



2021 | 2022
**Annual
Report**

Contents

Facts & Statistics	05
Acknowledgement	06
About St George Community Transport	08
Vision	10
Mission	11
Values	12
Strategic Goals	13
2022 at a Glance	14
Chairman's Report	16
CEO Report	19
Managers' Reports	24
Business Performance	26
Our Impact	28
Challenges	32
Future at STGCT	36
Governance	38
Meet Our Board Members	38
Governance Statement	40
Financial Reports	42
Treasurer's Report	42
Auditor's Independence Declaration to the Responsible Persons of St George Community Transport Limited	44
Statement of Profit or Loss and Other Comprehensive Income	45
Statement of Financial Position	46
Independent Audit Report to the members of St George Community Transport Limited	47
Our Supporters	49

The release of this announcement was authorised by the Board,
St George Community Transport | 1/29 Pitt St, Mortdale NSW 2223
| 1st August 2022 | © Copyright St George Community Transport







Facts & Statistics

8,231+ hours

One-on-one support provided to NDIS participants.

977

Shopping trips over 34 weeks

33,459

Individual local transport trips

9,689

Social outings trips over 34 weeks

66

Total number of staff

38

Total number of volunteers

2013

Total number of active clients



Busiest Vehicles

- John 3,396 trips
- Who Dunit 2,942 trips
- Alexa 2,817 trips
- Glenda 2,598 trips
- Bill 2,558 trips
- Kay 2,377 trips



Busiest Day of the week

- Thursday 10,358 trips
- Wednesday 9,656 trips
- Tuesday 9,371 trips



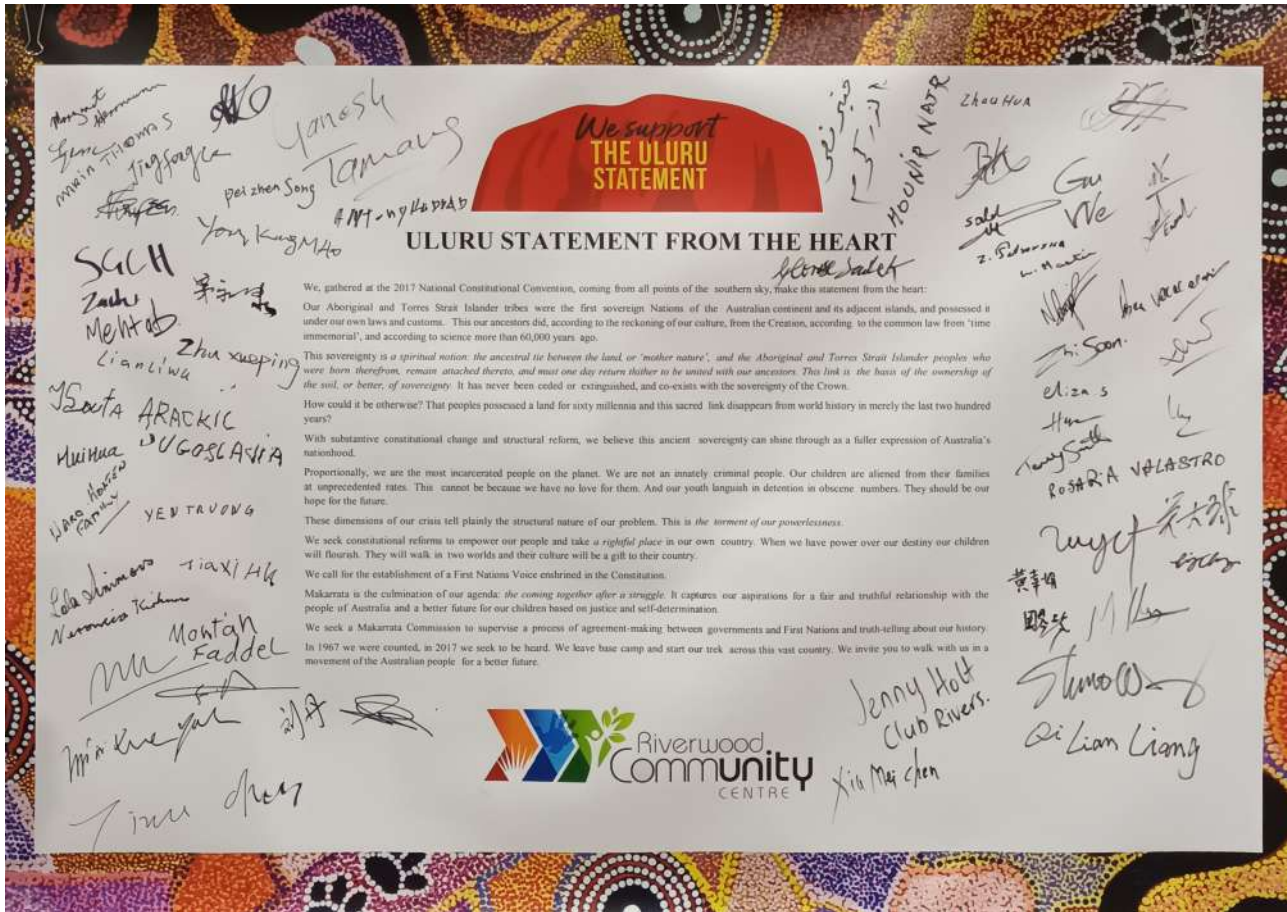
Trips by Funding Source

- CHSP 31,341 trips
- NDIS 7,693 trips
- Home Care Packages 3,038 trips
- CTP 2,526 trips
- Group Hire 1,616 trips



Total Funding and Grants received

- **Commonwealth Government**
CHSP : \$2,052,400
- **Transport for NSW**
CTP: \$119,736
- **NSW Department of Communities and Justice**
One-off grant: \$20,000
- **Commonwealth Government Sector Support & Development**
Grant 1 : \$25,015
Grant 2: \$21,500
- **Transport for NSW CALD Drivers**
Grant: \$175,189



Acknowledgement

St George Community Transport respectfully acknowledges the Bidjagal people of the Eora Nation, and all Traditional Owner groups across what is now known as the Georges River.

We pay our respect to Elders past and present and emerging. We are privileged to share the people, places, food, events and business of this area together.



ULURU S

We, gathered at the 2017 National Constitution
Our Aboriginal and Torres Strait Islander tr
under our own laws and customs. This our ance
immemorial', and according to science more tha
This sovereignty is a *spiritual notion: the ances
were born therefrom, remain attached thereto
the soil, or better, of sovereignty. It has never
How could it be otherwise? That peoples possess
years?*

With substantive constitutional change and str
nationhood.
Proportionally, we are the most incarcerated pe
at unprecedented rates. This cannot be becaus
hope for the future.

