

ANNUAL REPORT 2025-2026



LINKED



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.

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CHAIRPERSON'S REPORT



It is both an honour and a privilege to present my first Chairperson's Report for Linked Community Services.

Over the past year, I have had the opportunity to see firsthand the passion, professionalism and commitment that exists throughout this organisation. What stands out most is Linked's unwavering focus on community, innovation and growth, even during a time of significant change and increasing pressure across the community services sector.

The 2025/26 financial year has been one of strong progress for Linked Community Services. The organisation has continued to strengthen its position as a trusted and forward-thinking community service provider while remaining firmly grounded in its values and purpose.

Throughout the year, Linked has demonstrated resilience, adaptability and strategic leadership. The organisation has continued to grow its services, strengthen partnerships, advocate for the sector and identify new opportunities that will support long-term sustainability and community impact into the future.

It has also been incredibly encouraging to see Linked receive increasing recognition across local, regional and state levels. These acknowledgements reflect the dedication and hard work of the entire organisation and reinforce Linked's growing reputation as an innovative and respected leader within the community sector.

As Chairperson, I have been particularly impressed by the organisation's commitment

to future-focused thinking. Through strategic diversification, investment in people and leadership, and a clear vision for growth, Linked continues to position itself strongly for the opportunities and challenges ahead.

I would like to sincerely acknowledge and thank our CEO, Carlie Comer, for her leadership, vision and ongoing commitment to the organisation and the communities we support. I also extend my thanks to my fellow Board Directors for their guidance and governance throughout the year.

Most importantly, I would like to thank the staff and volunteers of Linked Community Services. Your compassion, professionalism and dedication are at the heart of everything this organisation achieves, and your contribution to our communities continues to make a meaningful and lasting difference.

As we look ahead to 2026 and prepare to celebrate Linked Community Services' 40 year anniversary, we do so with pride in our history and confidence in the future ahead. I am confident Linked will continue to grow, evolve and positively impact the communities we serve for many years to come.

Kind Regards,

George Fotoulis

Chairperson
Linked Community Services

BOARD OF DIRECTORS



GEORGE FOTOULIS

Chairperson



IAN SKEAD

Deputy Chair



RUSSELL STOCKHAM

Secretary



ANNETTE MESSENGER

Director



PAUL WARD

Director



KEN HEFFERNAN

Director



LORRAINE HERAGHTY

Director



CARLIE COMER

Chief Executive Officer

ABOUT US

Linked Community Services (Linked) is a not-for-profit organisation committed to strengthening communities and enriching the lives of people across the Mid North Coast.

For 40 years, we have supported individuals and families to remain connected, independent and engaged in the communities they call home. Through a growing range of community services, wellbeing initiatives and social support programs, we help people build relationships, improve wellbeing and continue living fulfilling lives at every stage of life.

At Linked, we believe connection is at the heart of a healthy community. Whether it's accessing healthcare, participating in social activities, supporting families, building confidence, forming friendships or simply knowing someone cares, our services are designed to support people in ways that are practical, personal and empowering.

Our community transport services provide safe, reliable and affordable access to medical appointments, shopping, social outings and everyday activities for people who may otherwise experience barriers to getting where they need to go. Beyond transport, we create opportunities for people to come together through group experiences, outings, events and shared activities that reduce isolation and foster a strong sense of belonging.

As Linked continues to grow, so too do the ways we support our community. New initiatives such as Linky Littlies reflect our commitment to creating safe, inclusive and connected experiences for children and families. Designed to support early learning, wellbeing and community participation, Linky Littlies provides child-focused

CONNECTION AT EVERY STAGE OF LIFE

From early childhood to older age, Linked is there to help people stay connected, independent and engaged in their community.

transport and community connection programs that help young children safely access excursions, learning opportunities and social experiences beyond the classroom. The initiative also supports families experiencing transport barriers, crisis situations or social isolation by helping children maintain connection to school, activities and their community. Grounded in safety, care and compassion, Linky Littlies represents Linked's vision of supporting connection and wellbeing across every stage of life.

We are also proud to coordinate the Aged Care Volunteer Visitors Scheme (ACVVS), connecting volunteers with older people who may be experiencing loneliness or social isolation. These relationships provide companionship, connection and moments of genuine human kindness that make a lasting difference.

