 2005. Today Melissa combines her dispute resolution skills to also conduct Family Group Conferencing. Melissa is on the panel of FDRP's at Legal Aid. Through her private business Melissa offers facilitation, cultural supervision, training, mentoring and consultation on Aboriginal protocols and practices. Melissa manages Merana Aboriginal Community Association for the Hawkesbury Inc. in Richmond NSW since 2017. Melissa has four children and three grandchildren.



KEVIN RICHARDS

Kevin was previously Chair of Active Care Network and was re-elected as Vice Chair in 2023-24 before stepping down. Kevin has over 16 years serving on the Board. He has over a decade of governance experience in small and medium sized not-for-profits. Kevin is now retired and comes from a career background of project and operations management. He volunteers with the Digital Literacy Foundation, was a founding member of the Central Mountains Men's Shed in Lawson with 18 months as Treasurer and is an active member of the Springwood Rotary Club.



ANNE HURNI

Anne is the Research and Policy Lead of the National Growth Areas Alliance (NGAA), the peak body for local government in Australia's outer metropolitan growth areas. Prior her appointment to the Board of Community Culture, Anne was a director of Great Community Transport Inc., Active Care Network, since 2018. Anne has extensive experience in urban, transport and social research. She has had a diverse career in policy and planning across Australian, State and local government. Most recently, Anne was Research and Policy Coordinator, City Strategy, at Penrith City Council. Her professional experience has been grounded in community development practice and working with marginalised communities in Western Sydney. In 2015 Anne completed her PhD investigating the role of transport in the everyday lives of children and young people, focused on communities in Blacktown City. Anne is a long-time resident of the Blue Mountains.

Chair's Report

The 2024–25 year was a year of significant structural change for Active Care Network, centred on one of the most important milestones in its history: transitioning from Transport for NSW to direct Commonwealth funding for Commonwealth Home Support Program (CHSP) community transport services.

This achievement followed months of detailed preparation, advocacy, and strategic planning. It provides funding certainty for the next three years, ensuring the continuity of essential transport services for thousands of older people and people with disability across the Hawkesbury, Penrith, Blue Mountains and Blacktown LGAs.

In a reform-heavy environment, Active Care Network has remained a trusted, stable and responsive provider, connecting people to what matters most: medical appointments, social participation, shopping and community connection.

I want to thank the staff and volunteers who made this possible through their commitment to service, flexibility during change, and unwavering professionalism. I also acknowledge CEO Jessica Innes and the Leadership Team for navigating this transition with clarity, purpose and integrity.

The Board's focus remains on ensuring Active Care Network is well positioned for the Support at Home reforms, with sustainable funding, strong governance and operational resilience at its core.



Rob Ewin

Chair

Treasurer's Report

I am pleased to present the financial results for Great Community Transport (trading as Active Care Network) for the year ended 30 June 2025.

This year marked an important period of consolidation as we continued to embed the structural changes following our merger under the Community Culture umbrella. Despite the wider sector facing significant funding uncertainty, our organisation recorded a surplus of \$190,969 compared with a deficit of \$493,983 in the previous financial year. This positive turnaround reflects a combination of increased service revenue, strong grant performance, and careful expenditure management.

Total revenue grew to \$7.63 million, up from \$6.38 million in the prior year. Government grant funding from Transport for NSW remains the cornerstone of our financial sustainability, accounting for approximately 76% of total revenue. Additional income was generated through passenger contributions, home services, intercompany service income, and project revenue, reflecting a diversified funding base aligned to our strategic plan.

Total expenses for the year were \$7.44 million, an increase of 8.3% on the previous year. Key cost drivers included employee benefits (\$3.89 million), service and transport-related costs, and the introduction of intercompany service expenses reflecting shared corporate services under the new structure. We also absorbed increased financing costs associated with leasing and insurance, reflecting the growing cost pressures in the operating environment.

