



Annual Report 2021-22

Community Wheels Incorporated



Aboriginal and Torres Strait Islander Reconciliation Statement

Community Wheels Inc. (CWI) acknowledges that the people of the Darug Nation are the traditional custodians of the land on which we are located. We are committed to working in ways that are both supportive and empowering of Aboriginal people and their communities.

CWI respects the values, cultures and heritage of Aboriginal and Torres Strait Islander people and we will endeavour to promote this respectfully in all areas of the work that we deliver. CWI does not tolerate racism, prejudice and harassment of any kind.

Our vision for reconciliation is to work alongside Aboriginal and Torres Strait Islander people, connecting our services and together developing and strengthening our relationships within our community.

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Corporate Information

ABN	82 553 134 025
Management Committee Members as at 30 June 2022	Sudhir Gupta (Chairperson) Stefanie Lowe (Vice Chair) Maria Baker (Secretary) Andrew Cordwell Jessie Gatt Ramalingham Naganathan Elizabeth Ricketts
Chief Executive Officer	Carla Northam
Registered office and principal place of business	3E/6 Boundary Road Northmead NSW 2152
Mailing address and contact	PO Box 558, Merrylands NSW 2160 Website: www.communitywheels.org.au Email: mail@communitywheels.org.au Tel: 8868 1400 Fax: 8868 1444
Banking partners	Bendigo Bank St George Bank National Australia Bank ANZ Bank Great Southern Bank (CUA) ING Bank
Auditors	CIB Accountants Accountants & Business Advisers



Our Vision, Mission and Values

Vision

To transport and support individuals and communities to participate in a range of activities that will improve their well-being and independence.

Mission

- Promoting and delivering personalised, affordable and accessible transport services in the city of Parramatta and Cumberland areas for eligible individuals and communities.
- Designing transport initiatives that meet the needs of the clients.
- Planning a range of social and community activities that improve clients' wellbeing and independence.
- Ensuring all activities are carried out in an ethical, compassionate and inclusive manner.
- Providing a safe, diverse, inclusive and professional work environment.
- Optimising resources in a changing environment.
- Operating in a financially sustainable and transparent manner.
- Benchmarking performance against industry standards.

Values

Respect
Innovation
Excellence
Integrity
Inclusivity
Cohesion
Compassion

Governance & Organisational Structure

Social Enterprise

Community Wheels Inc. is a social enterprise that must balance its:

- Social mission to provide transport services to people in the City of Parramatta and Cumberland Council who are unable to use existing public transport, thereby helping them to avoid isolation and to improve their independence and well-being.
- Financial mission to operate in a financially sustainable manner.

Regulatory legal framework

CWI is an Association incorporated on 20th July 1988 under the NSW Associations Incorporation Act 2009 and is classified as a large charity under the Australian Charities and Not-for-profits Commission Act 2012. CWI enjoys various benefits under Australian taxation laws namely:

- **Income tax exemption** under Division 50 of the Income Tax Assessment Act 1997.
- **Fringe Benefit Tax Exemption** on employee benefits whose gross-up value does not exceed \$30,000.
- **Deductible Gift Recipient Status:** donations can be claimed as a tax deduction.

The Management Committee

CWI has a Management Committee (MC) that is appointed by financial members of the Association at the Annual General Meeting.

The responsibilities of the Management Committee are:

- Defining the vision, mission and values of the organisation and setting strategic direction to achieve its social mission in a financially sustainable manner.
- Adopting financial management best practices to ensure that the assets are managed effectively and efficiently in a manner consistent with the expectations of our members, the governments of New South Wales and Australia and the community.
- Complying fully with legal requirements including funding agreements.
- Monitoring the CEO's performance and providing advice and assistance as required.
- Empowering and developing our people – paid employees and volunteers, to optimise their full potential and their contribution to our social and financial missions.
- Ensuring that the Management Committee represents the rich diversity of our community and that the members thereof are well prepared to discharge their responsibilities.

