



2024-25 ANNUAL REPORT

LINKED
COMMUNITY SERVICES



CONTENTS

03	Contents
04	Message from the Chair
05	Board of Directors
06	Who We Are
07	Our Team
08-09	Message from the CEO
10	Message from Corporate Services Manager
11	Message from General Manager
12-13	Key Stats & Client Feedback
14-15	LinkedWell
16	Port Macquarie Business Awards 2025
17	Our Purpose, Values & Vision
18-19	Strategic Plan
20-21	LinkedUp
22-23	Finance Report
24-25	ACVVS Update & Testimonials
26	Thank You Volunteers
27	How You Can Help
28	Thank You Funding Partners

ACKNOWLEDGEMENT OF COUNTRY

Linked Community Services acknowledge the traditional custodians of the land on which we work, the Birpai, Worimi and Dhanggati people. We recognise the continuing connection to land, water and community. We pay our respects to Aboriginal and Torres Strait Islander culture; and to the Elders past, present and emerging. Aboriginal and Torres Strait Islander peoples should be aware that this Annual Report may contain images or names of people who have since passed away.

MESSAGE FROM THE CHAIR



It is with great pride and appreciation that I present the Chairperson's Report for Linked Community Services for the 2024/25 financial year.

This past year has once again demonstrated the strength, resilience, and commitment of our organisation. We have achieved another successful financial year, ensuring our long-term sustainability while continuing to deliver vital services to the communities we support. This is a direct reflection of the dedication and tireless efforts of our exceptional staff and volunteers. On behalf of the Board, I extend my heartfelt thanks to every individual who has contributed their time, skills, and passion to our mission.

One of the most significant milestones this year has been the development of a new Strategic Plan for Linked Community Services. This plan will guide our focus and decision-making over the coming years, ensuring we remain aligned with our values while responding proactively to the evolving needs of our community. The collaborative process involved in shaping this plan highlights the deep commitment across all levels of the organisation to continuous improvement and future-focused thinking.

I would also like to acknowledge and thank my fellow Board Directors for their support, insights, and governance throughout the year. Your collective expertise and commitment ensure that Linked remains well-positioned to meet challenges and seize opportunities.

As we look ahead, I am confident that 2025 and beyond will see Linked Community Services continue to grow, adapt, and thrive. We do so with a renewed sense of purpose, a clear strategic direction, and a steadfast commitment to delivering high-quality support and services to those who need them most.

As we turn our focus to the year ahead, I am encouraged by the strong foundations we have built and the strategic clarity we now hold. With a united team, a committed Board, and a renewed vision, Linked Community Services is well placed to embrace new opportunities and respond to future challenges with confidence. Together, we will continue to build a more inclusive, connected, and supportive community for all.

A stylized, handwritten signature in orange ink that reads "Alan".

ALAN WATTS
Chairperson

BOARD OF DIRECTORS



ALAN WATTS
Chairperson



IAN SKEAD
Deputy Chair



RUSSELL STOCKHAM
Secretary



ANNETTE MESSENGER
Director



PAUL WARD
Director



KEN HEFFERNAN
Director



GEORGE FOTOULIS
Director



LORRAINE HERAGHTY
Director



CARLIE COMER
Chief Executive Officer

WHO WE ARE



Linked Community Services (Linked) is a not-for-profit organisation dedicated to enriching the lives of people across our local communities. We deliver essential services that support independence, reduce isolation and build stronger social connections.

At the heart of what we do is providing reliable, safe and affordable transport for individuals who are vulnerable, socially isolated or face barriers to accessing everyday services. Our community transport ensures people can attend medical appointments, participate in social and recreational activities, and maintain vital connections with family and friends.

Beyond transport, Linked offers a variety of engaging social outings, from day trips to overnight stays, all designed to bring people together, create joyful experiences and nurture new friendships.

We are also proud to coordinate the Aged Care Volunteer Visitors Scheme (ACVVS), where dedicated volunteers visit older people to offer companionship and brighten their days. This program plays an important role in reducing loneliness and enhancing quality of life for those living alone at home or in residential aged care.

Above all, our purpose is to provide meaningful, positive experiences for clients right across the Mid North Coast. Whether it's through a friendly drive, a shared adventure or a heartfelt conversation, our passionate team of staff and volunteers is committed to making a genuine difference in the lives of the people we support.

OUR TEAM



At Linked Community Services, our team culture is built on shared values, a common purpose, and a strong sense of connection. Every member of our team is united by a commitment to delivering high-quality services that make a meaningful difference in the lives of our clients.

One thing all team members at Linked have in common is a genuine desire to help others and improve the quality of life and independence of people within our community.

We take pride in fostering a workplace defined by collaboration, trust, and mutual respect. We recognise and embrace each individual's strengths and support one another in areas for growth. This culture of understanding builds the resilience that enables us to meet challenges with confidence and unity.

Our values of Care & Connection, Community & Collaboration, Clarity & Commitment are at the heart of everything we do. These values guide how we work with each other, and how we support our clients and community.

Our dedicated team consists of professional staff and passionate volunteers who are truly committed to helping others. They engage in meaningful conversations with clients, showing genuine interest in their well-being and welfare. Our services are designed to offer a respectful, and person-centred experience, reflecting our deep regard for our clients, community, and culture.

Our Client Services Officers are professionally trained and committed to providing excellent service and support. Our Drivers are experienced, friendly, and focused on getting clients to their destination safely and on time.