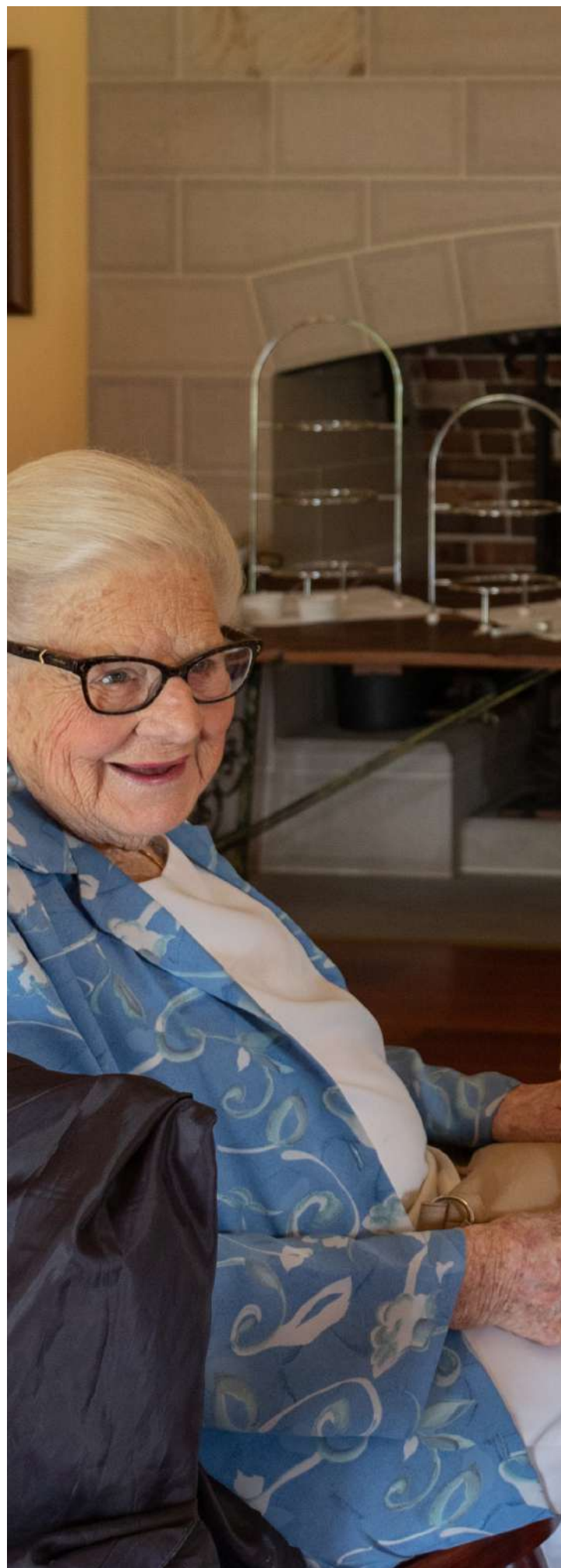
These dimensions of our crisis tell plainly the s
We seek constitutional reforms to empower our
will flourish. They will walk in two worlds and t
We call for the establishment of a First Nations V
Makarrata is the culmination of our agenda: *the
people of Australia and a better future for our ch
We seek a Makarrata Commission to supervise
In 1967 we were counted, in 2017 we seek to be
movement of the Australian people for a better fut*

About St George Community Transport

Established in 1983, we are a not-for-profit charitable company limited by guarantee. We have delivered community transport services for 39 years and have more recently diversified into social outings, health and well-being programs, NDIS services and volunteer home visiting programs.

We are committed to the long-term support of vulnerable people living in the St George Community. We operate in an ageing demographic and future changes in the aged care sector will require services from a stable, financially secure organisation.

Our social programs have encouraged clients to connect with new people and their community. They have also provided our clients with access to exercise activities and iPad classes to improve their physical and mental wellbeing.







VISION

Facilitate a good quality of life, strong connections and independence for our clients.

MISSION

At St George Community Transport, we are committed to achieving our vision to facilitate a good quality of life, strong connections and independence for our clients.

1

Enhance the independence of people in our community

By providing trusted and reliable services across multiple aspects of daily life, our team is dedicated to enabling clients in maintaining their independence both within their personal lives and within the community.

2

Facilitate people's ability to remain living in their own homes with dignity and choice

The information and services we provide are tailored to each individual client and drive targeted assistance that helps ensure a good quality of life.

We also provide resources for clients, friends, family, and the community which are designed to support our initiatives.

3

Provide support for vulnerable and disadvantaged individuals

Independence and quality of life are underpinned by being able to access support services that meet each individual's needs. We strive each day to ensure that their needs are met and assist whenever possible.

4

Foster autonomy and connections

By providing opportunities, information, and a suite of services, we aim to reduce isolation, and help people in our community to exercise their choice and control.

5

Offer quality, caring service

Care, compassion and experience are required to be a provider of choice within the community services sector, and our team embodies these traits.



VALUES

Safety

We commit to prioritising the safety of our clients when travelling or while they are receiving services at home and in the community. All staff undergo appropriate training, and we are constantly assessing our procedures to see where there are opportunities for improvements.

Respect

We foster a collaborative environment that respects and encourages the contributions of staff, volunteers, and clients. All contributions are valued equally, and we work hard to achieve the best outcome for all involved.

Integrity

We are governed by our Board, which leads our compliance with the legislation and standards under which we operate. It ensures and manages our financial viability and manages risks across all services.

STRATEGIC GOALS



Connect people with their community.



Embrace technology to improve services to consumers.



Modernise our brand to connect with our changing demographic.



Keep our consumers and staff safe.



Lead the organisation with strong ethics, quality systems and a highly skilled workforce.



Build sustainability so we can continue to provide services in the future.

Teamwork

We know that we can achieve more when we work together. We embrace diversity, encourage open communication, and share decision-making.

Excellence

We strive to continuously improve our service offering and provide our community with the resources they need to make positive choices in their lives.

We encourage excellence in our team members and reward those who display the ability to go above and beyond.