Everything we do is grounded in compassion, dignity and community. Our dedicated team of staff and volunteers is passionate about creating positive experiences and supporting people to live with greater independence, confidence and connection.

At Linked, we are more than a service provider. We are a community of people dedicated to helping others stay connected, supported and engaged in life.

TRANSPORT STATISTICS



119,872

TRIPS DELIVERED



2,136,375

KM'S TRAVELLED



59

VEHICLES



CEO REPORT



This past year has been one of remarkable growth, innovation and recognition for Linked Community Services (Linked). As an organisation, we have continued to evolve in response to community need while remaining deeply committed to our purpose of empowering community wellbeing through care and connection.

Despite ongoing economic pressures and increasing demand across the community sector, Linked has experienced one of the most progressive and transformational years in our organisation's history. Through strategic diversification, strong governance, and the unwavering dedication of our staff and volunteers, we have continued to strengthen our position as a trusted, innovative and future-focused community service provider.

Importantly, Linked has continued to maintain a strong financial position throughout the year despite navigating increasingly complex external pressures. Rising operational costs, particularly significant fuel price increases driven by ongoing international conflict and global market instability, have continued to place considerable strain on community transport providers across Australia. For organisations like Linked, where transport accessibility is essential to community connection, independence and wellbeing, these impacts have been substantial.

Rather than simply absorbing these challenges quietly, Linked took an active leadership role in advocating for the community transport sector. This year, Linked contributed strongly to sector-wide discussions and advocacy efforts highlighting the importance of recognising community transport as an essential service.

We were incredibly proud to see these concerns acknowledged within Parliament, with Linked specifically referenced in broader discussions regarding the future sustainability of community transport services. This represented an important milestone not only for our organisation, but also within our Strategic Plan under our vision to Accelerate, Scale and ultimately Lead within the sector.

One of the most exciting developments this year has been the introduction and expansion of our Linky Littlies initiative and the development of the Safe Pathways Program. This emerging service model reflects our commitment to supporting vulnerable children and families through safe, structured and trauma-informed transport solutions. The overwhelming community interest and support for these programs has reinforced the importance of innovative service responses that place safety, accessibility and inclusion at the centre of delivery. The Safe Pathways Program has particularly highlighted Linked's ability to respond proactively to emerging community challenges, including supporting children and families impacted by domestic and family violence.

This year also saw Linked achieve significant recognition across the business and community sectors. We were incredibly proud to receive acknowledgement through multiple local and regional business awards, culminating in being named finalists at the State Business Awards. These achievements are a reflection of the passion, professionalism and innovation demonstrated by our entire team and reinforce

the growing impact and reputation of Linked across New South Wales.

Innovation and future-focused thinking have also continued to shape our strategic direction. We were pleased to successfully submit and be selected to participate in the Transport for NSW (TfNSW) Community Transport Program TAFE Trial initiative, securing \$735,250 in funding to support improved transport access for students, apprentices and trainees across regional communities. This opportunity further strengthens Linked's position as a leader in transport accessibility and demonstrates our ability to influence and contribute to statewide solutions that improve education and employment outcomes for regional communities.

As part of our ongoing commitment to growth and diversification, we are also excited to be preparing for the launch of Linked Learners in the new financial year. This initiative represents another important step in expanding opportunities for education, training and workforce participation within our communities. We see enormous potential in creating pathways that support people across all stages of life through learning, connection and accessibility.

The aged care reform landscape has also created new opportunities for Linked. As we prepare for the implementation of the new Support at Home framework, Linked is proud to be venturing into this space as an associate provider. This strategic move aligns strongly with our vision for sustainable growth and our commitment to supporting people to remain connected, independent and engaged within their communities as they age.

Another major achievement this year was our successful ACVVS re-tender outcome, securing \$2,750,120 in funding and the continuation of services for a further five-year period. Importantly, participant placements increased significantly from 215 to 270, reinforcing the trust placed in Linked and recognising the high quality and impact of our service delivery. This outcome provides strong stability for the future and

A YEAR OF GROWTH, INNOVATION & IMPACT

**Growing our reach.
Strengthening our
voice. Creating new
possibilities for our
community.**

ensures we can continue supporting vulnerable and isolated members of our community through meaningful social connection services.

