

**Transit***Care*

*Connecting people to their communities*

2023/24

# ANNUAL REPORT





*TransitCare congratulates Victoria Jackson, our Driver of the Year for 2023.*

# Contents

**SECTION 1: EXECUTIVE SUMMARY..... 4**

About TransitCare Limited ..... 4

Our Services ..... 5

2023/2024 Key Indicators..... 6

From the Chairman ..... 7

From the Chief Executive Officer ..... 8

About our Organisation..... 9

Board Members..... 10

Key Staff..... 12

**SECTION 2: PERFORMANCE TRENDS ..... 16**

Background ..... 16

2023/2024 Patronage Data ..... 16

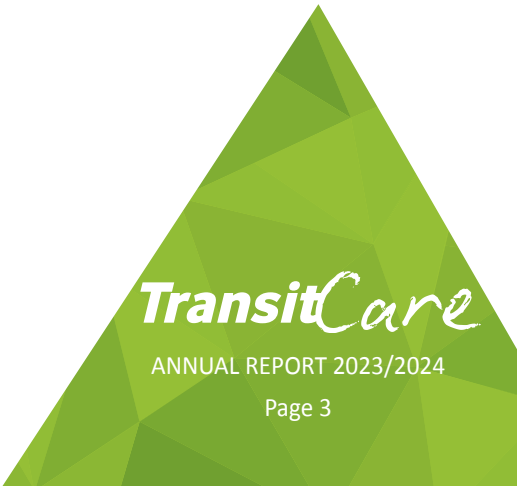
**SECTION 3: FINANCIAL REPORTING..... 21**

Finance Director’s Report 2022/2023 ..... 21

Income and Expenses ..... 22

Directors’ Declaration..... 24

Statement by Auditors..... 25



# Section 1: Executive Summary

## About TransitCare Limited

TransitCare Limited is a not-for-profit organisation that provides community transport and other services to eligible clients in Brisbane South, Logan, Redlands, Gold Coast, Scenic Rim, Townsville, Charters Towers, Ingham, Cairns and surrounding areas.

We are funded by the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts. These programmes provide transport and support services to assist frail and elderly people, people with disabilities, NDIS participants and Home Care Package holders so that they can live independently in their own homes and remain connected to their communities.

### Our Vision

Connecting people to their communities.

### Our Purpose

Supporting access to community inclusion, participation, and independence.

### Our Values

**Safety:** We will not compromise safety – we work to protect ourselves and others and aim to achieve an injury-free workplace.

**Service:** We maintain the highest levels of service and act with integrity, empathy, and professionalism.

**Relationships:** We work collaboratively with our colleagues, clients, partners, and suppliers to promote growth and opportunities for all.

**Quality:** We work within a quality framework to continuously improve our service provision.

**Sustainability:** Our actions are sustainable and ethical. Our first priority is to ensure the longevity of our service. We look for ways to minimise our environmental impact on the communities in which we work.



# Our Services

TransitCare operates a shared-use mobility centre for coordinating transport services for transport disadvantaged, frail aged and people with disability who live in Brisbane South, Logan, Redlands, Gold Coast, Scenic Rim, Townsville, Charters Towers, Ingham, Cairns and surrounding areas.

Clients can access our services by registering with us or through My Aged Care and having their eligibility and individual needs assessed. If eligible, customers can use TransitCare for shopping and banking, social outings, medical or health related appointments and visiting friends.

Bookings can be made by phone, email or online.

## Agency Transport

We have built mutually beneficial relationships with many agencies including the Queensland Ambulance Service and have provided brokered or contracted transport to their clients for a number of years.

We can tailor transport solutions to the specific needs of agencies including the management of their fleet vehicles.

We provide point-to-point transport for agency clients and group transport including social support outings. This means agencies can purchase empty seats on our transport infrastructure at a lower price than operating their own fleet. Bookings can be made electronically or by phone.

## Social Support

Our Social Support outings go to a variety of destinations. We provide both half-day and full-day trips. These trips include a drive in the country, lunch and entertainment at a club, or a visit to the seaside for fish and chips, which is always popular.

We also organise Community Flyer Adventures for clients with higher levels of mobility, Men on the Move (for men who want to get together with their mates) and Women Who Wander (for women who love shopping, dining and experiences). These trips each go out once a month and are suitable for those who enjoy day tripping and are interested in meeting new people.

TransitCare offers group travel day trips in our 40 seater, air conditioned and comfortable coach for people living in retirement villages or who belong to senior social clubs. From our humble start with one village in mid-2021, then coming to a halt because of COVID lockdowns and outbreaks throughout early 2022, over 20 villages and clubs have joined this travel programme and are getting out and about with us regularly to some fabulous locations. We have travelled to places as far away as Maleny, Murwillumbah, Eumundi, Toowoomba, and the Scenic Rim and as close as Wynnum, Cleveland, Brisbane City, Samford, Redcliffe and Redlands.

We also offer a Centre-based care programme for Logan clients which allows people to come together to join in with a variety of activities. This programme offers friendship and social support along with activities to build and maintain flexibility, mobility and strength and activities for increased brain stimulation.

***Client Feedback: I would to thank TransitCare very sincerely for the kind, courteous and friendly service that you provide. Away from my family, I have relied on your Service when I have been too unwell to travel alone to medical appointments. Always, the drivers are lovely and their care and thoughtfulness is appreciated so much more than is realised. The work they do, the care and kindness they extend to each of their clients means so much more than they can possibly know.***

**TransitCare**

ANNUAL REPORT 2023/2024

Page 5

# 2023/2024 Key Indicators

## Kilometres travelled

Brisbane: 2,163,409  
Townsville: 1,412,563  
Cairns: 375,581  
Gold Coast: 142,355

## Suburbs serviced

Brisbane: 282  
Townsville: 132  
Cairns: 68  
Gold Coast: 86

## Average trip time

Brisbane: 29mins  
Townsville: 22.9mins  
Cairns: 14.9mins  
Gold Coast: 36mins

## Trips per month

Brisbane: 13,787  
Townsville: 6,318  
Cairns: 4,513  
Gold Coast: 682

## Volunteers

Brisbane: 38  
Townsville: 3  
Cairns: 1  
Gold Coast: 1

## Staff

Brisbane: FT 55, PT 36, Cas 21  
Townsville: FT 9, PT 8, Cas 11  
Cairns: FT 5, PT 2, Cas 11  
Gold Coast: FT 3, Cas 7

## Average Fuel price per month

Brisbane: UL \$1.88, D \$1.77  
Townsville: UL \$1.88, D \$1.75  
Cairns: UL \$1.74, D \$1.73  
Gold Coast: UL \$1.76, D \$1.70

## Average toll cost per month

Brisbane: \$6,105



# From the Chairman

TransitCare has had another successful year with solid growth and many opportunities ahead of us. The impact of COVID has long gone, our trip numbers have reached record highs in all our regions and our social support functions and outings are slowly but surely climbing back to their pre-COVID levels.