2022 AT A GLANCE

Total Income

FY18	\$2,754,979
FY19	\$3,002,778
FY20	\$3,484,318
FY21	\$3,929,625
FY22	\$3,631,260

NDIS One-on-One Income

FY21	\$412,347
FY22	\$653,656

NDIS Participants

FY21	95
FY22	125

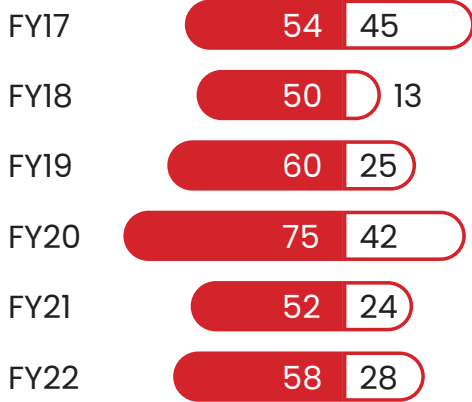
Total Assets

FY18	\$3,348,293
FY19	\$3,403,524
FY20	\$3,704,077
FY21	\$4,056,510
FY22	\$4,259,749

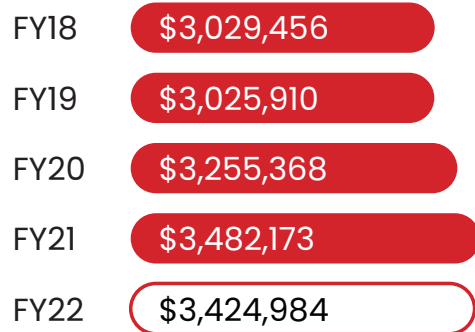
Total Trips

	Total	CHSP
FY20	57,875	37,954
FY21	56,367	36,892
FY22	46,213	31,341

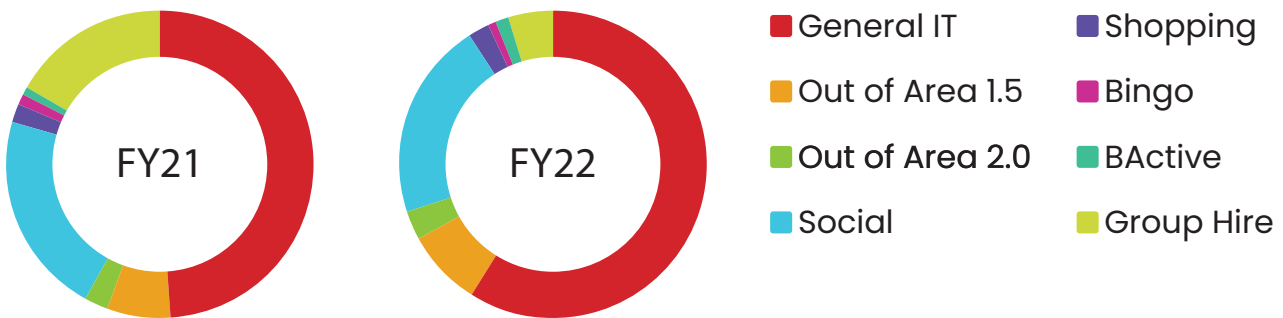
Compliments / Complaints



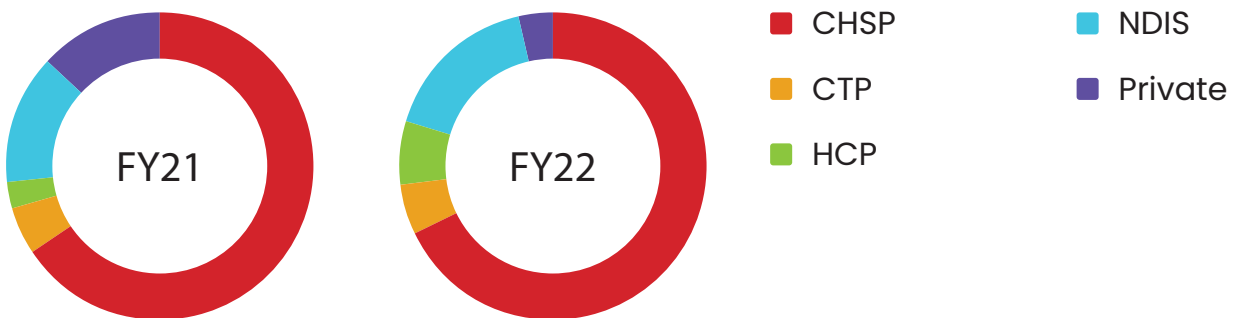
Equity



Trips by Service



Trips by Funding Source



CHAIRMAN'S REPORT

2022 was another year of providing essential community transport services, social outings and NDIS services under uncertain conditions and I am pleased to report that St George Community Transport (STGCT) finished the year in a sound operational and financial position. Notwithstanding many challenges we are very well placed for the year ahead.

Starting the financial year with the NSW Government lockdown meant that for the balance of the year it was going to be difficult to achieve our budgeted performance. Fortunately, we enjoy the support of a great team and the dedication, energy and commitment of Carol, the executive team, staff, and volunteers was such that we completed the year achieving most of our strategic objectives.

Operating under the uncertainties imposed by the pandemic quickly reset policies and procedures to ensure adherence to public health orders whilst protecting our team and clients.

The team continued to develop new services in response to demand from our clients and we received feedback from our client survey that our services



are well received and provide valuable community access options. The current range of activities that STGCT facilitate includes our individual and bus transport, social outings, NDIS services, the BActive program, home visiting, trips to the shopping centres and bingo.

Our social outings have been in high demand and despite the limitations imposed by COVID these have been



taken to another level in 2022 with overnight social outings to locations such as Mudgee and Canberra (Floriade). We are also trialling a Saturday transport service limited to within the local St George area.

The team also met the requirements imposed by NDIS Quality and Safeguards Commission and the NSW Point to Point Commission and produced unqualified financial reports

for the year ended 30 June 2022. Additionally, significant headway has been made in our application to become an Approved Home Care Provider which will expand our home care services to our older community.

We are now well seasoned in our new offices at Pitt Street Mortdale, with our drivers and carers adapting well to the new operating procedures required with our vehicle fleet depot being located at Lorraine Street Mortdale.

During the year you may have noticed some shiny new additions to our fleet. The changed operating conditions and fluctuating demand for our services has necessitated a continued overview of the capacity and utilisation of our vehicle fleet and adjustments have been made accordingly. This also has required changes to the vehicle options and required fitouts to ensure the continued safety, convenience, and comfort of our clients.

Notwithstanding the challenging operating environment during 2022, the improving operational performance together with various Federal and State Govt COVID supports places us in a strong financial position. This provides a sound platform for future investment in services to the community.

The Board and management continue to provide an appropriate level of governance for the organisation and during the year we were delighted to welcome several new directors, Ms Ashvini Ambihapahr, Mr John Harrison and Ms Janine Lundie. Janine, who has experience in clinical governance provides an essential domain skill, knowledge, and experience for our strategic objective in developing our home care services capability.

COVID 19 has meant that we have all needed to adapt and change according to the prevailing restrictions imposed on us. Despite operating in a period of anxiety, uncertainty, and caution, the team have focused on the needs of the client and pulled together to deliver excellent services.

As we know volunteers are an integral component of STGCT and we have been fortunate during the year to celebrate with the volunteers and to acknowledge the key contribution they make to the community.

STGCT's position has continued to thrive as an essential service provider. The continued provision of our services and the introduction of new initiatives whilst protecting and caring for our people and the community, has further reinforced STGCT position in the St George area.

We are very proud of STGCT and look forward to continuing to serve the community in 2023.

CHRIS TYLER
Chairperson



CEO REPORT

2021-2022 saw a return to business as usual towards the end of the financial year. It was a challenging start with the lockdowns caused by the pandemic in NSW for July, August, and September but as COVID restrictions began to lift, our clients slowly returned to their day-to-day activities.

The team at St George Community Transport (STGCT) has outdone themselves once again with their ongoing commitment and dedication to providing our services rain, hail, or shine. We celebrated the long service of 7 staff members, 1 driver achieving his 10-year badge and 6 staff receiving their 5-year badges. Our volunteers celebrated National Volunteer Week with a cruise on the Port Hacking River and we have been fortunate to

welcome many new volunteers into the fold.