We are also incredibly proud of our volunteer network. Their contribution is vital—and without them, we could not reach as many people or deliver the level of care that defines Linked Community Services.

Together, our people form a strong, values-led team that is central to our success and the lasting impact we make across the Mid North Coast.

MESSAGE FROM THE CEO



This past year has been one of exciting transformation, marked by solid financial performance and bold steps forward, despite the many challenges in our external environment. I'm proud to report that Linked Community Services has continued to grow its impact while remaining financially strong and strategically focused.

We closed the financial year with a favourable result, a testament to our prudent management and the dedication of our team. This is particularly encouraging given the pressures many organisations have faced with rising costs, funding changes and economic uncertainty. At the same time, the cost-of-living crisis has affected our clients' ability to access services, contributing to fluctuating trip numbers and shifting patterns in community engagement.

One of the more personal challenges this year has been the reduction in our volunteer numbers. We've seen many long-standing volunteers return to the workforce, driven simply by the rising cost of living. Their absence has been felt across our services, and we are actively focusing on re-engagement and recruitment efforts to rebuild our volunteer base. The value of volunteers to our organisation is immeasurable, and we remain deeply grateful for their commitment.

A major development this year has been the shift in funding arrangements for Community Transport services. Following the introduction of the new Commonwealth Aged Care Act 2024, the NSW Government confirmed that Transport for NSW (TfNSW) would cease to administer the Commonwealth Home Support Program (CHSP) funding from 1 July 2025. Looking forward, Community Transport providers—including Linked—entered into direct funding agreements with the Commonwealth Department of Health and Aged Care, aligning NSW with all other jurisdictions nationally. This change is expected to reduce red tape and simplify government processes for providers, creating a more streamlined and consistent framework for the sector.

For Linked, this transition comes at a pivotal time, as we formally enter the aged care sector—an exciting and strategic milestone for our organisation. This is not simply a response to policy reform but a proactive step toward expanding the scope of our services and better meeting the evolving needs of our community. Moving into aged care directly supports our strategic goal of diversification and strengthens our ability to provide holistic support across all stages of life.



Our commitment to innovation and growth is further reinforced in our newly launched Strategic Plan. Facilitated by Stephanie Bown and shaped through a series of collaborative workshops, the plan is grounded in extensive consultation with staff, board members, and stakeholders. It articulates a refreshed Purpose, Vision, and Values that reflect who we are today and where we are heading. The plan embraces a clear appetite for measured risk, empowering us to grow thoughtfully into new service areas where community demand is evident. Controlled diversification is not only vital to our sustainability—it ensures we remain adaptive, relevant, and impactful in an evolving sector.

To bring this renewed direction to life, we are excited to host another – Linked Community Services Conference in August, themed “Accelerate.” This event will energise our team around the Strategic Plan, creating a shared momentum to drive progress. “Accelerate” symbolises our readiness to move forward with clarity, purpose, and pace—translating our strategy into action as we continue to evolve, innovate and respond to community need.

I want to take this opportunity to sincerely thank all of our staff and volunteers for their outstanding contributions over the past year. Your commitment, compassion, and professionalism are the heartbeat of Linked. Whether delivering services directly or supporting operations behind the scenes,

each of you plays a vital role in helping us make a real difference in the lives of people in our community. Your efforts are seen, valued, and deeply appreciated—not just by me, but by the many individuals and communities who benefit from your work every day.

While the year has posed its share of challenges, it has also reinforced the resilience, agility, and deep community spirit that define Linked Community Services. I am incredibly grateful to our passionate team, our dedicated Board, our incredible volunteers, and our supportive community for helping us thrive during a time of great change.

As we turn our focus to the year ahead, I am encouraged by the strong foundations we have built and the strategic clarity we now hold. With a united team, a committed Board, and a renewed vision, Linked Community Services is well placed to embrace new opportunities and respond to future challenges with confidence. Together, we will continue to build a more inclusive, connected, and supportive community for all.

A stylized, handwritten signature in orange ink that reads "Carlie".

CARLIE COMER

Chief Executive Officer

MESSAGE FROM THE CORPORATE SERVICES MANAGER



We have seen the fluid nature of change and challenges throughout the year. New employees seeking to define their contribution, existing employees striving for growth and greater opportunity. Our team engagement on strategy development for 2025 and beyond was focused on defining our purpose, changing and responding to opportunities. Reflecting on our strengths; strong culture and employee engagement, a strong core leadership team, high service standards and reliability, financial stability with ability to scale and the capacity to meet compliance expectations. Our consensus on purpose provides a clear roadmap, defining expectations, and ensuring that all stakeholders are on the same page

Our General Manager, Wendy Skimmings, retired in September 2024, after 22 years' service. What made Wendy's contribution so significant was her passion for community. Wendy should be truly proud of her achievements and legacy.

To support our secession program, we invested in training for our current and future leaders. Core to this training program was the recognition that as a leader, you rise, and fall based on the quality of your working relationships. Maintaining and growing our structure is essential for the continuation and growth of our service offerings, and for positioning Linked for the next stage in our journey.

Our business-as-usual processes and procedures work in parallel with our growth platforms ensuring we maintain focused on compliance, risk management and safety for service stability, whilst developing strategic initiatives and evolving to achieve higher levels of performance.