Our Home Care division grew but unfortunately not to the level that makes it sustainable long term. The issue has always been attracting high quality staff that will deliver on the impeccable standards TransitCare desires. That, coupled with significant changes and more stringent standards coming out of the Aged Care Royal Commission, has meant that post the end of the financial year, we have made the reluctant decision to exit this business.

Geographically, our Townsville and Cairns operations have grown nicely as has the Gold Coast where we are continuing to make great inroads. Our Mount Tamborine services is starting to show good returns as the service uptake improves. We have the opportunity to expand our services elsewhere and are exploring those. Operationally we are continuing to invest in technology and continuing to enhance our staff training and capabilities.

Our financial results show a small surplus which significantly exceeded budget in a year of expected challenges. This is a solid result and includes accounting for our bond investments. Our balance sheet is strong and reflects Net Assets of over \$10m. That has enabled the decision to invest in the purchase of our own dedicated premises. That is exciting and will provide us with the space for the team to be all together and to have dedicated resources for social support, not to mention our ever-expanding fleet of vehicles.

The coming year promises to be one of change but one of growth. Our excellent relationships with both State and Federal governments have stood us in good stead and we look forward to their continued support. We are always hopeful of a valuable increase in our business as a result.



This will be my last year as both Chair and director after almost twenty years being on the Board. It has been an absolute privilege to be a part of the TransitCare story from humble origins to now the most respected community transport provider in the country. The organisation is in great shape. I look back on any small part I played in that but going forward will proudly follow how TransitCare continues to thrive.

As usual, I offer my sincere thanks to CEO Terry O'Toole, the entire management team, our drivers, our staff, and our volunteers. They are the bedrock of this organisation and their passion and dedication never cease to amaze. My thanks always go to my fellow board members for their support, their wisdom and wise counsel. And my final farewell is to our clients, the very people we seek to serve so honourably. You are why we exist and will always do so.

**Peter Emery**  
Chairman

***Client Feedback: TransitCare Staff are valued and valuable people who do much that is positive for many people and for Society in general every day. There is care and kindness in our world, in our community. It is just that it is not sensational enough to make the daily news! A sincere thank you to the real people whose daily driving really does make a big difference for so many lives.***

**TransitCare**

ANNUAL REPORT 2023/2024

Page 7



# From the Chief Executive Officer

Another amazing year delivered by the most supportive team!

Welcome to my CEO report for the financial year 2023 -2024, a year with many highlights. We managed to deliver another record year of 303,604 trips, which was an increase over the previous year of 12.52%. Whilst our goal was to reach 300,000 trips, we quietly surpassed that and we are now well on our way to 350,000 trips, a far cry from our humble beginnings 30 years ago. Not only have we recorded record growth in trip delivery we have also overachieved on social support group. This year we provided 19,781 hours of support across a range of activities. Social support group is the fastest growing area of our business offering and will continue to dominate because of the wonderful destinations and the quality of activities offered in our Hub.

Our regions have reached record levels with Townsville now exceeding 75,000 trips, well above the 9,000 trips we inherited 10 years ago. Townsville is the shining example of what a successful and integrated community transport model should look like. Our operation in Cairns has adopted that same model and grows from strength to strength, now delivering over 35,000 trips a year which is an amazing feat when you consider we opened during COVID with no trips and very little funding. Our footprint into the regions of Ingham and Charters Towers increases too because of our dependability and understanding of regional and remote transport challenges.

Our newest region, the Gold Coast, has also started off with a bang! In its first full year of operation, it has exceeded its trip requirements and delivery is headed towards 200%. The Gold Coast also provides daily servicing of the Queensland Government Demand Transport of Mt Tamborine where it was acknowledged as the most successful changeover that TMR has ever had. A huge congratulations must go to the team for that implementation.

I am pleased to say that our transition to a new phone system, which was a bugbear to many last year, has been finalised and allows us to better manage bookings and enquiries. Unfortunately, as we invest in technologies to improve our operations, the negative impact of increasing traffic congestion continues to interfere with our focus on optimal transport delivery times.

We have a strong and established Management Team and Board. We have a well-trained and committed workforce, including our many volunteers who support the communities we serve. I am always astounded at what the team at TransitCare achieves and the quality of the service delivery. Further to that we have strong connections to our funding bodies and to the many other organisations that have placed their trust in TransitCare delivering their clients safely and on time.

As always, we continue to look for opportunities, but we also avail ourselves to other organisations to assist with their development, as I firmly believe that a sustainable community transport sector will ensure that all Australians have access to transport.

By now most would be aware that we have decided to withdraw



our service offering in the Home Care Package market. Whilst earnest and conscientious efforts were made, market forces and employment opportunities were difficult hurdles we just could not overcome. Added to this was the complexity in compliance requirements not only on the day-to-day level but also at an executive level. Whilst it was a difficult decision, it was also a necessary one, to ensure that our clients received the very best of care on offer. Our core has been and always will be, transport and social support group and our focus on continuing to provide the best services within these markets will always be our priority.

I would like to acknowledge the Board for their contributions and many hours of work, to not only support the vision and achievements of this wonderful organisation, but also their continued endorsement of my leadership.

I am also indebted to my executive team for without their continued commitment none of the business triumphs would have occurred. Lastly a huge thank you to all our team, no matter where you work within Queensland, your devotion to our clients is second to none and clearly the reason we are the largest and one of the best Community Transport Providers.

There are new ventures on the horizon and even more new clients waiting to be transported by the biggest and the best team: TransitCare.