Our new Finance Manager, Louise Musgrove, joined our team early in the financial year and she has made an excellent contribution to the financial management of STGCT. Our Marketing Coordinator, Deirdre Campbell moved on to a full-time position earlier in 2022 and this position is not being filled. At the end of June 2022, we had a full time equivalent workforce of 46 people




which comprised 37 paid staff and 9 volunteers. Our volunteer workforce was reduced due to the impact of COVID-19 but we are starting to see some renewed interest in volunteering. Our workforce comprises full time, part time and casual staff and volunteers. We have 104 people working with STGCT.

Our organisation continues to maintain a strong financial outlook. We planned for a deficit budget in 2021-2022 of \$140,000 due to the employment of two additional staff in social outings and NDIS services. Our result is a reduced deficit of \$57,190 thanks to our growth in NDIS services, transport for Home Care package clients and government assistance with Job Saver. In 2022-2023 we have budgeted for a loss of \$79,575 due to our planned

investment in rebranding to modernise our business with our broader range of services in transport, NDIS services, social outings and health and wellbeing programs.

Our fleet continues to grow with the purchase of two 11-seater Mercedes Sprinters in our private fleet. We replaced two contracted buses with a new 23-seater bus and an 11-seater sprinter, both of which can transport people travelling in wheelchairs. We service our community with 10 cars, 10 sprinters and 7 buses. We would like to express our thanks to the NSW Department of Health for the Toyota Camry they provide so that we may transport clients to and from the hospital, 5 days per week.

This year we have been very fortunate



to welcome three new Board members to our Governance Team, John Harrison, Ashvini Ambihapah and Janine Lundie. Christopher Tyler leads the Board as Chair, James Bai is Treasurer and Elizabeth Weston is Secretary. The Board is integral to the success of STGCT as it oversees the financial management and risk management of the business and drives our 2021-2024 strategic plan.

Connecting Communities

We are very proud of the success of our Community Partners initiative where three local organisations have formed an informal partnership to increase the number of services available to our clients. We have also hosted regular community events which provide valuable resources and guidance to our older population living in the St George area and their families. We launched Community Partners in April 2022, held our second event in June 2022 and our third event in October 2022 where our presenters spoke about planning for your future.

Refresh our Brand

Our Board and management team have reviewed and updated the organisation's Vision, Mission, and Values to reflect our expanded suite of services. Our core business is our transport service, and our other services are growing to meet demand.

Integral Governance

Our Board is committed to oversee the critical systems in the business. It is responsible for leading the Corporate Governance of the organisation and ensuring systems are in place to meet the legislative requirements of transport, aged care, and disability. The Board members bring a diverse set of qualifications, experience, and skills to our organisation. It is supported by two Board Sub-Committees that oversee Finance, Audit and Risk and the rebranding project.

Embracing Technology

We are introducing an electronic payment facility in our vehicles to enable our clients to pay for their services using a debit or credit card. We piloted in one vehicle initially and will roll out the facility to all vehicles over the next few months.

The Commonwealth Government approved our grant application under the Sector Support and Development initiative, to improve our online booking system and train our staff and clients in making online bookings through our website. We have produced an online guidebook to give our clients more support in using their computer, tablet, or phone to make a booking. We have certainly noticed a lot more online bookings coming through from other service providers and clients.



Transport for NSW have committed to fund the Centralised Transport Allocation Booking system (CTABS) for the community transport sector. This provides \$65,000 per annum in savings which we can direct to enhance service provision.

Nurture Sustainable Services

As the government continues to encourage community organisations to increase their outputs and improve efficiencies, businesses must build other sources of revenue to enable the continuity of much needed services to their communities.

We are registered to deliver a large variety of services to people with NDIS plans and we also operate the Sunshine Outings group for people with disability. This service has expanded extensively and in 2020-2021 we subsequently employed a part time coordinator for this service. With over 120 NDIS participants accessing services 24/7 we are certainly kept on our toes. We are very fortunate to have a wonderful Coordinator and a great group of Support Workers who go above and beyond when caring for our participants. Our social outings and individual transport trips have extended to the weekends and as new drivers join our organisation, we will be able to further expand these services.

Client Safety

The safety of our clients and staff is paramount. The Fleet Management team and the Finance Audit and Risk Board Committee continue to look at risks across all facets of our business. The complaints and incidents are reviewed monthly and internal audits further investigate any possible gaps in our current service delivery, safety and compliance.

I would like to thank all the Board members for their support throughout the year and would also like to make a special mention of the two incredible managers who work alongside me, Nurina Simpson and Louise Musgrove who both make an outstanding contribution to our organisation. I am also supported by the rest of my team, Shannon MacRae, Tracey Mitchell, Amalia Betihavas and Mark Scheuer who also go above and beyond every day to look after our clients and our fleet. I am proud and privileged to be working with such a caring and dedicated team.

CAROL STRACHAN
Chief Executive Officer



MANAGERS' REPORTS

Nurina Simpson

Manager Consumer Engagement

Throughout the year I heard a new phrase being repeated over and over, 'the new normal'. It has certainly been a year of adjustment, settling back into living life and doing all those things we were enjoying before lockdowns and COVID. The new normal includes following Public Health Orders, ensuring the team is fully vaccinated, sanitising vehicles and supporting the amazing team that deliver all the services that STGCT has to offer.

I am so proud of my team, who carried a personal sense of responsibility to endeavour to keep everyone as safe as possible when travelling and continue to do so. It has been a challenge with an increase in so many

contracting COVID & influenza. We continue to help where we can and have even delivered groceries to team members isolating at home whilst infected.

The last year has seen a gradual increase in our bookings, and social outings continue to grow in popularity. I was very fortunate to attend the overnight trips to Mudgee and I was very touched by the joy, excitement, social delight, and sense of renewed freedom that we all shared.

I look forward to the year ahead in supporting all of STGCT's clients and team members to achieve their goals of renewed opportunity, travel and reconnecting.



Louise Musgrove
Finance Manager

My role as Finance Manager is primarily focused on the financial wellbeing of STGCT. This involves preparation of our financial reports and KPIs, our budgets and forecasts, as well as ensuring we comply with all the statutory requirements that apply to charities such as ours.

I have taken up the role since Simon Flack retired in September 2021. It was a strange time, to start a new role with the City in lockdown, needing permission to enter the St George Area and with many colleagues working from home. It has been great to have the office in full swing in the second half of the year with both employees

and volunteers returning. There is a wealth of knowledge here to learn from.

A special thank you to our hardworking, knowledgeable, and kind-hearted Senior Finance Officer, Julie Dimitropoulos who diligently keeps our financial records and has been patient as I have learnt the ropes.