Members of the Management Committee

The members of the MC are all volunteers and do not receive any remuneration for services provided. Following are MC members as at 30 June 2022:

Sudhir Gupta | Chairperson

Member since: 8 November 2016
Appointed as Chair: 18 March 2019
Responsibilities:
- Strategic Direction & Management
- IT Management
- Data Analysis and Reporting

Stefanie Lowe | Vice Chair

Member since: 22 March 2021
Appointed as Vice Chair: 30 July 2021–17 Jan 2022
16 May 2022
Responsibilities:
- Corporate Governance

Maria Baker | Secretary

Member since: 25 June 2018
Appointed as Secretary: 17 Jan 2022
Responsibilities:
- Marketing and Promotions

Jessie Gatt | Committee Member

Member since: 23 October 2013
Responsibilities:
- Maltese Community Representative

Ramalingam Naganathan Committee Member

Member since: 19 October 2016
Responsibilities:
- Tamil Community Representative

Elizabeth Ricketts | Committee Member

Member since: 26 February 2018
Responsibilities:
- Human Resources

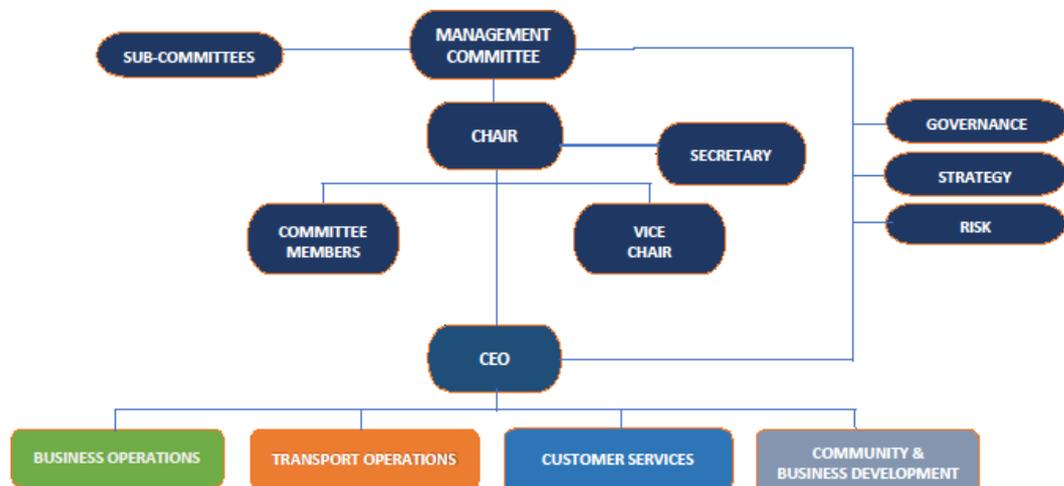
Andrew Cordwell | Committee Member

Member since: 24 September 2018
Responsibilities:
- Commercial Due Diligence
- Finance and Risk Management

Bill W. Ho (Resigned 3 October 2021)

Member since: 24 May 2016
Responsibilities:
- Chinese Community Representative

Organisational Structure



Our People

- 40 permanent and casual staff | total employment costs: \$2.17m
- 13 volunteers | estimated value of volunteers' work: \$291,390
- live mainly in Western Sydney
- are police checked
- drivers are accredited by Transport for NSW
- are all fully vaccinated

Message from the Chair

I would like to begin by acknowledging the Traditional Owners of the land on which we meet today, the people of Dharug nation and pay my respects to Elders past and present. Community Wheels Inc. (CWI) also acknowledges the Aboriginal and Torres Strait Islander people who now reside within this area.

CWI has a proud history of more than 30 years servicing the transport needs of individuals and communities in Parramatta and Cumberland LGA's. The organisation continues to develop programs and services that encourages and supports people in our community to participate in social and community programs that improve their well-being and independence.

The Annual Report relates to the 2021-22 financial year on which I report as the Chairperson. The main responsibility of the Management Committee is to set the strategic direction and governance of our organisation that ensures compliance with the contracts, legislations, constitution and standards, and ensure that our services are relevant to community needs while remaining financially viable.

The Management Committee, after extensive and thorough recruitment process, has appointed Carla Northam as the CEO of CWI. Prior to joining Community Wheels Carla has served as CEO for Access Sydney Community Transport which provides similar services to CWI. She brings extensive experience and knowledge of the sector that is essential for CWI to transform its operations and services to better meet the needs of the community while navigating through various challenges faced by community transport organisations.

Similar to the previous financial year our services were significantly impacted by COVID-19 induced lockdowns between July and October 2021- resulting in lower demand for our services. During this period, CWI used the spare capacity to deliver grocery hamper packs to its clients, which was greatly appreciated. Demand for our services has gradually recovered once the COVID-19 restrictions were eased, and by June 2022 the number of trips delivered by CWI is more than the pre-pandemic level.

CWI continued to invest in improving the quality and reliability of our fleet by replacing ageing vehicles. The feedback, related to new vehicles, from drivers and our clients has been very positive. New processes have been put in place that would allow CWI to proactively manage the reliability and quality of our fleet going forward.