Technological change is impacting on how we work now, and, in the future, we will need our employees to have a blend of technical skills, adaptable personalities, and a focus on continuous learning to enable Linked to provide personalised, scalable and dignified services to enable our clients to live more fulfilled, worthwhile and enriched lives.

We are building a constructive culture where our people are supported to grow, develop, collaborate, innovate and embrace change. I am excited to see the results as we leverage the skills and the commitment of our team striving to complete our strategic objectives for 2025 and beyond.

DAVID PAFF

Corporate Services Manager

MESSAGE FROM THE GENERAL MANAGER



I was delighted to join the Linked Community Services team in May 2025, arriving at a pivotal moment as we embarked on shaping our new Strategic Plan. The timing was ideal, allowing me to contribute to the planning workshops that laid the foundation for an exciting phase of growth and innovation.

As Linked continues to diversify and expand its service offerings, we are actively positioning ourselves to deliver additional services under the forthcoming Support at Home program. This also includes readiness for the eventual transition of the Commonwealth Home Support Programme (CHSP) into the new aged care model. Our focus has been on:

- **Preparing our application to deliver the service**
- **Aligning policies and procedures to the new aged care reforms**
- **Evaluating opportunities to build on our software suite to ensure our systems are fit for purpose, scalable, and optimised for future service delivery**

While we look ahead, we remain attentive to the evolving landscape of program funding changes and fluctuations in service delivery costs. Comprehensive data analysis is underway to better understand the trends and unit costings behind our existing services, enabling data-informed decisions around pivotal aspects such as:

- **Fleet utilisation**
- **Scheduling optimisation**
- **Service delivery performance and resourcing**
- **Tailoring service to respond to community need**

This work ensures Linked remains agile and responsive in a rapidly changing community services sector.

As I've settled into the organisation, I've been very impressed by the culture at Linked. Our team is passionate, values-driven, and committed to making a meaningful difference in the lives of the people we serve. This is consistently reflected in the positive feedback we receive from those accessing our services. Whether it's a community visit, a social outing, a phone interaction, or a transport service, our volunteers and staff demonstrate care and dedication through their everyday work and engagements.

This is an incredibly exciting time for Linked as we bring our strategic vision to life. I am proud to lead the Client Services Team and to be part of our organisation's journey of growth and positive impact on the communities we serve. I hope you enjoy reading the many inspiring stories and testimonials shared throughout this Annual Report.

MARK ANDERSON

General Manager

SERVICE AREA STATISTICS



6,202 TOTAL CLIENTS

2025



127,807 TOTAL TRIPS

2025



59 FLEET VEHICLES

2025



CLIENT FEEDBACK



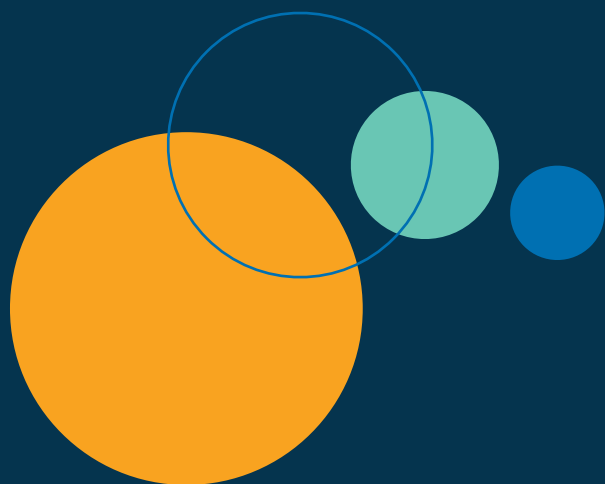
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“I went on my first bus trip on 27/2/25, an overnight trip. I had a wonderful time. The other passengers, the driver and bus assistant were so kind and caring.”

“The staff on the cruise were caring and professional, plus our driver was very helpful, considered and professional on the day.”

“I attended the Katoomba Overnighter and had the best time. A big thank you to the driver and bus attendant.”

“The driver was wonderful, and I really appreciate him doing the trip with the terrible weather we had. He also drove very safely.”



“It was pouring rain when they arrived my house. My front garden was flooded and my driver assisted me getting my bags to the front door, so they did not get wet on the ground. I would like my thanks to be passed on to the driver and would like to say she was lovely and made my return home easy.”

“I would just like to say we had a very pleasant driver today. He was so helpful as the rest of your drivers, he could not do enough for us.”

“We had the most wonderful trip together and I wanted to thank you very very much! We laughed together, cried together, and it was the loveliest day out. An excellent driver!”

“Our driver is so lovely and personable, she opens car doors for us and is a lovely lady. Linked has done very well with their staff.”

“You were so kind and brilliant and you went that extra mile for me, at a time when I was completely overwhelmed. I am so grateful to you.”

”



PUTTING OUR PEOPLE FIRST

What is LinkedWell?

LinkedWell is our organisation-wide program dedicated to the wellbeing of our staff. It's a collection of practical initiatives designed to support our people in caring for their physical health, mental wellbeing, family life, and personal milestones.

It's also our way of showing that at Linked, we see our staff as whole people — with lives, passions, families, and needs that matter just as much as the incredible work they do.

Put simply, LinkedWell is how we bring our values to life inside our own walls.

Why We Created LinkedWell

At Linked Community Services, we know that the work we do is only possible because of the remarkable people who do it. Every day, our staff show up with compassion and dedication to support individuals and families through some of life's most challenging circumstances.

