

Annual Report 2025

Lower North Shore Community Transport Inc (LNSCT)

We provide safe and inclusive transport services that connect individuals and empower communities



community
connect transport



Our Supporters

We recognise that your support enables us to deliver vital community transport services to meet the needs of individuals and groups in our region- thank you !



Australian Government



Armenian Community Welfare Centre
At Home with Willoughby
Australian Chinese Community Association (ACCA)
Big Music School & Studios
Cameragal Montessori School
Camberay Public School
Chinese Christian Church
Combined Probus Club of Northbridge
Community Transport Organisation
Cromehurst School
Crows Nest Centre
Crows Nest Probus Club
Dougherty Community Centre
Forestville Retirement Community
Fresh Hope Care (Forestville & Castle Cove)

Gowrie Vacation Care
Glenaeon Rudolf Steiner School
Greenway Tenants Group Inc.
Holy Cross College Ryde
Lane Cove Gardens
Modern Combat Academy
Montefiore Hunters Hill
Northern Pain Centre
Probus Club of Mosman Combined Inc.
St Peter's Green Retirement Village
Stellar Performing Arts
The Coal Loader - Centre for Sustainability
The Probus Club of North Sydney
Willoughby City Council
Willoughby Public School

Community Connect Transport acknowledges the Traditional Custodians of the land on which we work and live, the Cammeraygal People, and recognises their continuing connection to land and community. We pay our respects to the Elders past and present.



Social Outings



Connecting Community



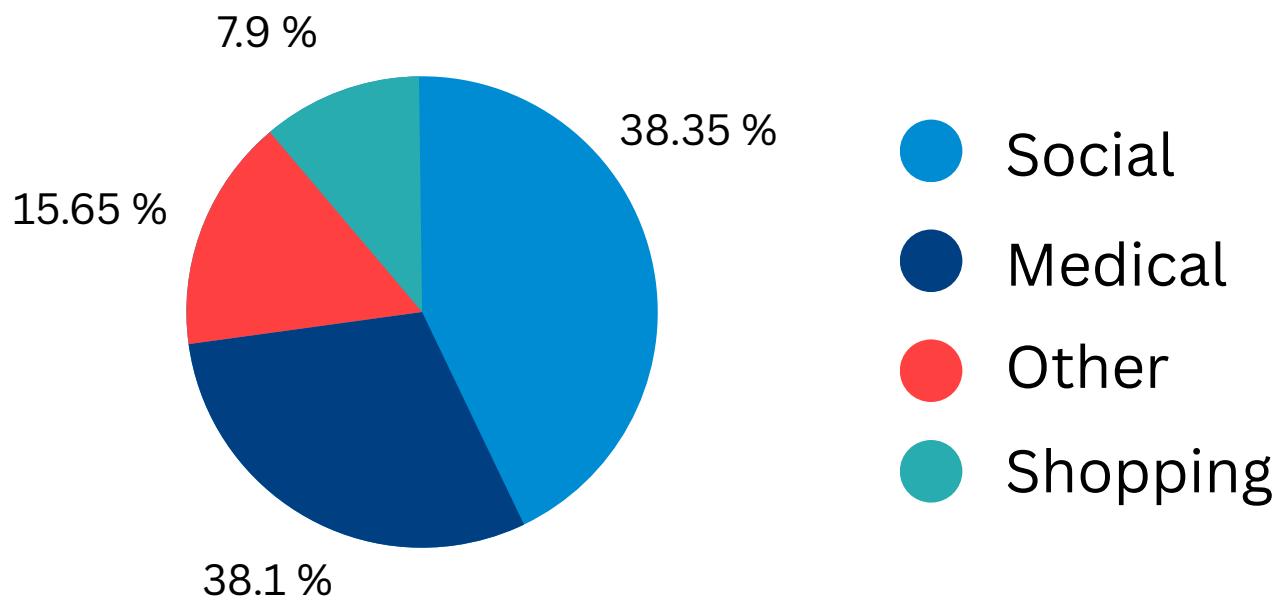
Service Profile Snapshot

Lower North Shore Community Transport (LNSCT) trading as
Community Connect Transport



32,942
Trips Delivered

208,988 kms
Travelled



- 86.7% aged >70 yrs
- 13.9 % have Mobility Needs
- 19.1 % CALD Customers
(Culturally and Linguistically Diverse)

Report from Board Chair

A/Prof (Hon) Alexandra Meldrum FAICD

Thank you to everyone who has contributed to our success over this past year. Our mission is to provide safe and inclusive transport solutions that connect individuals and empower communities. Organisations such as ours play a valuable role in the service of our society.

Our governance goal is to ensure a sustainable organisation for the future, to serve our clients, whilst ensuring we appropriately consider both future strategic directions and compliance.

To do this, I'm delighted to lead a group of committed individuals who have made many improvements this year, to bring greater organisational sustainability. Our focus is on continuity and stability as we bring the organisation through three transformations - achieving financial turnaround, consolidating the merger, and preparation for the aged care reform.

1. Financial turnaround. I'm pleased with the many improvements this year as we continue to improve our finances. We must use our limited resources wisely (including volunteer time and staff time). Our focus remains on improving our finances.