Our financial position remains stable with total assets of \$4.43 million and net assets of \$3.08 million. Cash reserves increased to \$2.16 million (up from \$1.78 million in 2024), demonstrating healthy liquidity to support future service delivery and capital investments. A modest revaluation of land and buildings (\$24,500) also contributed to strengthening the balance sheet.

The strong financial result in 2025 provides a solid foundation as we transition into new aged care and community transport funding arrangements. While we anticipate ongoing cost pressures, including wage increases, fuel and fleet costs, and sector pricing reforms, we remain committed to responsible financial stewardship. Continued advocacy for fair and sustainable transport pricing will be critical to maintaining affordable, accessible services for our community.

I would like to thank our finance team and leadership for their diligence in managing resources prudently through a year of transformation. Their commitment has ensured we are well positioned to meet both operational needs and strategic goals in the years ahead.



Michael Howard

Treasurer

Chief Executive Officer's Report

This year represented a major turning point for Active Care Network as we successfully secured a direct Commonwealth contract for CHSP transport funding for 2025–2027.

This transition removed a significant layer of contractual liability, providing more stable funding and allowing us to plan and deliver services with greater confidence. It also positioned Active Care Network as a direct partner in the Commonwealth aged care reform agenda, rather than operating through an intermediary model.

Another major reform this year was the introduction of distance-based pricing from 1 October 2025. Historically, Active Care Network charged well below cost to protect vulnerable clients. This is no longer sustainable as funding models shift to unit-based pricing and costs continue to rise, including fuel, vehicle maintenance, insurance, wage increases and the Portable Long Service Leave Levy. Our distance-based pricing is in line with national CHSP Fee Frameworks. While a significant shift, this change ensures the long-term financial sustainability of services. Hardship provisions remain to protect vulnerable clients.

We know this change has been deeply felt by many clients, and our approach has been anchored in transparency, empathy and advocacy. We engaged directly with clients through advisory forums, letters, one-on-one conversations, and advocacy with local MPs to explain the changes and highlight the need for sustainable funding models that reflect the true cost of transport in peri-urban regions.

Operationally, we have centralised scheduling and intake, strengthened workforce structures and invested in system integration to deliver a more efficient and equitable service model.

Active Care Network delivered thousands of essential trips across the Hawkesbury, Penrith, Blue Mountains and Blacktown LGAs, connecting older people and people with disability to medical appointments, social activities and community services. The service remains central to our mission of reducing isolation and supporting independence.

The successful transition from Transport for NSW to direct Commonwealth contracting ensures funding stability through 2027. Additional contracts were renewed for the Community Transport Program (CTP) and Health Related Transport, strengthening the overall funding base.

Active Care Network enters 2025–26 with a stable funding base, an experienced workforce and a trusted community presence. We are ready to deliver through reform with confidence.



Jessica Innes

Chief Executive Officer

Workforce Strategy and Capability Report

The integration of Active Care’s workforce under the Community Culture umbrella provided consistency, communication clarity and shared values across all transport operations. This has strengthened our ability to deliver during major reform.

The Leaders Program supported emerging leaders in the transport network to build strategic leadership and people management capability. This investment is critical for a service that operates across multiple LGAs and relies on complex scheduling and client coordination.

Psychosocial risk assessments and leadership coaching were introduced to proactively manage risk and build team resilience. These measures support a safe and stable workforce during a period of significant change.

Volunteers continue to play a crucial role in delivering transport services. Engagement remained strong, and surge capacity was enhanced through the Volunteer Culture Project, which improves preparedness for emergencies and supports recruitment pathways.

The workforce was prepared for the Portable Long Service Leave scheme and the ongoing impacts of Award wage increases. These pressures are being managed carefully to maintain workforce stability and financial viability.

In 2025–26, Active Care Network will continue to invest in leadership capability, psychological safety, and volunteer engagement, ensuring the workforce is equipped to deliver consistent, reliable and sustainable transport services through reform.



Glenn Robinson

Executive Experience Officer

Audited Financial Report

The Audited Financial Accounts of Active Care Network for the financial year 2024-2025 are reported in the following pages. Active Care Networks 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 2025 is available on request.