But we also understand that this work is demanding. It can take a toll — emotionally, mentally, and physically. That's why we made a clear decision to invest in something different. We wanted to build a program that not only acknowledges these challenges, but actively helps our people lead healthier, happier, more balanced lives.

That's how LinkedWell was born.



“LinkedWell isn’t a perk — it’s a promise. A promise that we’ll keep looking after the people who care for our community every day.”

What Makes LinkedWell Different?

While many organisations talk about caring for their employees, LinkedWell stands out because it's real, it's specific, and it's designed around the actual lives of our people.

Some of the ways we do this include:

Personal Wellbeing Reimbursement: Each year, every staff member can claim up to \$300 on things that help them stay well — whether that's a gym membership, a new pair of runners, a meditation app, or even support to quit smoking. We trust our people to know what helps them most, and we back them to choose it.



Birthday Leave: We give our staff a full paid day off to celebrate their birthday. It's a simple gesture that says: your life matters, and we want you to enjoy it.

School & Care Pop-Outs: For parents and carers, we introduced a policy that lets them “pop out” of work — up to twice a month — to attend important moments like a child’s school assembly, sports carnival, or medical appointment. This time doesn’t come out of their regular leave, because we know how vital it is to be there for those milestones.

These initiatives are practical, but more importantly, they’re personal. They reflect our genuine belief that work should fit around life — not the other way around.

Why It Matters

For us, LinkedWell isn’t just a staff perk. It’s a crucial part of building a healthy, resilient organisation.

When our people feel cared for and supported, they’re better able to care for others. They’re more engaged, more energised, and more likely to stay with us long term. In a sector known for high burnout, that matters enormously — not only for our staff themselves, but for the quality and continuity of care we provide to the community.

LinkedWell helps us create a workplace where people want to be, where they feel recognised and respected, and where they know their wellbeing is a real organisational priority.

Bringing LinkedWell to Life

To make sure LinkedWell is visible and accessible every day, we created a distinctive LinkedWell logo and brand, which is located our internal LinkedUp app. It’s more than just a design — it’s a daily reminder that wellbeing is woven into the fabric of Linked.

Through the LinkedUp app, our staff can easily find everything they need to access LinkedWell — from making a wellbeing reimbursement claim, to logging a school pop-out, or simply reading about the latest ways we’re supporting our team.

Looking Ahead

I’m incredibly proud of LinkedWell because it says so clearly who we are and what we stand for. It’s our promise to every person who works here: that we value you, we see you, and we want you to live a full, healthy life.

As we move forward, we’ll continue to listen, adapt, and grow LinkedWell, always looking for new ways to support our people — because when they thrive, so does our whole community.



CARLIE COMER
Chief Executive Officer

A WIN FOR OUR COMMUNITY

We are thrilled to share that Linked Community Services was recently named the winner of the Community & Social Services Award at the 2025 Port Macquarie Business Awards. This is a wonderful honour that recognises the commitment, compassion and tireless work of so many people across our organisation who come together each day with a shared purpose: to make a positive difference in the lives of individuals, families and communities throughout our region.

It was a special moment to have members of our Leadership Team attend the awards night on behalf of all of us, proudly representing Linked among an inspiring group of local businesses, community organisations and service providers. Nights like these are a powerful reminder of the vibrant, caring and innovative spirit that characterises our region — and of just how many people are working, in their own unique ways, to strengthen and uplift our communities.

While we are deeply proud of this achievement, we also want to shine a light on the other outstanding finalists in our category. Each of these organisations brings dedication, creativity and heart to the important work of supporting people in our local communities. We recognise that, ultimately, we are all striving toward the same goal: to build a more connected, inclusive and thriving region where everyone has the opportunity to live well. Being acknowledged alongside such passionate peers only strengthens our commitment to this shared vision.

“Winning this award is an honour, but what matters most is standing alongside so many others who are working tirelessly for our community.”

— **Carlie Comer, CEO**



We know that none of this would be possible without the extraordinary people who make up the Linked family. We extend our heartfelt thanks to our Board, whose strong governance and strategic oversight guide us forward; to our Leadership Team, who drive our vision with determination and care; and to our employees and volunteers, who are the very heartbeat of our organisation. It is through your dedication, empathy and hard work that we continue to deliver high-quality programs and services that truly change lives.

This award also sets the stage for the next exciting chapter, as Linked now progresses as a finalist in five categories at the upcoming Mid North Coast Regional Business Awards. It's a wonderful opportunity to further showcase the impact of our work and to celebrate the role of community services in shaping a better future for all. As we look ahead, we do so with immense pride in what we have achieved together and with a renewed energy to keep building brighter, stronger communities across our region.

STRATEGIC PLAN 2030

OUR PURPOSE

We empower community wellbeing through care and connection.

This new purpose reflects both the emotional and practical impact of Linked’s work. It highlights why we exist — to strengthen safety, wellbeing, and independence in the lives of individuals and communities across NSW.

OUR VALUES



CARE + CONNECTION

We lead with compassion and build trusted relationships with people we support, teams, and partners.



COMMUNITY + COLLABORATION

We foster strong local networks, working together to support inclusive, resilient communities.