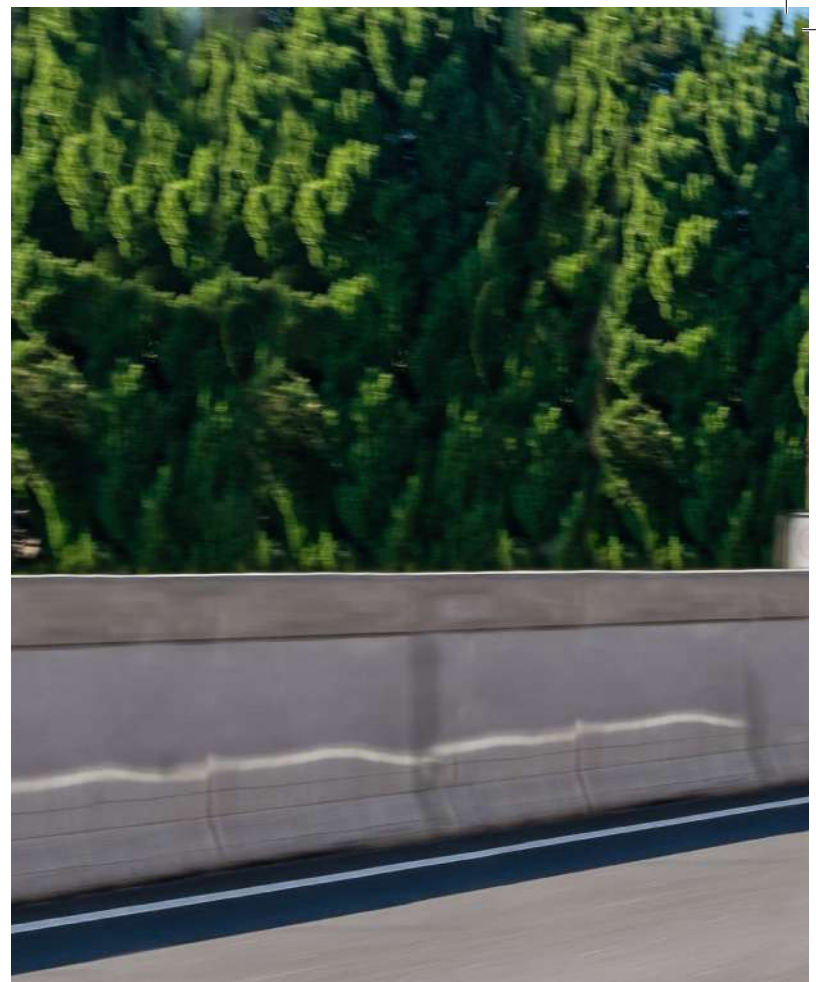
It has been wonderful to join an organisation which is so committed to providing high quality services and care to the community it is part of, providing so much more than transport from A to B.

BUSINESS PERFORMANCE

2021-2022 has certainly tested our ability to manage client demand in constantly changing circumstances. The year commenced with a 2-3 month lock down due the outbreak of the delta variant of COVID-19. We continued to deliver transport services and one-on-one NDIS services, but shopping and social outings trips were placed on hold.

We delivered 31,341 trips to our CHSP cohort, only 58% of our requirements under our Transport for NSW contract. Many of our clients have returned to our services but there is resistance from some people who feel they are more vulnerable and are choosing to stay at home. Towards the end of the financial year, we saw a return to normal service. Our transport services to NDIS participants have increased despite COVID-19 and continue to grow as the service is promoted to the sector.

We delivered 46,213 trips to our community. Trips to our funded clients comprised 73.4% of total trips and 16.6% were delivered to NDIS participants. Our clients travel with us for many reasons and during 2021-22, 60% of all individual transport clients travelled to their medical or personal appointments, 21% attended



social outings, 11% travelled outside the St George area and 5% utilised our Bus Hire service. Compared with the previous year, we saw a shift from group bus hire to individual transport.

Earnings from one-on-one support for NDIS participants increased by 58% to \$653,656 from \$412,217 in the previous year, thanks to the hard work of our new NDIS Coordinator and her fantastic team of Support Workers.

The number of home care package clients travelling with us has almost doubled this year as more and more aged care clients across the St George area moved from Commonwealth Home Support Program to Home Care Package services. The funding for a home care package stays with the client and is often overseen by a case



manager. We have a good relationship with many home care package providers in the St George area and thank them for their ongoing support.

We have successfully promoted the services we offer to the ATSI community and to the non-English native speaking communities within the St George area, thanks to our bi-lingual staff in the administration and direct service teams. Our new Chinese social outings have become a regular feature of our monthly social outings program and the clients are comfortable with our Chinese speaking driver and carer in attendance for the trips.

Our buses travelled 101,415 kilometres during the year but were only utilised 45.8% of the time due to the low demand from aged care facilities,

community groups, other private groups and the closure of the social outings program during the COVID-19 locked down months. The vehicles that deliver individual transport travelled 316,757 kilometres and were only utilised at 64.3% of capacity. We continue to maintain our fleet of 27 vehicles and are fortunate to have access to a car from the Department of Health to support people travelling to the local public hospital.

Our financial results have outperformed our budget due to the growth in NDIS income, the support of the government with Job Saver and the team curtailing expenses given the decline in the demand for transport services.

OUR IMPACT

St George Community Transport is responsible for supporting the vulnerable members of our community through the provision of our services, referral to other services or by providing important information and resources as needed.

We conduct an annual client survey and seek feedback from our clients throughout the year which guides our implementation of new services and programs. In April 2022, 125 clients responded and provided very positive feedback about our carers and drivers, our office administration team, and our services.



Variety



Recommend STGCT

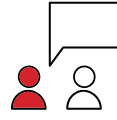


Confidence in Providing Feedback





Vehicle Comfort and Safety



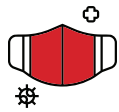
Comfort in Speaking to a Manager



Cost



Overall Satisfaction with STCGT



STGCT's COVID Response



Community Feedback

One of our clients who has been with us for many years comments,

"My husband and I hold STGCT in very high esteem for the staff, both in the office and in the vehicles. We have the most enjoyable outings to various places and the drivers, and the carers are wonderful at looking after all the clients travelling in the buses and also when we go to lunch. This service means a lot to our elderly people as it allows us to be out and about to different places. We hope you keep up your good service."

One of our clients has taken advantage of a couple of our services. She comments,

"I am very grateful to STGCT service. It is such a help to get me to medical appointments. I also have been having home care cleaning services. Katy is an absolute gem; I am so grateful for her help."

We are very pleased to see that our clients who start using our individual transport service to get to medical appointments then learn about our social outings,

"We have been using STGCT since 2011, firstly for medical transport and then from approximately 2017 in social outings where we meet and make good friends with other clients. Keep up the wonderful job."

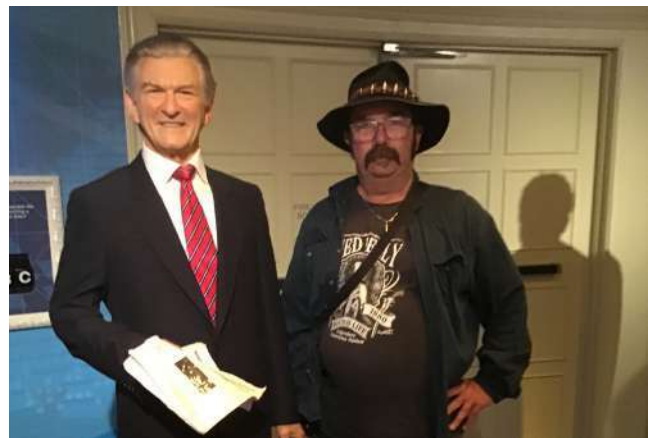


Our Volunteer Home Visiting Program is now coordinated by Robyn Gray. Robyn looks after a group of volunteers to deliver regular social support services to our clients who are feeling isolated or lonely. Our volunteers have certainly supported our clients through some challenging experiences, and their companionship and support has made a big difference to their quality of life.