The lease period of our existing premises would be expiring in December 2022. After review and evaluation of various available options, it has been decided to extend the lease of existing premises by a further 2 years to December 2024.

Challenges

- The Commonwealth Government funding under the Commonwealth Home Support Program (CHSP), which provides majority of funding for our services, expires in June 2024. CWI is not aware of Government plans of how community transport will be funded after that date, which has made it very difficult for CWI to plan longer term.
- Increasing costs due to inflationary pressures in the economy.
- Increased competition from private service providers, ride-sharing services like Uber etc.
- Changing demographics in the areas we serve, which requires us to continually reassess and change our services to meet needs of the community.

Priorities for 2022-23

- Increase social programs and community participation rates through effective engagement with CALD communities.
- Increase uptake of our services in Auburn area of Cumberland LGA.
- Improve operational efficiencies to reduce costs.
- Influence the future funding and model of community transport through active engagement with federal and state MPs, and other community transport organisations.
- Improve quality of service to our clients through staff training, redesigning our services that meet client needs, and use of technology that would help clients in requesting and enquiring about a service.

Outlook

Subject to availability of government funding, we are positive about the future of our organisation as we have sound financial position and the initiatives that we have undertaken to grow and improve the quality of our services.

Acknowledgement

On behalf of the Management Committee, I would like to recognise the cooperation and support of our staff, drivers and volunteers during the recruitment period of the new CEO, and in the implementation of new services and changes that have been undertaken by CWI.

I would like to thank the Management Committee members for their expert advice, and guidance during the selection of new CEO, formulation of 2022-25 strategy, and the implementation of various changes undertaken by CWI. I would like to thank Stefanie Lowe for serving as an interim CEO while the search for a new CEO.

Sudhir Gupta
Chairperson

Message from the CEO

During the 2021-2022 period, Community Wheels and the community transport sector has never been under so much scrutiny. In the year to March 2022, COVID continued to present immense challenges and pressure on normal business practices. This had also put significant limitations on the services Community Wheels was able to provide.

I am enormously proud to say that Community Wheels has been able to display organisational agility and adapt in meeting challenges and opportunities, while maintaining safe essential services in often exceedingly difficult circumstances.

By necessity, governance, and risk management, in particular health, safety, and wellbeing, required to be a major focus during this period. The health and wellbeing of our clients and workforce remains a top priority as without our workforce, we are unable to provide our services.

Embracing the diversity of our workforce is an important part of our inclusive culture and there is no doubt that this culture helps deliver better outcomes for our customers. It will also assist us to deliver our diversity and inclusion ambitions and reflect on our shared commitment to ensuring our staff, volunteers and clients, feel safe, supported and valued.

Protocols and processes are continually reviewed and assessed, so that risks could be proactively managed in an environment of continuous change.

A major review of all policies and procedures is being undertaken to ensure that all compliance requirements are in place and that the level of safe and high-quality services are maintained.

The Management Committee Members and staff also undertook strategic planning to ensure that the organisation has clarity, focus and direction, and most importantly, can thrive consistently and deal with new opportunities and unforeseen adversities.

The 'Message from the Chair' has provided a great overview for the 2021-2022 period, and has specifically highlighted the challenges and future priorities, identified during the strategic planning process.

As we move into the future, we may not be sure of the emerging priorities that await us. Yet, we do know, to ensure our vibrant future, there will always be a need for community transport in communities.

We will continue to maintain, strengthen, and establish relationships and partnerships to collaborate in seeking innovative ways to better assist our clients and address the increased demand of our services in our communities.

I wish to express my sincere thanks to the Management Committee members for their support and entrusting me in this role. I also would like to thank the Chairperson, Sudhir Gupta and Stefanie Lowe, previous interim CEO, for their contribution and assistance in enabling a smooth transition into my new position.

Lastly, a big thank you to our Clients, Community, Government partners and providers for their valued support.

I feel very honored being the CEO of this wonderful organisation and working with such an amazing and dedicated group of people.

I am truly looking forward to exploring the exciting possibilities as I am a great believer in the proven fact that with challenges comes great opportunities.

Carla Northam
Chief Executive Officer

Financial Performance

Summary of Financial Statements

Below are the abridged financial statements. The complete audited financial statements are available on the ACNC website or can be made available on request.

Income and expenditure statement:

Our organisation continued to focus on its social mission in a financially responsible manner. In 2021-22 our organisation made a surplus of \$33,565 which comprised of compared to an operating surplus of \$24,151 in 2020-21.