**Terry O'Toole**

**Chief Executive Officer**



# About our Organisation

## The story of TransitCare

Founding chairman, the late Ann Langley, helped form a support group for people with Multiple Sclerosis in 1992. The group aimed to help each other with transport to the Royal Brisbane Hospital and to physiotherapy at the MS Centre at Dutton Park.

The initial service was voluntary, with passengers simply reimbursing the fuel cost to the driver. However, as the needs of the group grew, so too did their concerns about the risk of litigation in the event of an accident. This led to the group making a submission for funding to create a formal transport service for people with disabilities to get to medical appointments.

In 1994, Logan and Albert North Disability Services was incorporated and within a short time, vehicles were purchased, volunteer drivers found, and community transport was up and running. In 1995, an agreement was made with Queensland Ambulance Service to carry some of their customers too, which made the organisation the first community transport organisation to provide non-urgent medical transport.

LANDS officially rebranded to TransitCare in 2012 to better reflect the organisation's service offering and plans for the future and has since grown into South- East Queensland's leading community transport service.

In 2014, we made the transition from an Association to a Company Limited by Guarantee and in 2019, we celebrated providing 25 years of service to our local community.

Our geographical coverage now encompasses Townsville, Cairns, Ayr, Ingham, Charters Towers, and Gold Coast, as well as our original footprint of Brisbane South, Logan, and Redlands.

This year we celebrated the milestone of providing 30 years of keeping people connected to their communities.



## IN MEMORY

*"Our consumers' needs must reign supreme. Always."*

Ann Langley, founding chairman, passed away 2012

***Client Feedback: You really are a wonderful organisation. I have been a client for 3 years and you are a wonderful service, everyone from your contact centre to the drivers, it's been excellent.***

**TransitCare**

ANNUAL REPORT 2023/2024

Page 9

# Board Members

## ***Chairman: Peter Emery***

**BA, LLB, Grad. Dip Mgt, LLM EntGov, FAICD, FIML, FFIN, FGIA, FCG, Member Law Society of Queensland**

Peter is a qualified lawyer who has over 46 years' experience in business management as a company director, general manager and consultant. He has extensive knowledge of and lectured in law at Macquarie School of Management for the MBA programme and also presents in the areas of governance, directors' duties and not-for-profit for the Australian Institute of Company Directors. Peter was the CEO of a listed company and has wide experience serving with not-for-profit organisations. He currently serves as Chairman of the Board of TransitCare Ltd as well as being a current director of Stride Mental Health Limited together with various managed investment committees.



## ***Director: Alan Warren***

**BA (Accounting)**

Alan is a former Divisional Manager and CFO of Brisbane Transport, a \$400 million business unit of Brisbane City Council. The business comprised 2,600 staff, 1,220 buses and carried up to 80 million passengers per year. Prior to moving to Brisbane Transport, as the Manager, Financial Planning for Brisbane City Council, Alan coordinated the development and monitoring of Council's \$1.4 billion budget. He is a graduate of Macquarie University and a qualified accountant. He has a passion for promoting great customer service in the organisations he has served, with friendliness as the key focus.



## ***Director: Bob Morton***

**B.Com**

Bob is currently the co-founder and General Manager of Client Engagement with the Property Clearance Company, a position he has held since 2016. His prior roles include several executive roles with IBM over a 14-year period, including General Manager of IBM Queensland. Before joining IBM in 2001 he had a successful 10-year career at gen-i Ltd in New Zealand holding positions including General Manager of Client Marketing and General Manager of the Southern Region.

Bob holds a Bachelor of Commerce and Administration degree from Victoria University in Wellington New Zealand.



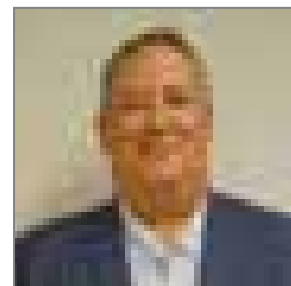
## ***Director: Noel Lord***

**MAICD, DFP, SFFIN**

Noel has many years of experience in the Financial Services Industry and Management Sectors. He is very experienced in coaching people and teams and leading businesses through change.

Noel is the founder of Care360 and has worked as a consultant to many businesses throughout his career.

Previously Noel has been on the Board of Autism Qld and was a member of the Juvenile Diabetes Research Foundation Advisory Board. He is a Senior Fellow of Financial Services Institute of Australasia and he holds a Diploma of Financial Planning. Noel recently completed the Neuroscience Institute Brain Based Coaching and is passionate about making a difference in the organisations he works with assisting them to reach their potential.



## ***Director: Scott Dorries***

**FCPA, FGIA, GAICD, BBusAcctg**

Scott is a qualified accountant with over 25 years work experience in roles including Chief Financial Officer, Executive Manager - Finance, and General Manager - Finance and Operations. He has multiple industry sector experience ranging from banking and finance, transport and logistics, ship building and maintenance, early childhood education, and member and community services in the not-for-profit, public (State and Local Government) and private sector organisations.

As a Fellow CPA, Fellow GIA, and Graduate of the Australian Institute of Directors, Scott is also a non-executive director and treasurer with Dietitians Australia (Professional Body), Beaucare (Community Care Provider) and Tallebudgera Surf Life Saving Club (Community Surf Safety Provider). He has strong skills and experience in strategic planning, commercial management, corporate governance, mergers and demergers, acquisitions and new entity formations, risk and human resources management.

A creative and strategic thinker, Scott offers extensive customer and community service knowledge and leadership experience to produce innovative insights and make sustainable, strategic, collective, ethical, and individual decisions. Scott is passionate about realising benefits for the community and keeps the community safe as a volunteer lifesaver, patrol captain, former nipper age manager and as a qualified pool lifeguard at Tallebudgera beach on the Gold Coast.



**Director: Nadia Taylor**

**BA (IR), LLB, EMBA, FAIM, CAHRI**

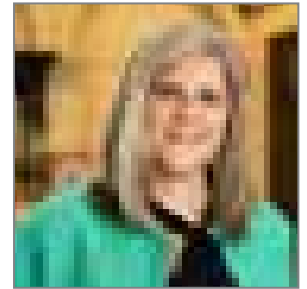
Nadia is Chief Executive Officer of Mapien, a national firm of Workplace Strategists delivering services in Industrial Relations, Workplace Strategy, Workplace Psychology and Psychological & Safety, and Immigration. Nadia has delivered people and work solutions to organisations nationally for more than 25 years across many industries, with specialities in education, business services, utilities, transport, health services and not-for-profit. Her focus is on aligning an organisation's operations with its strategic vision through innovative human resource practices. Since her appointment as an Owner and Director in 2008, Nadia has led the Mapien marketing, growth and innovation board profiles, overseen mergers and acquisitions, and now as CEO at Mapien, Nadia oversees all strategy and business operations. Nadia is an Owner and Non-Executive Director of MLQPlus, and was previously a Non-Executive Director of the Queensland Arts Council.