The BActive program evolves with requests from our clients. The activities give our clients the opportunity to exercise their body and mind, whether it be aqua aerobics at Peakhurst IRT with the lovely Cassie or iPad classes with Neil.

Transport services have extended to Saturdays and our social outings now include overnight trips for 2-3 days to give our clients a short holiday with the support of our team.

We conducted a Home Care Services trial during the first half of 2022 to demonstrate our ability and capacity to deliver home care services to our clients. The organisation funded this service and asked the participants for a small financial contribution. We received positive feedback from every client who remarked on the difference the services made to their week. This trial provides good evidence to support our Approved Home Care Package application.



CHALLENGES

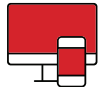
Our Workforce

The retention of staff and volunteers continues to present challenges to the aged care and disability sectors. This problem is not going to be resolved quickly and STGCT will need to offer its staff and new employees life-work balance, security, flexibility, a career

path and value in what we do. Working in this sector requires a unique set of skills to deal with people with very specific needs.

Our sector has experienced significant change in the past 5 years and our future looks even more challenging.

We are faced with:



Changes in technology

We have access to new technologies but implementation and training costs can be significant.



Market Forces

In Aged Care and NDIS there are many new entrants in the market including for profit organisations in an environment which has always been collaborative, and client focused. There is a greater demand for services with limited resource availability. The forces of demand and supply do not work as they might in other sectors because we are working with vulnerable clients with very real needs and limitations in their capacity to financially contribute to services received.



People

Skilled workers are a scarce commodity and the demand for services will supersede the available resources over the next 5-10 years. The sector is demanding personalised, consumer driven services of a workforce that is accountable to an increasingly restrictive industrial instrument.



Costs

In 2022-23 funding will increase for STGCT by 2.0% and the Commonwealth Government has increased trip targets by 10.6%. Wages for the team have increased by 4.6% and fuel costs are at least 40% more expensive than they were at the end of 2021. Additional allowances have been introduced in the Social, Community, Home Care and Disability Services Industry Award and the minimum hours for Home Care employees has increased.



Pandemic

Since March 2020 the outputs for STGCT have been impacted by the pandemic. However, where we could not deliver trips to our clients and staff, we were able to stay in touch with them to ensure they were keeping well. Our transport services assisted with the delivery of meals for St George Meal on Wheels and delivered toilet paper in Greater Sydney. We provided one on one shopping support and collected lists of groceries for our clients. Our workforce rose to the challenge and continued to deliver services amid the face masks, hand sanitiser and thermometers.



In NSW 21% of our population is 65 years and older and in December 2020, 27% of this group were accessing aged care services. This equates to 1,294,200 residents in NSW who are 65 years or older, 349,795 of whom are accessing aged care services and 276,667 of whom are accessing the Commonwealth Home Support and Home Care Package programs. As at December 2021, there were 153,585 active NDIS participants in NSW and this is anticipated to increase to 267,800 (74% increase) by 2030.

We work in a sector that employs 13.6% of the workforce in NSW. The healthcare and social assistance workforce is the fastest growing sector in the economy. We can expect growth of between 14% and 17% over the next 5 years, with the biggest area of demand in personal care and assistance.

Of the services available under CHSP, transport is the most recommended service in NSW at 14.8%.

We have a lot of data available to us and the question is how we translate this information into positive actions for our organisation. Our recruitment, working conditions, career pathways, training and development, and pay and conditions are critical in attracting and retaining quality staff.

The 'great resignation' has taught us that our employees need security, a work-life balance, flexibility, a clearly defined career path and to value what they do in their employment.

Support at Home Program

The new 'Support at Home' Program will commence on 1 July 2024 and will mean significant changes for the sector.

St George Community Transport acknowledges the support that has been provided by the NSW Community Transport Peak Body in representing community transport organisations. The changes in the program aim to support older Australians by assessing their individual needs for service and providing individualised care plans which are continually reviewed according to the changing needs or circumstances of the client. A new assessment tool will be developed under a single assessment system. Service Providers will lodge completed services in a Government-operated software portal which will prompt the payment for the trip at national unit-costed fees. If the cost base does not cover the cost of the service, the service provider may seek an additional contribution from the client.

The Centre for Health Service Development at the Australian

Health Services Research Institute from the University of Wollongong, conducted a study to demonstrate how the Australian National Aged Care Classification (AN-ACC) can be extended from residential aged care to community transport via an alternative model currently proposed by the Australian Government in the 'Support at Home Program.' The program is a significant shift from a grant funded model to a 'fee for service' payment in arrears model, which raises concerns for the sustainability of services. The AN-ACC model provides stability in funding as it recognises the fixed costs in delivering services to all consumers as well as the variable costs of operating a service. The Community Transport Peak Body worked with AN-ACC to develop a funding model that could be integrated with residential aged care so that there is one system for all aged care.

A Sydney metropolitan community transport service provider estimates that an average of 65% of community transport costs relate to capacity and 35% relate to activity. The proposed funding model accounts for trips only and ignores the many other contributions the services provide to its clients. Operating a fleet of vehicles incurs a large fixed annual cost which ensures the safety of its staff and clients.

FUTURE AT STGCT

Preparing for the Support at Home Program

Our preparations have been underway for several years. We strive to be financially independent and are in a strong financial position to undertake a new challenge. We have introduced new client programs in accordance with demand. Services to our NDIS One-on-One participants have doubled in the last year and private transport trips contribute to almost 30% of our total transport services.

Partnering with other Stakeholders

In April 2022 we launched Community Partners, a collaboration between St George Community Transport, Kogarah Community Services and Home Modification Solutions. This partnership aims to provide cross referral services to our clients, to support them in their endeavours to access aged care services. We are committed to four events per year to give people in our community the information and resources they need to assist them in planning their lives as their needs change. The topics we have covered include: understanding how to access aged care services, the importance of a detailed Will, Powers of Attorney and Enduring Guardianship, End of Life Plans and the importance of staying active – 'If you don't use it you will lose it.' The events have proved

very popular and we look forward to continuing to bring people together.

Building new sustainable services

We are applying to become an Approved Home Care Package provider so that we can support our current clients as their needs increase. In the last 3 years we have focused on reducing fixed costs to remain adaptable to the changes to government funding. We are fortunate to have a highly skilled team who can deliver in-house training. We moved premises in October 2020 and halved our office lease costs. We have reviewed all supplier contracts to negotiate competitive rates for insurance, external audits, office equipment and supplies. Our expansion into other NDIS services has been very successful and we hope to continue in this vein in 2022-23.