Key factors contributing to this result:

- The continued financial support of Transport for NSW and the Commonwealth of \$2,541,826 (2020-21 \$2,445,639)
- Volunteers (management committee members, drivers, carers, etc.) continued to support the organisation. The value of volunteer's time was estimated at \$291,390 and is included in these financial statements as an income and expense resulting in a nil change to the operating surplus.

	2022 \$	2021 \$
Income		
Grants	2,541,826	2,445,639
Passenger contributions	368,109	364,802
Volunteer contributions	291,390	300,420
Other income	51,210	24,302
Interest received	9,525	18,453
Total income	3,262,060	3,153,616
Expenses		
Salaries and employment costs	2,167,707	2,137,029
Volunteer expenses	291,390	300,420
Vehicle running expenses	232,006	188,687
Depreciation	116,485	93,498
Amortisation	171,355	159,210
Other transport expenses	67,753	71,458
Occupancy expenses	30,672	30,985
Support and administration expenses	151,127	148,178
Total expense	3,228,495	3,129,465
Operating surplus for the year	33,565	24,151
Other comprehensive income		
COVID subsidies	-	731,600
Total other comprehensive income for the year	33,565	755,751
Transfer to IT software reserves	-	(56,000)
Increase in retained earnings	33,565	699,751

Balance Sheet as at 30 June 2022

The balance sheet shows the assets and liabilities at 30 June, 2022. At this date, net assets (assets-liabilities) were \$2,969,425 compared to \$2,935,860. The increase was mainly due to operating surplus of \$33,565.

The organisation's cash balances, which includes Term Deposits, of \$3,224,946 are adequate to fund employee entitlements and other liabilities/provisions.

	2022 \$	2021 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,453,969	1,752,289
Investments – term deposits	1,770,977	1,764,196
Trade and other receivables	44,575	99,707
TOTAL CURRENT ASSETS	<u>3,269,521</u>	<u>3,616,192</u>
NON-CURRENT ASSETS		
Property, plant and equipment	587,810	331,305
Right of use assets	62,415	230,099
TOTAL NON-CURRENT ASSETS	<u>650,225</u>	<u>561,404</u>
TOTAL ASSETS	<u><u>3,919,746</u></u>	<u><u>4,177,596</u></u>
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	409,942	475,622
Lease liabilities	62,415	167,684
Provisions	365,597	330,169
TOTAL CURRENT LIABILITIES	<u>837,954</u>	<u>973,475</u>
NON-CURRENT LIABILITIES		
Provisions	112,367	205,846
Lease liabilities	-	62,415
TOTAL NON-CURRENT LIABILITIES	<u>112,367</u>	<u>268,261</u>
TOTAL LIABILITIES	<u>950,321</u>	<u>1,241,736</u>
NET ASSETS	<u><u>2,969,425</u></u>	<u><u>2,935,860</u></u>
EQUITY		
Accumulated funds	2,498,325	2,464,760
Motor vehicle replacement reserve	315,100	315,100
IT software reserve	156,000	156,000
TOTAL EQUITY	<u><u>2,969,425</u></u>	<u><u>2,935,860</u></u>

Client Highlights



Our Community



Service Highlights

19 Vehicles

48,494
Passenger Trips

483,397
Kilometers Travelled

Client Testimonials

"We had such an enjoyable day, we felt safe and well organised by responsible staff during our Woy Woy outing"

Mrs Halliley

"Well done to Community Wheels Drivers and Staff, I am very Thankful for the service to help me get to my medical appointments"

Mr Morris

"Community Wheels Drivers are very helpful and nice people. The service is Fantastic and I would be unable to attend my appointments without them"

Mr Nasrullah

"Excellent drivers 11/10 always very helpful to my needs and helping me anyway they can"

Mr Staples



Acknowledgements

Community Wheels Inc. would like to acknowledge our funding partners:

- Department of Health
- Transport for NSW

Community Wheels also extends our heartfelt thanks for their ongoing support to:

- Federal, State and Local Governments
- City of Parramatta Council
- Cumberland Council
- Bendigo Bank
- St George Bank
- National Australia Bank
- ANZ Bank
- Great Southern Bank (CUA)
- ING Bank
- SOS Technology Group
- Kwik Kopy, Parramatta
- Metcalfe
- Castle Hill Toyota

Volunteers

Community Wheels couldn't do what we do without the incredible support and dedication of our volunteers across different roles. We would like to thank each and every one of them for their valuable time contributed in building our organisation stronger.

Financial Members and Clients

Community Wheels thanks all financial members for their patronage and also many other clients who have donated generously to the organisation. Your contributions make a huge difference to our work, and we are deeply grateful for your generosity.



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