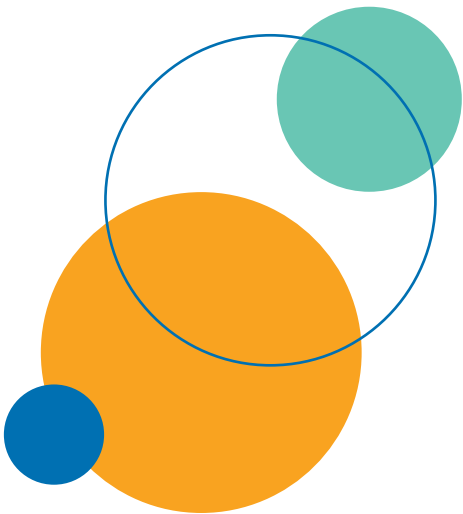
CLARITY + COMMITMENT

We are transparent, dependable and dedicated to deliver positive lasting outcomes.

OUR VISION

Be a leading force in community service, enhancing safety, wellbeing and independence.

This vision speaks to both leadership and impact, setting a clear direction for Linked’s future as we continue to grow and support more communities with integrity and purpose.



STRATEGIC PLAN: A NEW CHAPTER OF PURPOSE AND IMPACT

Our Strategic Planning Journey

At Linked Community Services, we know that strategy is far more than a document — it is a living system that keeps us focused, adaptable, and unified in our mission.

Over the past year, we embarked on an extensive strategic planning process to ensure we are well positioned to grow our impact and sustain our commitment to community wellbeing. This process resulted in a five-year strategic plan that sets out our bold aspirations over 1, 3, and 5 years, providing a clear roadmap for our future.

We began by inviting insights from across the organisation through SOAR sessions (exploring our Strengths, Opportunities, Aspirations, and Results), engaging our operations, scheduling, and leadership teams. These sessions gave everyone at Linked the chance to shape our direction and identify how we can best deliver on our mission.

Our leadership team then came together in a full-day strategy workshop, supported by external facilitation, to transform these collective insights into a focused, actionable plan. The result is a one-page strategy that will guide our decisions, reviewed annually and revisited quarterly to ensure our day-to-day work remains tightly aligned with our long-term goals.



Our Strategic Priorities: Focus Areas for FY26 and Beyond

Guided by our refreshed Purpose, Values, and Vision, our strategic plan identifies four key pillars to support our ambitions:

PILLAR	GOAL
SERVICE	Diversify and expand our services
PEOPLE + CULTURE	Build a strong employer brand
FINANCE	Maintain financial strength
SYSTEMS	Adopt systems fit for purpose

2025-2030

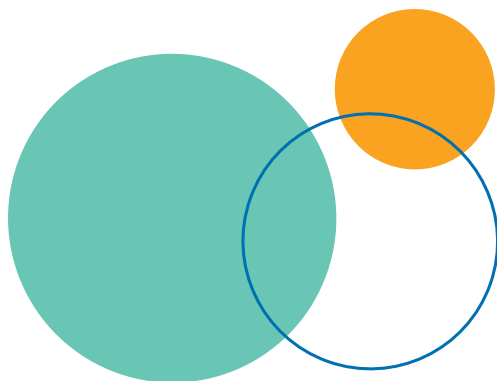
Our 5-Year Strategic Vision

TIMEFRAME	THEME	WHAT THIS MEANS FOR LINKED
1 YEAR	Accelerate	Think big and back bold ideas. Move faster with clarity and purpose as we expand our existing service offerings and move into new service areas of support.
3 YEARS	Scale	Grow our services while protecting and strengthening our capital reserves, ensuring we have the flexibility to invest in innovation and respond to community needs.
5 YEARS	Lead	Be widely recognised as a trusted provider of care and community services across NSW, enhancing safety, wellbeing and independence through a diversified range of offerings that remain true to our purpose and values.

As we step forward with this new strategic plan, we do so with clarity, confidence, and an unwavering commitment to the people and communities we support. Our path ahead is ambitious, but it is guided by a shared purpose and a collective belief in what is possible when we lead with care and connection.

Together — with our dedicated team, valued partners, and supportive communities — we will turn this plan into meaningful impact, ensuring Linked Community Services continues to be a trusted force for safety, wellbeing, and independence across NSW for many years to come.

A NEW WAY TO KEEP CONNECTED



At Linked Community Services, our work spans many locations, teams, and services — from Aged care, Community Transport, Aged Care Volunteer Visitors Program and beyond. It's this rich diversity that makes our organisation so special. But it also means our staff and volunteers are often on the move, out in the community, or working from different sites.

We recognised that to truly live our values of belonging and excellence, we needed to find a better way to keep everyone connected, informed, and supported — no matter where they were. That's why we introduced LinkedUp.

“LinkedUp means I never miss a critical update — or a chance to celebrate our amazing team.”

— Amber McAlister,
Operations Manager

What is LinkedUp?

LinkedUp is a dedicated internal app built just for the people of Linked Community Services. Accessible on any device — a smartphone, tablet, or computer — it's designed to be a central hub for all our staff and volunteers.

It's much more than a noticeboard or a newsletter. LinkedUp is a tailored digital space where our entire workforce can come together, stay updated on the latest news, easily access essential resources, and celebrate the many incredible stories happening across our organisation every day.

Why we created it

Working in community services is dynamic and often fast-paced. Many of our team members aren't tied to desks or computers during their day. Important information can get lost in crowded inboxes, or people might miss out on moments of recognition and celebration simply because they're out supporting clients.

We introduced LinkedUp to bridge those gaps. It breaks down communication barriers by putting everything our people need at their fingertips — making sure everyone, from office-based staff to frontline support workers and volunteers, feels equally connected and valued.