Our marketing and communications presence has also grown dramatically over the past twelve months. Through a more strategic and contemporary approach to branding, digital engagement and storytelling, Linked has significantly increased awareness of our organisation, our impact and our expanding service offerings. This increased visibility has not only strengthened community engagement but has directly supported the growth of new business initiatives, partnerships and community confidence in the Linked brand.

During the year, Linked undertook both an employee engagement survey and volunteer survey, providing valuable insight into organisational culture, connection and workforce experience across the organisation.

The employee engagement survey conducted in late 2025 achieved an outstanding engagement score of 85%, significantly above the not-for-profit sector average of 63%. The results highlighted strong levels of pride, connection, leadership confidence and alignment with Linked's purpose and values, further reinforcing our recognition as Employer of Choice at the 2025 Business NSW Mid North Coast Awards.

OUR PEOPLE. OUR CULTURE.

85%
**EMPLOYEE
ENGAGEMENT**

22 POINTS
**ABOVE
NOT-FOR-PROFIT
SECTOR
AVERAGE**

87%
**VOLUNTEER
ENGAGEMENT**

Similarly, our volunteer survey achieved a strong engagement score of 87%, reflecting a highly committed and connected volunteer workforce. Volunteers consistently reported feeling proud to contribute to Linked and valued the opportunity to make a meaningful difference within their communities. Together, these results reaffirm the strength of Linked's culture, leadership and people-focused approach as we continue to grow and evolve.

As we now look ahead to 2026, we do so with immense excitement as Linked prepares to celebrate its 40 year anniversary. This milestone represents far more than longevity. It is an opportunity to reflect on four decades of community impact, resilience, innovation and connection. It is also a moment to celebrate the many people who have contributed to Linked's journey over the years, including board members, staff, volunteers, community partners and supporters. Most importantly, it marks the beginning of our next chapter and the exciting opportunities that lie ahead for our organisation and the communities we support.

I would like to sincerely thank our incredible staff, volunteers and Board of Directors for their unwavering commitment throughout the year. The passion, professionalism and care shown every day across all areas of our organisation continues to inspire me. Whether supporting clients directly, driving innovation behind the scenes or contributing to our strategic vision, each person plays a vital role in the success and impact of Linked.

I also extend my gratitude to our funding bodies, community partners and supporters who continue to believe in our vision and walk alongside us as we grow and evolve.

This year has reinforced that Linked Community Services is not only resilient, but ambitious, innovative and deeply connected to the communities we support. As we move into our 40th year, we do so guided by our values of Care and Connection, Community and Collaboration, and Clarity and Commitment, with confidence, purpose and excitement for the future ahead..