2. Consolidating the merger of LNSCT and Stryder into Northern Sydney Community Transport Group (NSCTG). We continue to do work to consolidate our merger, and to realise the learning opportunities and savings from bringing our organisations together. We shall keep both our brands "Stryder" and "Community Connect Transport" which have good recognition in the community.

3. Preparation for aged care reform. With the implementation of new aged care reforms on 1st November, our organisations become 'aged care providers' and we have new obligations that must be met. Our staff team is working hard to make sure we are ready for this 'once in a generation reform'. We shall continue to seek improvements.

This year we farewelled two people who have offered service over many years. Our chair, David Martin who stepped down on 15th April, had been a board member of Stryder for several years before the merger, after which time, he became the chair of Stryder, LNSCT and NSCTG.

Virginia Coy resigned on 22nd May after 23 years at Stryder, included many years as the General Manager, then after the merger in roles across the three organisations.

Thank you to our board members who are all volunteers who donate considerable time and expertise essential for the good governance and continuity of our organisations. All board members are members of board committees in addition to their time on the board itself.

Board renewal was a focus in 2025. We ran an open recruitment process to select three new directors. We recognise the valuable contributions of those three directors who are standing down at the November 2025 AGM, after many years of volunteering:

Raymond Wong (since 2017),
Greg Rich (since 2018) and
Russell King (since 2020)

Thank you to our funders, sponsors, and supporters. We couldn't exist without you.

Thank you to all our staff led by CEO Carla Northam, and volunteers. It's through your efforts that we serve our clients and community, and continue to make improvements.

Thank you to our clients. It is because of you that we exist. We value your participation and feedback as we continue to serve, learn, grow and improve - to continue to provide an even better service for you into the future.

A/Prof (Hon) Alexandra Meldrum FAICD FIEAust FICHEM
Chair - NSCTG, LNSCT, and Stryder.



Report from CEO

Carla Northam

It is my pleasure to present this CEO Report for the 2024–25 year. This year has strengthened the organisation in meaningful ways as we continued to align our operations, support our workforce and respond to sector change.

Throughout this period of transition, our focus has been on strengthening the long-term sustainability of the organisation while continuing to provide safe and accessible community transport. The Management Committee has prioritised three key areas: improving financial resilience, consolidating the merger of LNSCT and Stryder into NSCTG, and preparing for the upcoming aged care reforms.

The work achieved this year positions us well for the reforms and opportunities ahead, and reflects the shared effort and dedication of our staff, volunteers, clients and community partners.

Client Support and Service Delivery

Our transport services continued to support older people and those experiencing transport disadvantage across our service regions. Demand remained steady, with client feedback reflecting ongoing trust in the reliability, respect and consistency of our frontline staff and drivers.

Maintaining service quality and responsiveness remains a core operational priority. These efforts support greater stability, improved efficiency and the continued delivery of safe, accessible community transport services.

Organisational Alignment and Shared Services

Significant progress has been made in aligning business functions across both service brands—Community Connect Transport and Stryder.

This year, we:

- Consolidated administrative and compliance functions.
- Implemented a shared workplace compliance and training platform.
- Standardised performance and workforce development processes.

These steps have improved workflow efficiency, reduced duplication of effort and strengthened communication. Work will continue to ensure systems and processes are fully integrated and operating consistently across the organisations.

Financial Performance and Sustainability

This year, LNSCT continued to operate within a financially challenging environment, influenced by rising service delivery costs and broader pressures across the community services sector. An operating deficit was recorded for the year. Deficits cannot continue and financial sustainability is a compelling reason for us to drive change, to deliver shared services integration and strengthen our financial position.

Work to streamline systems, align operational practices and strengthen financial management continues to be a priority. We are addressing losses through disciplined cost management, targeted contract negotiation and improved coordination of fleet and services resources.

Key areas of financial focus remain:

- Expense control and procurement optimisation.
- Scheduling and fleet utilisation efficiency.
- Monitoring of revenue timing and grant cycles.
- Develop opportunities for profitable growth.
- Use the merger and scale to renegotiate contracts and to make cost savings.

The 2024-25 Audited Financial Statements are completed and will be presented at the Annual General Meeting (AGM). Full financial reports, including the Independent Auditor's Reports, are available upon request for members and stakeholders who wish to review them in detail.

Aged Care Reform Preparation

The new Aged Care Act, effective 1 November 2025, will introduce substantial changes to service standards, client rights, reporting and governance expectations. A structured implementation plan has commenced to assess system readiness, workforce capability and client interface requirements. This work will continue over the coming year and is being supported through both management planning and Board oversight.

Workforce and Culture

Our achievements this year reflect the dedication and commitment of our staff and volunteers. Their professionalism, care and resilience continue to ensure our clients receive safe, reliable and person-centred services every day. We also extend our sincere appreciation to our clients, whose trust, feedback and ongoing engagement guide the way we deliver and continuously improve our services.

I would also like to acknowledge the Management Committee for their guidance, strategic oversight and commitment throughout the year. Their stewardship has been integral during this period of organisational alignment and sector reform, and their support continues to enable strong and considered decision-making in the best interests of our clients and communities.