How it works and why it’s valuable

LinkedUp is easy to use and brings a huge range of benefits to staff and volunteers, no matter where or how they work. Through the app, they can:

- **Stay informed:** See organisational updates, CEO messages, upcoming events — plus receive urgent notifications like severe weather alerts, road closures, or traffic incidents, helping them stay safe and plan ahead.
- **Access essential resources:** Quickly find policies, HR documents, payroll information and other important tools without searching through emails or paperwork.
- **Streamline daily work:** Log shift notes, complete incident reports, submit wellbeing claims under LinkedWell, or record “pop-out” allowances for school events — all in one place.
- **Celebrate and connect:** Read good news stories from across our programs, recognise colleagues’ milestones, and see how teams are making a difference right across our community.

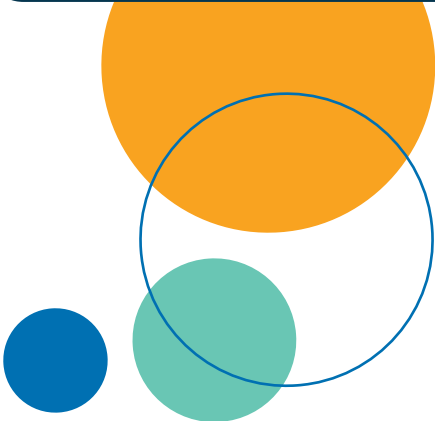
Because LinkedUp works on any smartphone, tablet, or desktop, it ensures that whether someone is in the office, on the road, or supporting clients in their homes, they’re never out of the loop.

“Emergency weather alerts, on your phone in seconds.”

A unique part of who we are

To reflect just how important LinkedUp is to our organisational culture, we developed a distinctive LinkedUp logo and brand. It signals that this is more than just another piece of software — it’s a proud, personal platform that belongs to the people of Linked.

LinkedUp strengthens our community by keeping everyone informed, connected, and engaged, no matter where they work or volunteer. It’s one more way we’re investing in our people, supporting their daily work, and nurturing the strong, united culture that makes Linked Community Services a truly special place to be.



FINANCE REPORT 2024/25



CARLIE COMER

Chief Executive Officer

Linked delivered strong financial performance in FY2024/25, demonstrating resilience and growth amid challenging economic conditions. The organisation successfully expanded its customer base and enhanced service delivery while navigating cost-of-living pressures affecting the broader community. Strategic investments in fleet modernization and workforce development have positioned Linked for sustained growth and operational excellence.

BUSINESS PERFORMANCE OVERVIEW

During FY2024/25, Linked executed key strategic initiatives that strengthened its market position:

Customer Engagement & Community

Impact: Despite prevailing cost-of-living pressures affecting clients across the mid north coast, Linked maintained high levels of customer engagement while providing essential transportation services to the community. The organisation’s commitment to accessible, reliable service proved particularly valuable during this challenging economic period.

Infrastructure Investment: Significant capital was allocated to fleet reinvestment, ensuring clients continue to receive safe, reliable transportation in modern, well-maintained vehicles. This strategic investment enhances operational efficiency while maintaining Linked’s reputation for quality service delivery.

Workforce Development: Linked made targeted new hires to strengthen organisational capabilities. These strategic appointments are designed to drive future success through the development of new business streams and identification of growth opportunities across our service areas.

FINANCIAL PERFORMANCE

Net Surplus Achievement: Linked achieved a net surplus of \$518,890 for FY2024/25, representing a 6.37% increase compared to the previous financial year. This performance demonstrates effective cost management and revenue optimization strategies.

Revenue and Expenditure Summary:

- Total Income: \$8,501,003
- Total Expenses: \$7,982,113
- Net Surplus: \$518,890

FINANCIAL POSITION

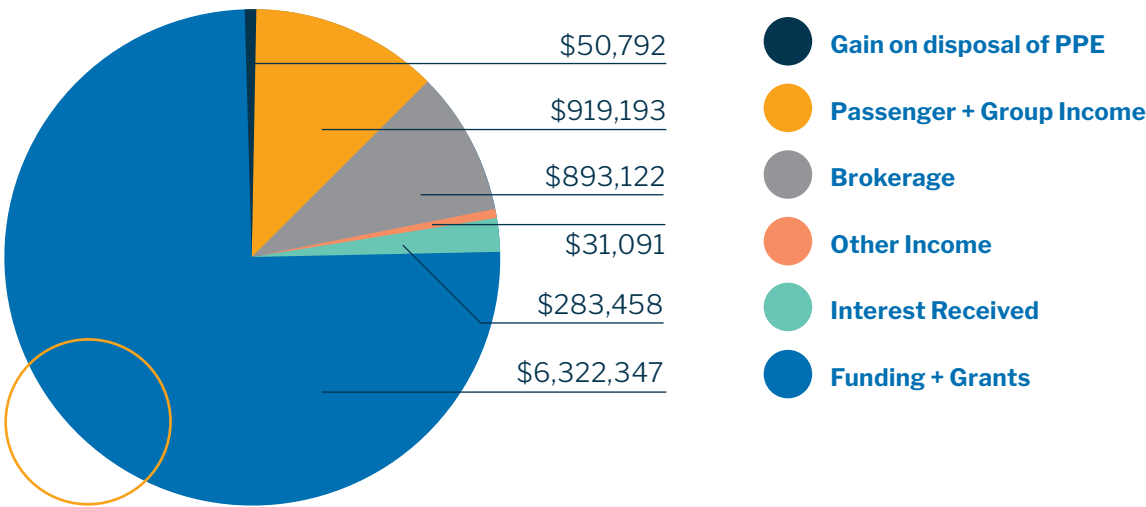
Linked maintains a robust financial position with substantial liquidity and asset strength:

Balance Sheet Summary:

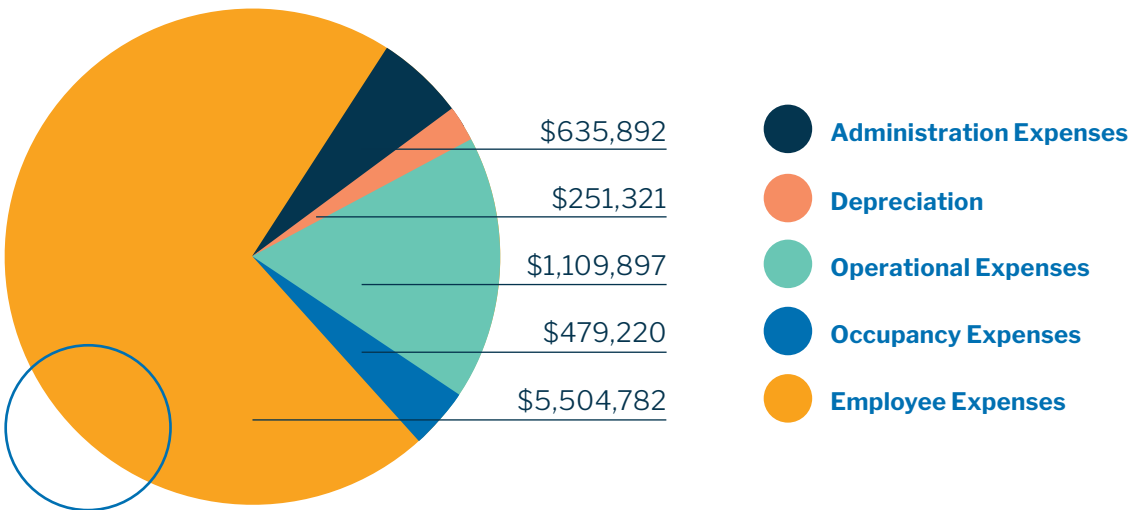
- Total Assets: \$9,281,543
- Total Liabilities: \$1,305,542
- Total Equity: \$7,976,001

Liquidity Position: Cash and financial assets total \$6,975,915, providing comprehensive coverage for all current liabilities and anticipated capital expenditures, including planned fleet replacement programs. This strong liquidity position ensures operational continuity and supports strategic investment capabilities.

REVENUE + OTHER INCOME



EXPENSES



KEY FINANCIAL METRICS

- Current Ratio: 6.6
- Working Capital: \$6.4 million These metrics reflect Linked’s exceptional financial stability and capacity to meet both operational requirements and strategic investment commitments.

OUTLOOK + STRATEGIC POSITIONING

Linked’s financial performance establishes a solid foundation for future growth initiatives and strategic development. The organisation is well-positioned to:

- Continue service expansion across the mid north coast region
- Invest in technological and operational enhancements
- Deliver sustained value to community stakeholders
- Pursue new business opportunities while maintaining financial prudence

The combination of strong cash reserves, healthy profitability, and strategic workforce investments positions Linked favourably for continued success in the evolving transportation services market.

AGED CARE VOLUNTEER VISITORS SCHEME (ACVVS)



Linked continues to proudly deliver the Aged Care Volunteer Visitors Scheme (ACVVS). Funded by the Australian Government, this highly impactful program links volunteer visitors with older people – providing friendship and companionship, to reduce feelings of loneliness and isolation.

With excitement, I report on achievements from the past year – a year marked by strong growth in volunteer participation, community engagement, and a strengthened presence and visibility of the program across the Aged Care Planning Regions of Hunter and Mid North Coast.

A primary focal point was our marketing and engagement strategies, that included:

- Production of a professional ACVVS TV commercial that educated and encouraged our community to consider becoming an Aged Care Volunteer Visitor.
- Development and relaunch of our ACVVS webpage, designed to improve accessibility and share resources.
- Production of powerful marketing materials and professional images, that highlight the people and moments that define ACVVS.
- Active participation in community engagements, engaging in a diverse range of initiatives and events, including cultural awareness campaigns to promote diversity and inclusion.

A highly anticipated event on our calendar is National Volunteer Week. This year's theme, Connecting Communities, reminded us that volunteering is more than service, it's about friendships, resilience and shared commitment

to something greater than ourselves. Although a major flooding event impacted planned celebrations, our thoughts were with those affected, and we found other ways to recognise and appreciate the valuable contribution of our amazing volunteers.

Reflecting on the past year, I am incredibly proud of what our volunteers have achieved. Their dedication, compassion, and countless hours of service have been the driving force behind our success and continue to embody the spirit of community and volunteerism. Most importantly, their impact on reducing loneliness and isolation in the community has been profound.

Specifically, throughout the 2024-2025 financial year, 111 active volunteers delivered over 4,300 visits to more than 327 recipients, reflecting deep community engagement and highlighting the strong need for this service.