Rebranding the organisation

It is time to freshen up our logo and brand ready for a new era in aged care services. A Board Committee and senior managers are working very hard to bring our name, logo, marketing collateral and website up to date with our new and current services. Change can have its challenges and will we always treasure those things that make us St George Community Transport, which includes operating in the St George region, serving and connecting the people in our community.



Governance

MEET OUR BOARD MEMBERS



Chris Tyler

STGCT's governance body provides a sound framework for the

organisation to establish and achieve its strategic objectives and the continued delivery of our services for our clients.

A strong and effective management team and governance framework is essential for continuation of the confidence that our stakeholders have in STGCT and supporting the continuation of NSW Government funding.



Ashvini Ambhaipahar

It has been nearly a year since joining as a volunteer board member

and I am so excited to continue my commitment to the organisation to ensure that our organisation continues to provide the best quality service in the community. I will continue to strive to achieve excellence, accountability and integrity for the clients, board members, volunteers and staff of this great organisation.



Stephen Downes

I joined the Board 4 years ago. I have enjoyed contributing to the

finance & risk management and fleet management of the organisation through Board subcommittees. STGCT is in a sound financial position which allows us to continue to expand the range of high-quality services to our community. STGCT services assist our community to remain independent and stay connected with the wider community. It's a great organisation filled with passionate, dedicated people.



Elizabeth Weston

I believe that our clients can feel secure in the contribution

of Board members because of the trust, goodwill and stability we have collectively generated. I'd like to think that the governance, legal lens and experience I bring to bear, enhances that contribution. As a local, I'm proud to volunteer my time to be part of St George Community Transport as this organisation has such a worthwhile purpose in connecting members of our community.



Janine Lundie

I am pleased to have joined the Board of St George Community

Transport in January 2022. As a registered nurse with a background in health and aged care, I am committed to supporting the organisation to provide safe and high quality care and services to enable good outcomes for clients. I look forward to continuing to work with the Board and executive, providing good governance and supporting the organisation to achieve its strategic priorities.



Jimmy Bai

In my nearly seven years as a Board Member, and as the Treasurer

since 2021, I am inspired by the sense of community fostered by STGCT and want to ensure that our clients continue to feel safe and secure in the care of their community transport provider who prioritises their needs.

I remain dedicated to our mission to genuinely improve lives and am so appreciative of the perseverance shown by our staff and volunteers in recent times. I hope everyone connected to STGCT takes comfort in knowing that every dollar spent, every ride taken, and every piece of feedback is carefully considered and flows into our strategic decision-making as the governing body.



Nicole Shelley

The governance of our Board ensures our organisation can

provide its mission to our clients and the St George Community. One of our strategic goals is client and staff security and safety. Our work as directors is to ensure the governance framework supports this. Feeling safe, secure and independent is central to our health.



John Harrison

As a volunteer driver I am constantly buoyed by the positive feedback

I get from our clients regarding the services we provide. Their comments reinforce to me the high regard they have for STGCT and the important role it plays enabling them to maintain their lives with both independence of movement and connection with broader communities. As a Board member I hope to contribute in any way I can to assist the Board and management with strategic planning, governance and operation of STGCT to ensure its great work continues well into the future. I believe all STGCT management and staff to be dedicated and compassionate people who consistently demonstrate that only the needs of our clients are at the forefront of everything they do.



GOVERNANCE STATEMENT

Good corporate governance and sound risk management practices are fundamental to the integral management of St George Community Transport. Our Board of eight members bring with them a broad range of skills and experience to support the organisation. The Board has worked towards the 2021-2024

strategic plan for the last 12 months and has supported the CEO and the management team through the COVID-19 pandemic.

The Board meets bi-monthly and hosts Sub-Committee meetings to delve deeper into the financial and fleet management of the organisation



and new projects that require their expertise and advice. The Finance, Audit and Risk Committee monitor financial performance against budget. WSC Group was appointed to conduct an audit of the financial accounts and report to members.

The organisation is compliant with the Aged Care Quality Standards, the National Disability Practice Standards, the NSW Point to Point Legislation, the Bus Operator Accreditation Scheme, and the Australian Accounting Standards. The CEO is responsible to achieve key performance indicators prescribed by Transport for NSW and to achieve outputs attached to Commonwealth and State government funding.

The Board and senior management oversee the risk management framework for identifying, assessing, mitigating, and monitoring material

risks arising from service delivery and encourages a positive culture towards safety for clients, volunteers, staff and the general public.

Board Directors must declare any conflict of interest arising from their attendance at a specific meeting. The Chair is responsible for the efficient conduct of the Board's meetings, setting the agenda, and facilitating the work of the board at its meetings. The organisation seeks continuous improvement across all services, and this is encouraged by Board members with their regular review of feedback and incidents. Internal audits are conducted for Corporate Services and Operations which provide a useful tool to highlight any gaps in compliance or non-conformance against organisation policies and procedures.

Financial Reports

TREASURER'S REPORT

Once again COVID 19 presented challenges to our financial performance. However, as our community and lives opened up once more, we have seen a strong come back in the latter part of 2021-22.

In line with expectations for the year, St George Community Transport reported a deficit of \$57.2k This deficit was anticipated due to additional staffing costs to support our growth in NDIS support work and social outings. Furthermore, the lockdowns in the first half of the year halted both our own social outings program and bus hire to other community organisations and aged care facilities, negatively impacting our bottom line.

In positive news, our NDIS one-on-one support business continues to thrive with 58% increase in revenue over the prior year. State Government COVID support in JobSaver and successful application for additional Community Support Grants also buoyed our revenue such that total revenue was \$3.6m a reduction of 7.6% on 2021.

Expenses for the financial year remained static compared with the prior year at \$3.7m. Combined staff remuneration and fleet costs make up 84.6% of all costs.



Despite the challenges imposed by the pandemic our financial position remains very strong. Our Balance Sheet is in great shape with Current Assets of \$3.3m compared to Current Liabilities of \$0.7m whilst our overall cash reserves of \$3.2m and members equity of \$3.4m provide a great foundation for the future.

The Board and Management team continue to work hard to identify opportunities to guide STGCT on a pathway to long term sustainability. This includes continuing to provide NDIS services, building our social outings program and controlling



operating expenses as we move towards a new government funding model for our transport service from July 2024.

The Board continues to work with the management and staff to mitigate risk. This year a new Auditor, WSC Group was appointed and focused their audit on our fixed asset valuations, employee entitlements and revenue measurement. Furthermore, St George Community Transport conducts self-assessment audits to ensure compliance with Point to Point and BOAS legislation, which from a client perspective, means that our fleet of

vehicles continue to meet the safety standards and our drivers and carers are appropriately qualified and trained.

STGCT is currently in a very healthy financial position and preparing for the future. This position reflects the continued hard work of our Board, employees, volunteers and many other stakeholders, and I would like to take this opportunity to thank them all for their efforts.