**Director: Tracey Porst**

**MAICD, AGIA, BA**

Tracey is an experienced for-purpose, c-suite leader and non-executive director, who considers it a privilege to lead organisations delivering services to community. With a Masters of Leadership and Innovation, Tracey considers strategy through a lens of service design, risk management and the people of the culture of the organisation. Tracey has led commercial and for-purpose multi-disciplinary teams in marketing and communications, business improvement, philanthropy, and community engagement as well as community-based clinical services. Since June 2018 Tracey has been CEO/MD of Karuna Hospice Services a community-based specialist palliative care service. Tracey is also a non-executive director of Health Consumers QLD, a statewide peak body advocating for the rights of health consumers within the state government health system, along with several steering and advisory committees. Tracey's core competencies include blending board and management experience to lead organisations through change and growth strategies. This includes a passion for designing and delivering on strategy with accountability for risk and governance standards.



**Director: Helen Weissenberger**

**B.Comm (Hons), FCPA, FGIA, GAICD**

Helen has 37 years of experience as a finance and governance executive working in the following profit and not-for-profit sectors - manufacturing, health, education and the arts. She has 22 years of experience as a non-executive director in the not-for-profit sector and brings expertise in financial management, strategic planning, board governance, stakeholder engagement and executive leadership to the TransitCare board. She is passionate about building authentic connections with all key stakeholders.



**Client Feedback:** *Your services are by far the best with no competition. I am grateful to each and every one of you. The service you provide is always above and beyond and made my hospital visits so much easier.*

**TransitCare**

ANNUAL REPORT 2023/2024

Page 11

# Key Staff

## **Chief Executive Officer:** **Terry O'Toole**

### **Dip Bus Mgt**

Terry is a vastly experienced Corporate Executive. He has previously been COO of a national waste management and transport operation. Prior to that Terry spent 25 years in retail management (fast moving consumable goods) and logistics with a national retailer. His position was that of State Manager, Administration and Services. The past 9 years Terry has been the CEO of TransitCare, Queensland and Australia's largest community transport provider.

Terry provides hands on management experience to the organisation and mentoring to the executive management team. Terry has overseas and local experience in starting and growing businesses in the area of transport and logistics. He is accomplished at change management and has grown businesses from infancy to having national and international reach.

Terry has been a member of the TDSA in Queensland and has previously served on the NDS state committee in Queensland. Terry has served as the Deputy Chairman for ACTA for the past 7 years. Terry has spoken at many conferences highlighting the need to stay ahead of the curve with technology specialising in aggregation model transport opposed to point to point.

Terry continues to advocate for consistent transport funding for the sector at both Federal and State level.



## **Operations Manager:** **Natalie Richards**

### **BBus(HumRMgt), AssocDip Bus. Mgt**

Natalie has a Bachelor of Business (major in Human Resources, minor in Leadership and Management), Associate Diploma of Business Management and currently studying Professional Coach-Positive Psychology. Natalie has more than 31 years' experience in people and operational roles. Natalie's career has focussed on consistency and continuous improvement and has a passion for people and their development, supporting and influencing high-performance culture. Natalie has a unique ability to inspire others, through a collaborative and innovative environment, encouraging others, with an authentic positive and energetic blend of creative Leadership and strategic thinking.



## **Finance Manager:** **Robyn Kleinschmidt**

### **CPA, BComm (Accounting and Finance)**

Robyn is a Certified Practicing Accountant with a degree in Business and over 35 years' experience encompassing all areas of financial and management accounting. Her career has spanned across an extensive range of industries including clothing manufacturing with Driza-Bone - an iconic Australian clothing brand and a USA public listed IT Hardware manufacturer. Her most recent role prior to joining TransitCare was over 12 years in the public transport sector with Transdev (a French multinational) specifically in the bus, ferries, light rail and autonomous vehicles areas.

Robyn is a hands-on Finance Manager and Senior Leader and is an authentic people person, proactive in developing and delivering high performance teams, improvement initiatives, procedures and systems across multiple departments and regions. Robyn has recognised strengths in Business Management, Financial Accounting, People and Culture and Administration. She is highly experienced in large multinational corporate environments, managing key stakeholders and has a keen interest in Community Sector organisations.



## **Manager People and Quality:** **Francine Wicks**

### **B Bus Mgt**

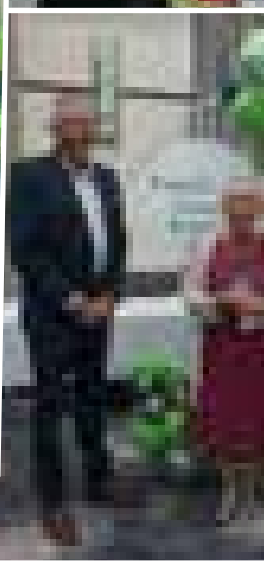
Francine is an HR Practitioner who adds value through her people and systems focus, driving quality outcomes. Francine has a Bachelor of Business and more than 20 years' experience managing human resources, safety and quality systems. She has worked in both the private and not for-profit-sectors in a career that has spanned transport, manufacturing, automotive safety and mining industries.

Francine's mission is three fold: to make our quality systems as simple and accessible as possible; to use those systems to improve the level of service we provide to our clients; and to provide our employees and volunteers with the safest possible environment and work processes.