Statement of Financial Position

Great Community Transport Incorporated
Statement of Financial Position
As at 30 June 2025

	Notes	2025 \$	2024 \$
Assets			
Current			
Cash and cash equivalents	6	2,158,243	1,780,513
Trade and other receivables	7	150,866	180,287
Other assets	8	11,434	3,554
Total current assets		2,320,543	1,964,354
Non-current			
Trade and other receivables	7	54,185	54,185
Property, plant and equipment	9	1,538,639	1,687,778
Right-of-use assets	10	513,535	647,501
Total non-current assets		2,106,359	2,389,464
Total assets		4,426,902	4,353,818
Liabilities			
Current			
Trade and other payables	11	448,653	461,730
Provisions	12	211,055	235,771
Lease liabilities	13	118,892	103,938
Other liabilities	14	6,101	6,101
Total current liabilities		784,701	807,540
Non-current			
Provisions	12	130,436	131,090
Lease liabilities	13	430,709	549,601
Total non-current liabilities		561,145	680,691
Total liabilities		1,345,846	1,488,231
Net assets		3,081,056	2,865,587
Equity			
Reserves		24,500	-
Accumulated funds		3,056,556	2,865,587
Total equity		3,081,056	2,865,587

Statement of Profit or Loss and Other Comprehensive Income

Great Community Transport Incorporated
Statement of Profit or Loss and Other Comprehensive Income
For the Financial Year Ended 30 June 2025

	Notes	2025 \$	2024 \$
Revenue			
Revenue from contracts with customers	4	7,519,562	6,274,781
Other income	5	114,879	101,609
Total revenue		7,634,441	6,376,390
Expenses			
Administration and other operating costs		(534,524)	(568,920)
Depreciation		(268,261)	(268,274)
Employee benefits		(3,885,002)	(4,608,190)
Finance costs		(47,562)	(12,336)
Impairment loss on trade receivables		(12,733)	(1,644)
Intercompany service expenses		(1,446,271)	-
Lease payments for short-term/low-value leases		-	(80,787)
Net loss on assets transferred		(12,486)	-
Service and transport-related expenses		(1,236,633)	(1,330,222)
Total expenses		(7,443,472)	(6,870,373)
Surplus/(deficit) before income tax		190,969	(493,983)
Income tax expense		-	-
Surplus/(deficit) for the year		190,969	(493,983)
Other comprehensive income:			
Revaluation of land and buildings		24,500	-
Total comprehensive income/(loss)		215,469	(493,983)

Statement of Cash Flows

Great Community Transport Incorporated
Statement of Cash Flows
For the Financial Year Ended 30 June 2025

	Notes	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from grants and customers		8,218,947	6,919,984
Donations received		376	1,572
Payments to suppliers and employees		(7,874,520)	(7,466,742)
Interest received		53,002	71,677
Interest paid		(47,562)	(12,336)
Net cash provided by/(used in) operating activities		350,243	(485,845)
Cash flows from investing activities			
Payments for property, plant and equipment		(3,842)	(757,773)
Proceeds from sale of property, plant and equipment		31,329	30,497
Net cash provided by/(used in) investing activities		27,487	(727,276)
Cash flows from financing activities		-	-
Net cash provided by financing activities		-	-
Net change in cash and cash equivalents		377,730	(1,213,121)
Cash and cash equivalents at beginning of financial year		1,780,513	2,993,634
Cash and cash equivalents at end of financial year	6	2,158,243	1,780,513

Statement of Changes in Equity

Great Community Transport Incorporated
Statement of Changes in Equity
For the Financial Year Ended 30 June 2025

Notes	Asset Revaluation Reserve \$	Accumulated Funds \$	Total Equity \$
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
Balance at 1 July 2024	-	2,865,587	2,865,587
Surplus for the year	-	190,969	190,969
Other comprehensive income:			
Revaluation of land and buildings	24,500	-	24,500
Total comprehensive income	24,500	190,969	215,469
Balance at 30 June 2025	24,500	3,056,556	3,081,056



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