JAMES BAI
Treasurer



AUDITOR'S INDEPENDENCE DECLARATION TO THE RESPONSIBLE PERSONS OF ST GEORGE COMMUNITY TRANSPORT LIMITED

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2022, there have been:

- i. no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit*; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

WSC GROUP - AUDIT PTY LTD

A handwritten signature in black ink, appearing to read 'A F Gilbert', positioned above a horizontal red line.

A F GILBERT
CA Director

8th September 2022

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	2022	2021
Revenue and other income		
Revenue	3,560,094	3,443,137
Finance income	10,909	22,538
Other income	60,257	463,950
TOTAL REVENUE AND OTHER INCOME	3,631,260	3,929,625
Expenses		
Employee benefits expense	(2,825,675)	(2,707,449)
Depreciation and amortisation expense	(147,757)	(162,546)
Transport costs	(294,592)	(287,995)
Insurance expense	(66,964)	(124,481)
Lease expenses	(84,449)	(64,390)
Administration expenses	(89,492)	(121,349)
Volunteer costs & reimbursements	(54,347)	(87,486)
Other operating expenses	(125,174)	(147,123)
Total expenses	(3,688,450)	(3,702,819)
(Deficit)/Surplus before income tax	(57,190)	226,806
Income tax expense	-	-
TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE YEAR	(57,190)	226,806

STATEMENT OF FINANCIAL POSITION

	2022	2021
ASSETS		
Current Assets		
Cash and cash equivalents	823,600	621,065
Trade and other receivables	153,223	157,354
Other financial assets	2,344,722	2,329,044
Other assets	25,583	35,564
TOTAL CURRENT ASSETS	3,347,128	3,143,027
Non-Current Assets		
Property, plant and equipment	912,621	913,484
TOTAL NON-CURRENT ASSETS	912,621	913,484
TOTAL ASSETS	4,259,749	4,056,511
LIABILITIES		
Current Liabilities		
Trade and other payables	204,136	224,818
Employee benefits	255,564	278,007
Other financial liabilities	274,565	-
TOTAL CURRENT LIABILITIES	734,265	502,826
Non-Current Liabilities		
Employee benefits	100,500	71,512
TOTAL NON-CURRENT LIABILITIES	100,500	71,512
TOTAL LIABILITIES	834,765	574,338
NET ASSETS	3,424,984	3,482,173
EQUITY		
Reserves	1,089,483	1,089,483
Retained earnings	2,335,501	2,392,690
	3,424,984	3,482,173
TOTAL EQUITY	3,424,984	3,482,173



INDEPENDENT AUDIT REPORT TO THE MEMBERS OF ST GEORGE COMMUNITY TRANSPORT LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of St George Community Transport Limited, which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the responsible persons' declaration.

In our opinion the financial report of St George Community Transport Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- i. giving a true and fair view of the Registered Entity's financial position as at 30 June 2022 and of its financial performance for the year ended; and
- ii. complying with Australian Accounting Standards and Division 60 of the *Australian Charities*

and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Responsible Entities for the Financial Report

The responsible persons of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible persons are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Registered Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Registered Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

WSC GROUP - AUDIT PTY LTD



A F GILBERT
CA Director

8th September 2022

Our Supporters

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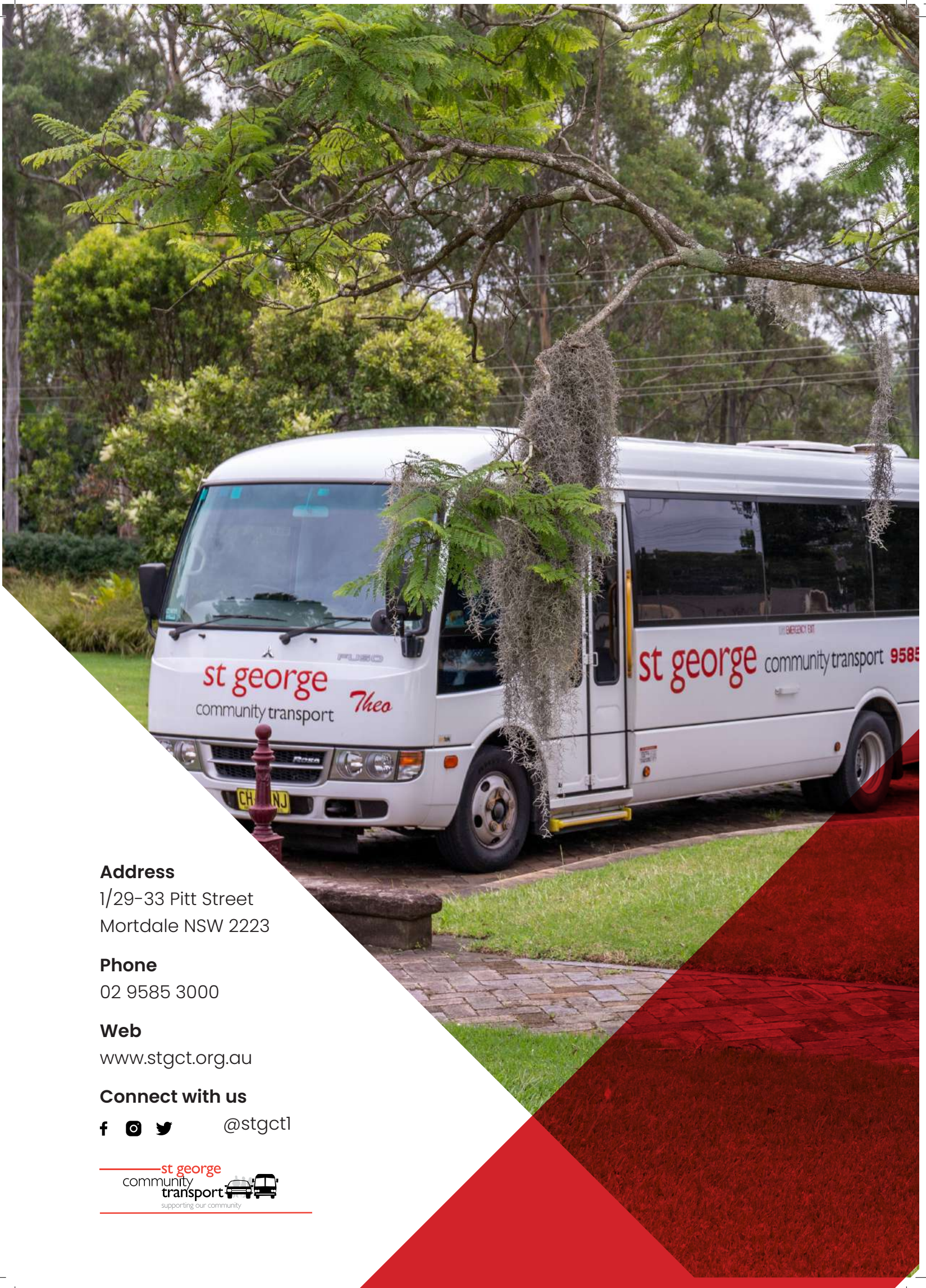


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