Our achievements have also been made possible by the collective efforts of a dedicated and passionate ACVVS coordination team of Margaret, Belinda and Cheryl. I am truly grateful for their professionalism, energy and unwavering support.

Volunteer visits bring more than just company – they bring connection, care and a smile!

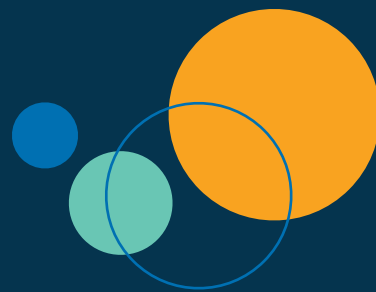
Christie

CHRISTIE KORVEMAA

Aged Care Volunteer Visitors Scheme Coordinator



A REMARKABLE CONNECTION



ACVVS VOLUNTEER - Susan

I connected with the ACVVS team because I was interested in the Aged Care Volunteer Visitor role and felt it aligned with my skills and interests. I was matched with Suzanne 18 months ago and we developed a lovely friendship. As our friendship grew, we came to realise we shared many common interests, we are the same age, had similar careers, and coincidentally, my grandparents lived in Suzanne's hometown, which I remember well from visiting as a child.

We meet weekly and enjoy sharing a coffee, whether at Suzanne's local café with community singing, wandering along the break wall or exploring other places using Linked Transport.

One of the highlights for me was joining Suzanne's 70th birthday celebrations with her family and long-term friends. Meeting Suzanne has truly enriched my life. Her patience and gentle sense of humour are qualities that remind me of what really matters.

ACVVS RECIPIENT - Suzanne

Suzanne was referred to ACVVS to connect with an Aged Care Volunteer Visitor to provide stimulation and to combat loneliness. We have observed Suzanne and her ACVVS volunteer develop a very supportive friendship, based on common interests and mutual respect.

Suzanne provided wonderful feedback on her visits, stating:

"Susan's visits have improved my overall outlook. I have a happier disposition. I enjoy strolling along the Break Wall and the occasional visit to the village cafe. I really look forward to them."

Suzanne really enjoys frequenting her favourite local café in Port Macquarie with Susan. They have become regulars, and the friendship has expanded to include regular sit down catch ups with the café owner. Linked strives to open doors socially for our ACVVS recipients, and stories like this truly demonstrate the essence of this program.

ACVVS RECIPIENT - Suzanne's Children

Suzanne, our mum, is one of the younger residents in high care, and loneliness often weighed on her. As full-time working parents with young families, we have struggled to visit as often as we'd like. Then came Susan, a wonderful Linked volunteer whose weekly visits have been a blessing. She is kind, thoughtful and caring, Susan engages mum with conversation and takes her on small adventures, ensuring at least one day a week is filled with joy! They have many things in common, which were all taken into consideration when they were matched. We cherish hearing about mum's brighter days after Susan's visits. We can't thank her enough. The world needs more amazing people like Susan!



THANK YOU VOLUNTEERS

At Linked Community Services, we believe that a connected community is built on compassion, generosity and shared purpose. Nowhere is this more evident than in the remarkable spirit of our volunteers.

It's the best thing I've done for myself and my community."

Each one of you gives your time, energy and heart to support people across our community — driving someone to a vital appointment, lending a listening ear to an older person who might otherwise be alone, assisting on our buses to keep passengers safe and at ease, or helping behind the scenes in our offices to make sure everything runs smoothly.

Your contributions extend far beyond the hours you give. You bring comfort, dignity and joy to the lives of the people we serve. You help older people stay connected, give carers peace of mind, and remind us all what it means to look out for each other.

"It's hard to put into words what it means to have someone care enough to help. Your volunteers make my life easier and so much happier."

This past year, our volunteers have once again shown extraordinary commitment and kindness. You've navigated busy schedules, rainy days, and countless kilometres on the road — always with a friendly smile and a caring word.

To each of you: **thank you.** Thank you for your patience, your empathy, your willingness to pitch in wherever needed, and your steadfast belief in the power of community.

Your efforts are deeply appreciated, not just by our organisation, but by every individual and family whose lives you have touched. You truly are the heart of Linked Community Services.

Together, we're creating a community where everyone feels valued, supported and connected — and we simply couldn't do it without you.



HOW YOU CAN HELP



Become part of the team

If you're looking for a meaningful way to contribute, we'd love to hear from you. Whether you can give a few hours a week or a day a month, your time makes a big impact.

Visit our website at linked.org.au/volunteer to learn more or get in touch to discuss how your skills and interests can best be put to use.

Together, we can continue to build a connected community where everyone feels valued and supported.

"I look forward to my volunteer visitor coming each week. It brightens my day. It's like having a friend drop by just for me."



FOR MORE INFORMATION

Please contact the office, visit the website www.linked.org.au/volunteering or scan the QR code to express your interest.

THANK YOU PARTNERS

TO OUR COMMUNITIES

From Port Stephens to South West Rocks, the communities we serve are the foundation of our purpose. Every person we support, every family we connect with, and every kind word shared helps strengthen our mission. Your trust and ongoing support inspire us to grow and improve.

TO OUR FUNDING PARTNERS

We extend our sincere appreciation to our funding partners. Their continued support allows us to reach further, serve more, and innovate in ways that ensure lasting positive change. Thank you for being a vital part of our journey.

Transport for New South Wales - (TfNSW)



Department of Health and Aged Care



New South Wales Department of Communities & Justice



Department of Social Services