# Annual Volunteer Recognition 2024









# Section 2: Performance Trends

## Background

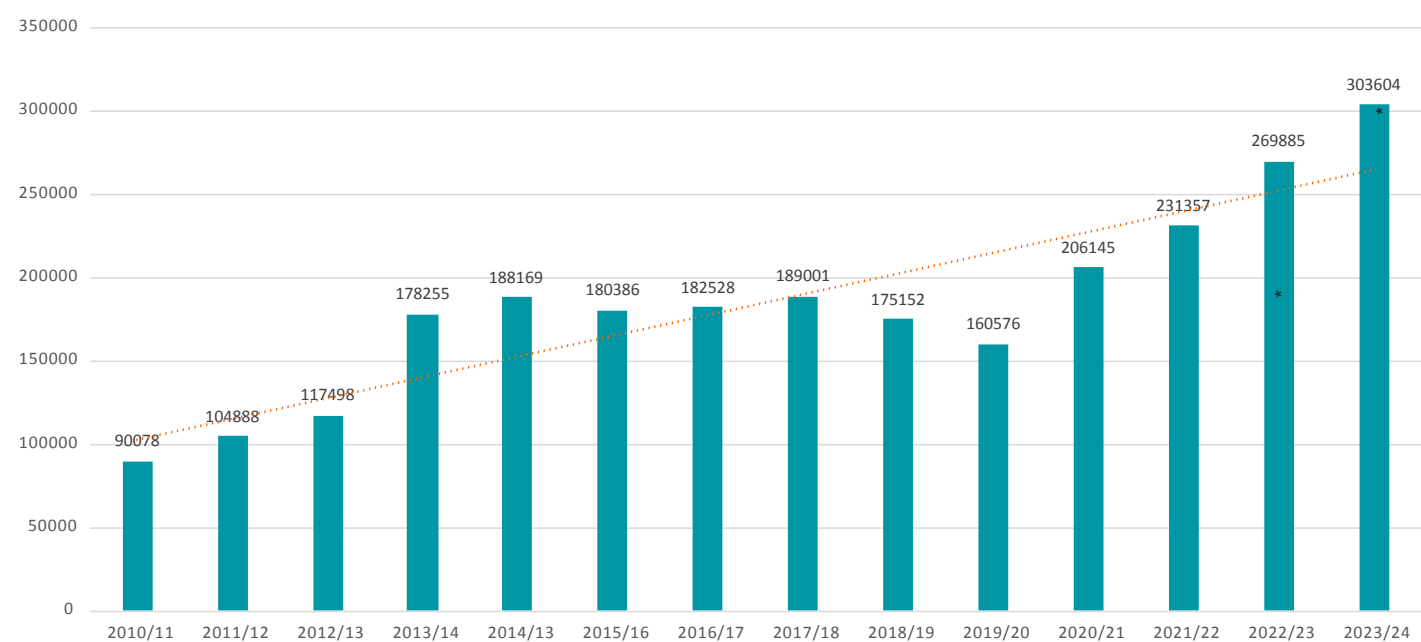
This section provides an analysis on patronage data between July 2023 and June 2024, with comparison to the previous year where data is available, together with an analysis of specific sources within the organisation.

We have collected data on patronage from a number of sources, primarily the TIMS software.

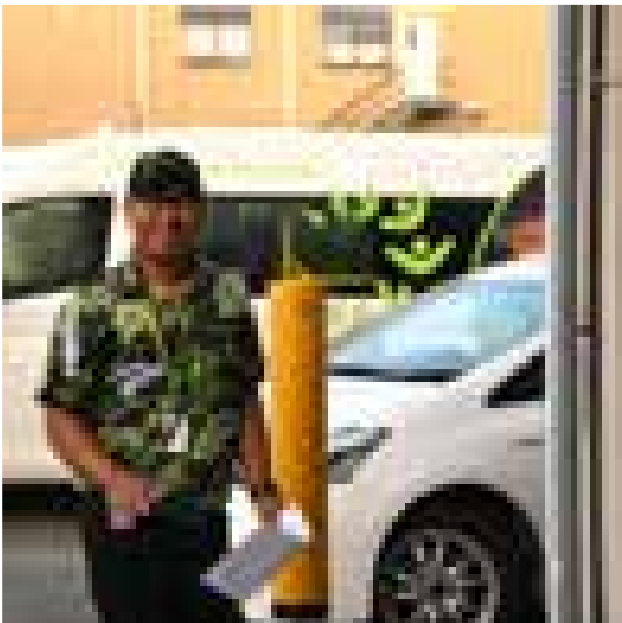
TIMS data provides a range of data for analysis and managing bookings, scheduling, fleets and costs.

## 2023/2024 Patronage Data

### Annual patronage

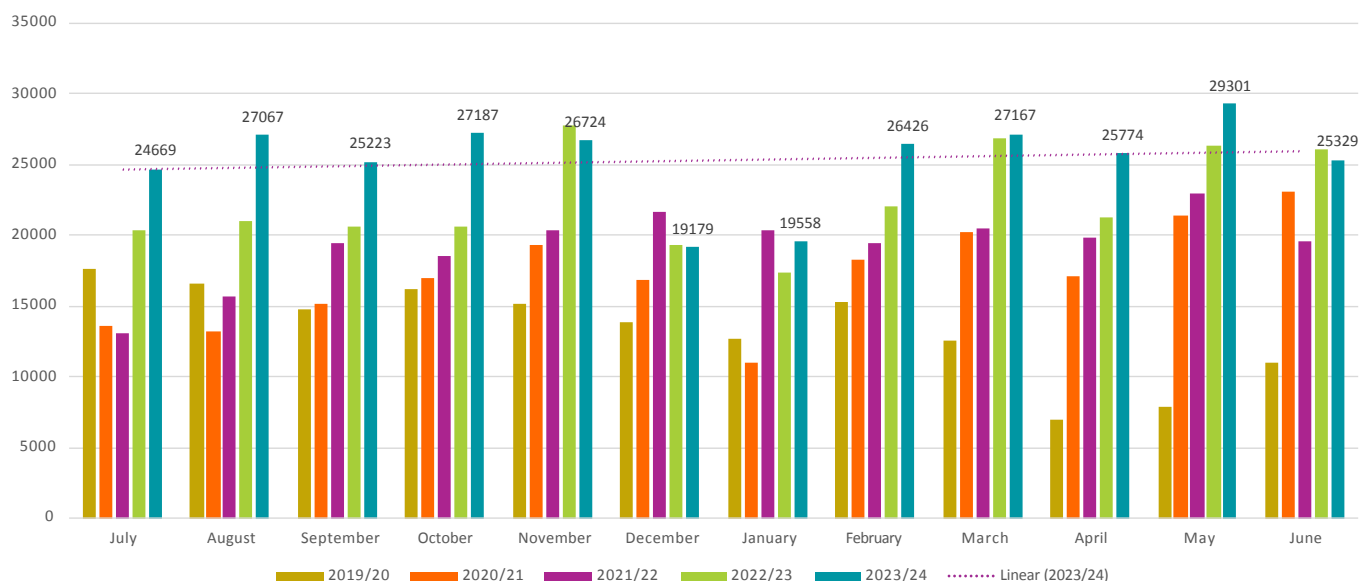


**Client Feedback:** *I am treated very well always and TransitCare is true to their word and provide client first services. The staff always look after me and I love being a member of Transicare.*