Looking Ahead

The 2024-25 year has been both purposeful and constructive, with progress made in strengthening our internal systems, supporting our workforce and aligning operations across the organisation. While the landscape around us continues to shift, our commitment to providing dependable, client-focused transport services remains constant.

The year ahead will continue to focus on:

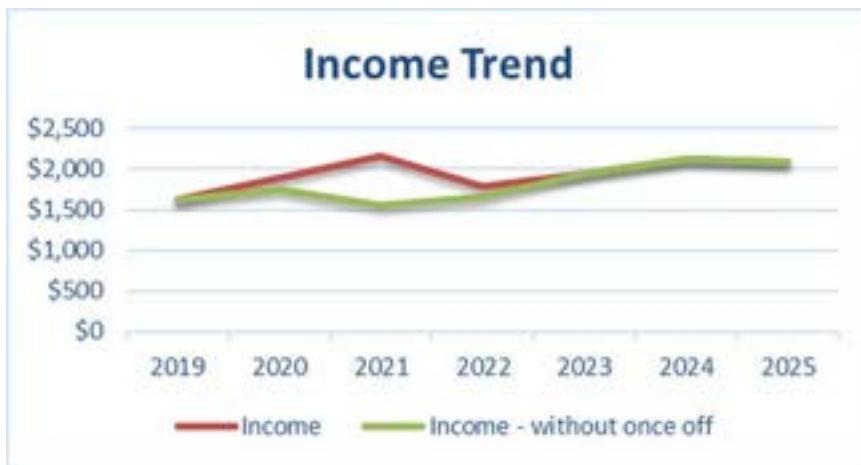
- Further strengthening client engagement and service efficiency
- Enhancing financial resilience and long-term sustainability
- Continuing preparation for the new Aged Care service and regulatory environment
- Fully embedding shared operating systems and workflows
- Supporting staff capability, development and safety

Our new NSCTG Strategic Plan for 2025-2027, is centered on five key strategic focus areas:

1. Safety First; 2. Community Engagement; 3. Client Satisfaction; 4. Financial Sustainability; and 5. Operational Excellence. These strategic focus areas will guide our work and strengthen our impact over the coming years.

Financial Highlights

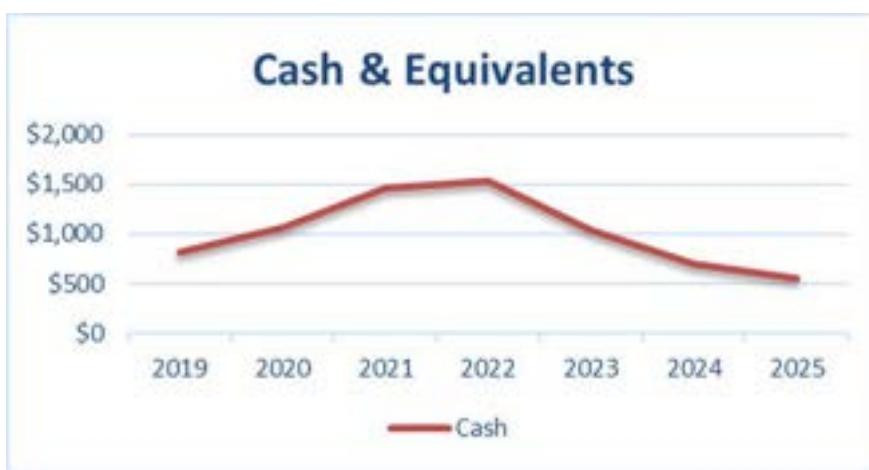
*All figures are in '000s



Our income has risen steadily over the past 7 years, with a once off spike due to JobKeeper grants during covid pandemic.



Our underlying net profit has been negative. Whilst we made a profit in one year, this was due to the JobKeeper grant.



We have been drawing down our cash reserves since 2022. The three graphs on this page show why we are focusing on enhancing financial resilience and long-term sustainability.

Our Management Committee



A/Prof (Hon)
Alexandra
Meldrum
President
(from 15 April 2025)
Deputy Chair
(26 Nov 2024- 15 April 2025)



David Martin
President
(Resigned 15 April
2025)



Russell King
Deputy Chair
(from 15th April 2025)



Paul Ashby
Deputy Chair
(until 26th Nov 2024)

**Chair,
Board Nominations
Committee**

**Chair,
Finance Committee**



Anna Buddo
Committee
Member



Greg Rich
Committee
Member



Raymond Wong
Committee
Member



Ralph Youie
**Chair, Audit, Risk &
Compliance Committee**



Lyndal Punch
Committee Member
(from 24 June 2025)

Northern Sydney Community Transport Group (NSCTG)

NSCTG



**community
connect** transport

ABN 58 608 203 592



9490 9500



PO Box 846
Crows Nest NSW 1585



communityconnect.org.au

Stryder

ABN 22 033 281 295



9816 5000



PO Box 162
Gladesville NSW 1675



stryder.org.au

We are open to new Sponsorships, Supporters, Opportunities and Donations.