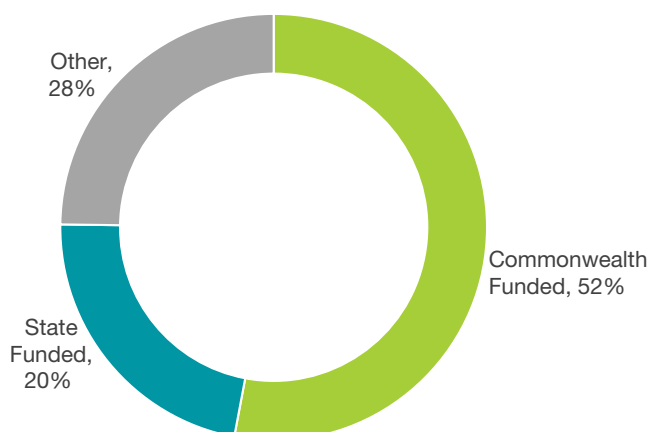
## Monthly Patronage

We have compared our monthly patronage for the past five years.



## Income Sources

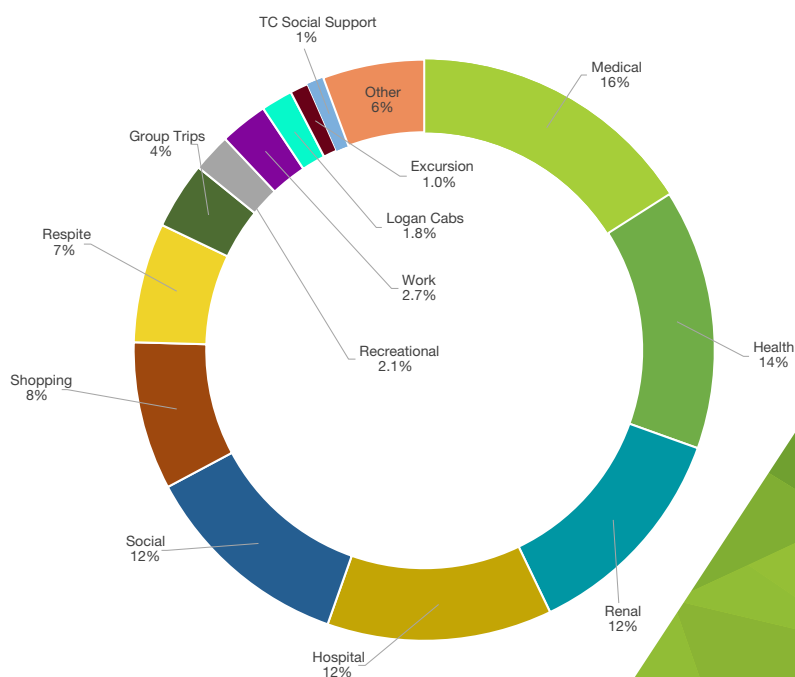
Any client that uses the TransitCare service must be attached to an income source which enables us to track our revenue sources.



## Trip Purpose

Each booking is attributed to a reason for travel, or trip purpose. This defines our markets and assists in designing changes to our service schedules to better meet our client needs.

While these percentages vary slightly with the seasons, the following information provides an average for the year.



## Trips per Driver

A basic measure of productivity is the number of trips a driver performs in a day. The information below indicates the average tips achieved daily per driver group on a monthly basis and provides indications of trends in improving efficiency across the system.

### TRIPS PER DRIVER (DAILY AVERAGE)

	Greater Logan	Townsville	Cairns	Gold Coast	Grand Total
Jul	11.56	11.41	14.57		12.5
Aug	11.65	11.40	15.70		12.9
Sep	11.92	10.93	15.12		12.7
Oct	11.90	12.11	14.06		12.7
Nov	11.66	12.18	13.97		12.6
Dec	11.58	10.81	12.18	3.02	9.4
Jan	11.58	10.49	12.75	3.54	9.6
Feb	11.42	11.97	14.41	4.64	10.6
Mar	11.82	12.75	14.91	5.46	11.2
Apr	11.53	12.00	14.29	4.97	10.7
May	11.28	13.29	14.28	5.65	11.1
Jun	11.03	12.94	14.09	5.70	10.9
<b>Grand Total</b>	<b>11.6</b>	<b>11.9</b>	<b>14.2</b>	<b>4.7</b>	<b>10.6</b>

## Distance Travelled

Distances are a key component of service data, costs and analysis and the counterpoint to the Trips per Driver measure. Monitoring the average trip distance enables us to ensure clients are not subject to unnecessary extra trip distances as a result of share riding efficiencies.

The following breakdown is extracted from detailed analysis and provides a snapshot of average trip distance over the last year. Taxi use is excluded from this data.

### AVERAGE TRIP DISTANCE (KM)

	Greater Logan	Townsville	Cairns	Gold Coast	Grand Total
Jul	16.0	20.4	12.0		16.1
Aug	15.6	19.7	11.3		15.5
Sep	15.4	20.1	11.1		15.5
Oct	15.7	19.3	10.6		15.2
Nov	15.6	20.6	10.6		15.6
Dec	16.0	23.9	9.9	28.2	19.5
Jan	15.7	19.2	11.0	29.0	18.7
Feb	15.9	19.1	10.6	22.7	17.1
Mar	15.6	20.3	10.8	21.0	16.9
Apr	15.7	18.9	10.6	20.8	16.5
May	16.4	18.3	10.8	19.9	16.3
Jun	16.4	18.5	11.1	19.6	16.4
<b>Grand Total</b>	<b>15.8</b>	<b>19.8</b>	<b>10.9</b>	<b>23.0</b>	<b>17.4</b>

## Trip Times

The amount of time a client is on a transport service is critical given the demographics of our client base.

Extended trip times may cause fatigue in elderly clients or health issues for medical clients. This is a core KPI for assessment of scheduling and scheduling changes.

### AVERAGE TRIP TIMES (MINUTES)

	Greater Logan	Townsville	Cairns	Gold Coast	Grand Total
Jul	27.5	22.2	16.0		21.9
Aug	29.4	21.8	16.5		22.6
Sep	28.1	21.3	15.6		21.6
Oct	27.8	22.8	15.0		21.9
Nov	27.5	22.8	14.9		21.7
Dec	34.7	21.9	12.6	29.1	24.6
Jan	34.3	21.7	14.0	36.8	26.7
Feb	27.1	23.3	14.0	32.0	24.1
Mar	28.5	24.5	14.7	37.7	26.4
Apr	27.6	23.9	14.6	37.8	26.0
May	28.6	24.5	14.7	40.1	27.0
Jun	26.8	24.7	15.6	38.7	26.4
Grand Total	29.0	22.9	14.9	36.0	25.7

## Fleet Usage

The fleet is the largest fixed cost of our operation. It is critically important that it be utilised efficiently. This is a measure used to understand how much of the fleet is idle or unavailable for any reason e.g. maintenance and repair. We now have 99 vehicles in the fleet and this is growing.

The use of taxis in the vehicle pool mix enables maximum use of our vehicles without oversupply. Fleet shortages are taken up by the taxi fleet but the use of this external resource is managed closely.

### FLEET USAGE (PERCENTAGE)

	Greater Logan	Townsville	Cairns	Gold Coast	Grand Total
Jul	94.0	77.1	75.4		82.2
Aug	96.7	84.0	79.0		86.6
Sep	98.2	69.1	75.1		80.8
Oct	98.1	64.2	80.2		80.8
Nov	97.4	63.4	80.8		80.5
Dec	97.5	53.1	78.7	61.9	72.8
Jan	98.4	62.6	83.5	75.6	80.0
Feb	98.4	62.7	78.3	93.4	83.2
Mar	96.3	57.8	78.3	90.0	80.6
Apr	97.0	59.6	78.6	95.5	82.7
May	98.1	60.1	78.4	94.3	82.7
Jun	96.0	56.6	74.4	90.0	79.3
Grand Total	97.2	64.2	78.4	85.8	81.4

# Celebrating 30 Years of Service in 2024



# Section 3: Financial Reporting

## Finance Director's Report 2023/24

2023/24 delivered a small surplus of \$44,814 derived from revenue of \$14.7m. While this is our lowest surplus for many years, it remains a pleasing one given the impact of "the cost-of-living crisis" and the expansion of our services into new functions and regions.

2023/24 was a year in which we seized the opportunity to consolidate the long-term stability of TransitCare by investing in the purchase of land and buildings to alleviate future reliance on the availability, and potential cost escalation, of suitable rental premises for our growing organisation.

The new premises will become operational in the latter half of 2024/25 and will be fully funded from our strong balance sheet position by drawing down on cash and term deposit holdings. Our Net Assets increased from \$10.397m to \$10.441m, with this strategy resulting in a significant swing from current to non-current assets in our Balance Sheet at the end of 2023/24. However, I have no doubt that the Board and TransitCare management have made the correct decision in pursuing ownership of our premises.

Total Revenue for 2023/24 was \$14.749m (\$12.500m in 2022/23) and Total Expenses

\$14.704m (\$11.498 in 2022/23) resulting in the \$44.8k surplus mentioned above. Key elements were:

### Revenue

- Grant Income increased \$663k over 2022/23, once again reflecting the confidence both the State and Federal Governments have in TransitCare to deliver high quality increased services in a difficult economic climate.
- Interest Income of \$446k, an increase of \$95k on last year.
- Fare Co-Contributions and Social Revenue was \$3.174m compared with \$2.366m in 2022/23. This increase was again due to our increased services in various areas, including the addition of the Demand Responsive Transport Contract for Mt Tamborine.
- Expansion in the services we provided under the Home Care Package initiative delivered \$831k revenue compared with \$258k the previous year. It should be noted that most of this revenue is offset by expenses for direct services to, and purchases on behalf of, our clients.

### Expenses

- Employee Benefits (i.e. salaries, wages, etc) of \$9.564m are by far and away our most significant cost and a massive increase of \$2.380m over 2022/23, reflecting expansion of our services as well as increased costs. Expenditure exceeded our budget by \$601k with the main drivers being increased casual and permanent wages and overtime. This was due to greater services provided to clients and a significant reduction in the availability of volunteers in both driving and social support.



- \$1.391m was spent on motor vehicle expenses - slightly under the budget of \$1.418m.
- IT Communications - \$809k vs a budget of \$952k. The savings of \$143k was the result of a concerted effort across all elements of the IT budget to minimise costs, including changing phone system providers.
- \$975k for Depreciation and Amortisation which was \$202k over budget due to additional fleet purchased for Home Care Packages and Gold Coast expansion

Despite the progressive investment in developing our new premises our cash position remained extremely healthy at \$3.286m at the end of 2023/24.

Once again, thank you to our external auditors HLB Mann Judd for their timely and helpful approach to our annual audit. The audit has not presented any matters of concern for the Board and as such acknowledges the sound financial practices of TransitCare. Congratulations to our Finance Manager, Robyn Kleinschmidt and her team.

TransitCare continues to set the nationwide benchmark for excellence in service delivery for our industry. Terry O'Toole and the dedicated teams provide the support and framework to enable the frontline workers to maintain a fantastic level of customer service. We thank you, our clients, for your continued support and a special thanks to our volunteers - we couldn't do it without you!

Finally, as this will be my last report, I'd like to acknowledge and thank my fellow Board Members, and particularly our Chair, Peter Emery, who have supported me over my six years with Transitcare and put up with my sense of humour.

**Alan Warren**  
Director and Secretary

**TransitCare**

ANNUAL REPORT 2023/2024

Page 21

# Income and Expenses

## INCOME BREAKDOWN

	FY23-24		FY22-23		VARIANCE	
	\$	%	\$	%	\$	%
Grants	10,001,663	67.81%	9,338,729	74.71%	662,934	7.10%
Fundraising	26,309	0.18%	22,614	0.18%	3,695	16.34%
Trading Activities	4,567,365	30.97%	2,961,736	23.69%	1,605,629	54.21%
Other Income	153,907	1.04%	177,351	1.42%	(23,444)	-13.22%
<b>Total Income</b>	<b>14,749,244</b>	<b>100.00%</b>	<b>12,500,430</b>	<b>100.00%</b>	<b>2,248,814</b>	<b>64.43%</b>

## EXPENSES BREAKDOWN

	FY23-24		FY22-23		VARIANCE	
	\$	%	\$	%	\$	%
Employment Costs	9,563,621	65.04%	7,183,213	62.48%	2,380,408	33.14%
Operating Costs	1,877,974	12.77%	1,400,874	12.18%	477,100	34.06%
Motor Vehicle Costs	1,390,771	9.46%	1,080,931	9.40%	309,840	28.66%
Client Support Costs	490,954	3.34%	582,589	5.07%	(91,635)	-15.73%
Facility & Administrative Costs	571,936	3.89%	626,488	5.45%	(54,552)	-8.71%
IT & Communications Costs	809,174	5.50%	623,507	5.42%	185,667	29.78%
<b>Total Expenses</b>	<b>14,704,430</b>	<b>100.00%</b>	<b>11,497,602</b>	<b>100.00%</b>	<b>3,206,828</b>	<b>101.20%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>44,814</b>		<b>1,002,828</b>		<b>(958,014)</b>	





# Statement of Financial Position

	FY23-24		FY22-23		VARIANCE	
	\$	%	\$	%	\$	%
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash and Cash Equivalents	3,285,763	59.81%	4,565,917	52.94%	(1,280,154)	-28.04%
Trade and Other Receivables	331,971	6.04%	202,079	2.34%	129,892	64.28%
Financial Assets	1,000,000	18.20%	3,000,000	34.79%	(2,000,000)	-66.67%
Other Current Assets	875,571	15.94%	856,269	9.93%	19,302	2.25%
<b>Total Current Assets</b>	<b>5,493,305</b>	<b>100.00%</b>	<b>8,624,265</b>	<b>100.00%</b>	<b>(3,130,960)</b>	
<b>Non-current Assets</b>						
Property Plant and Equipment	6,013,627	67.05%	2,066,335	42.13%	3,947,292	191.03%
Financial Assets	2,865,560	31.95%	2,749,275	56.05%	116,285	4.23%
Trade and Other Receivables	89,623	1.00%	89,623	1.83%	0	0.00%
<b>Total Non-current Assets</b>	<b>8,968,810</b>	<b>100.00%</b>	<b>4,905,233</b>	<b>100.00%</b>	<b>4,063,577</b>	
<b>TOTAL ASSETS</b>	<b>14,462,115</b>		<b>13,529,498</b>		<b>932,617</b>	
<b>LIABILITIES</b>						
<b>Current Liabilities</b>						
Trade and Other Payables	798,716	41.86%	818,868	46.05%	(20,152)	-2.46%
Employee Benefits	473,859	24.83%	381,771	21.47%	92,088	24.12%
Lease Liability	635,531	33.31%	577,699	32.49%	57,832	10.01%
<b>Total Current Liabilities</b>	<b>1,908,106</b>	<b>100.00%</b>	<b>1,778,338</b>	<b>100.00%</b>	<b>129,768</b>	
<b>Non-current Liabilities</b>						
Employee Benefits	97,964	4.64%	102,605	7.58%	(4,641)	-4.52%
Lease Liability	2,014,556	95.36%	1,251,880	92.42%	762,676	60.92%
<b>Total Non-current Liabilities</b>	<b>2,112,520</b>	<b>100.00%</b>	<b>1,354,485</b>	<b>100.00%</b>	<b>758,035</b>	
<b>TOTAL LIABILITIES</b>	<b>4,020,626</b>		<b>3,132,823</b>		<b>887,803</b>	
<b>NET ASSETS</b>	<b>10,441,489</b>		<b>10,396,675</b>		<b>44,814</b>	
<b>EQUITY</b>						
Retained Surplus	10,441,489		10,396,675		44,814	0.43%
<b>TOTAL EQUITY</b>	<b>10,441,489</b>		<b>10,396,675</b>		<b>44,814</b>	

# Directors' Declaration

TransitCare Limited  
Directors' Declaration  
30 June 2024

To the Shareholders (please):

- the attached financial statements and notes comply with the Australian Accounting Standards + Simplified Disclosure, the Australian Chart of Accounts and Accounting Policy (Commissioner Jul 2015) and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2024 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 601.7(2) of the Australian Chart of Accounts and Accounting Policy (Commissioner July 2015)

On behalf of the directors:



David Evans  
Director/Chairman

24 September 2024  
Sydney



Alan Warner  
Director/Secretary

24 September 2024  
Sydney

# Statement by Auditors



## Independent Auditor's Report to the Members of TransitCare Limited

### REPORT ON THE AUDIT OF THE FINANCIAL REPORT

#### Opinion

We have audited the financial report of TransitCare Limited ("the Company") which comprises the statement of financial position as at 30 June 2024, 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 material accounting policies, and the directors' declaration.

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

- a) giving a true and fair view of the Company's financial position as at 30 June 2024 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

#### 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 Company in accordance with the auditor independence 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 confirm that the independence declaration required by Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the directors.

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

#### Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2024 but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# Statement by Auditors cont.



## **Responsibilities of Management and the Directors for the Financial Report**

Management is responsible for the preparation of the financial report that gives a true and fair view in accordance with the Australian Accounting Standards – Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*. Management's responsibility also includes such internal control as management determines 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, management is responsible for assessing the Company'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 management either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company'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 this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

# Statement by Auditors cont.



We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

A stylized signature or logo for HLB Mann Judd, appearing as a series of overlapping, semi-transparent shapes in shades of blue and grey.

**HLB Mann Judd**  
**Chartered Accountants**

Brisbane, Queensland  
24 September 2024

A handwritten signature in black ink, appearing to read 'A B Narayanan'.

**A B Narayanan**  
**Partner**



**TransitCare**

ANNUAL REPORT 2023/2024

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## 2023/2024

ANNUAL REPORT

ABN 17 156 534 513

ACN 601 588 774