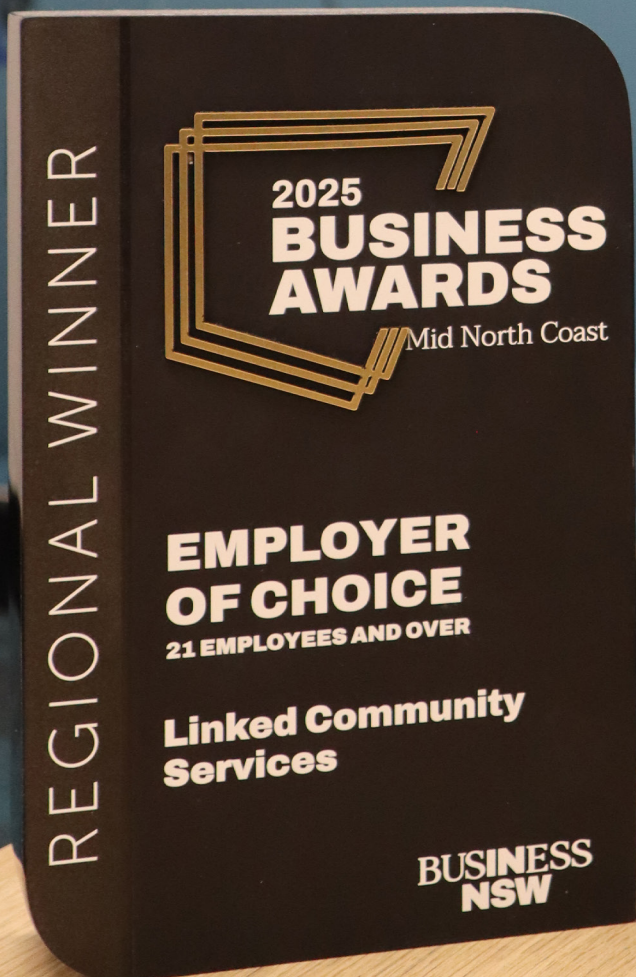
Kind Regards,

Carlie Comer

Chief Executive Officer

**PROUD. CONNECTED.
ENGAGED.**

**Our people continue
to be at the heart of
Linked, with strong
engagement reflecting
a culture of connection,
purpose and pride.**



LINKY LITTLES

This year marked an exciting and significant milestone for Linked Community Services with the launch of Linky Littles, a new initiative designed to support young children to safely access and engage with their community through connection focused transport experiences.

What began as an idea to help early learning centres and preschools create richer community experiences for children quickly grew into one of Linked's most exciting and warmly received new programs.

During the year, Linked proudly purchased the dedicated Linky Littles bus, specially fitted with approved child safe booster seats and designed to provide safe, comfortable and engaging transport for young children. The launch of the bus also introduced the birth of Linky, the much-loved koala character who has quickly become the friendly face of the initiative and a symbol of connection, curiosity and community for local children and families.

To celebrate the launch, the Linky Littles bus visited a number of childcare and early learning centres across Port Macquarie and surrounds, giving children the opportunity to explore the new bus, meet Linky and experience firsthand the excitement of community connection and safe travel. These visits created enormous enthusiasm amongst children, educators and families, while also strengthening relationships with local centres and showcasing Linked's commitment to innovative, family focused services.

Linky Littles was initially developed in response to conversations with educators and families who identified the need for safe, reliable and child focused transport solutions that support

learning, participation and inclusion. Through community excursions and tailored transport experiences, the program enables children to access libraries, parks, cultural activities and intergenerational programs that encourage learning, confidence, curiosity and social connection.

As awareness of the program grew, so too did community demand.

Parents, caregivers, schools and community organisations began reaching out to Linked seeking broader transport support for children, including transport to and from school, extracurricular activities, tutoring, sport and community programs. Many working parents and carers spoke about the daily challenges of balancing work



CONNECTING CHILDREN TO THEIR COMMUNITY

**Safe journeys.
New experiences.
Greater
opportunities.**

commitments, school schedules and access to activities, while other families identified barriers relating to transport disadvantage or periods where additional support was needed.

In response, Linked began expanding the initiative through the development of the Linky Littlies Safe Pathways Program, providing safe and reliable transport support to help children maintain access to school, activities and important community connections. The program has been designed to support families who may need additional assistance, including working parents and caregivers, children experiencing transport barriers, and families needing extra support to keep children connected and engaged in everyday life.

The program places child safety and wellbeing at the centre of every journey. Vehicles include age appropriate car seats, while staff undertake extensive screening and safeguarding training to ensure children and families feel safe, supported and respected throughout their experience.

More than simply a transport initiative, Linky Littlies reflects Linked's broader vision for community wellbeing and connection across every stage of life. It represents a future focused approach to supporting children, strengthening families and responding compassionately to emerging community needs.

As the program continues to evolve, Linky Littlies is already becoming a trusted and recognisable part of the Linked family, helping children feel connected, included and excited about the world around them while giving families reassurance that their children can safely access the opportunities and experiences that help them thrive.



ACVVS UPDATE

Throughout 2025–2026, Linked's Aged Care Volunteer Visitors Scheme (ACVVS) continued to make a meaningful difference in the lives of older people experiencing social isolation and loneliness across the Mid North Coast and Hunter regions.

At the heart of the program are our incredible volunteers. This year, 125 Aged Care Volunteer Visitors delivered over 4,400 visits to 312 older people, providing regular companionship, conversation and genuine human connection.

While these numbers demonstrate the reach of the program, the real impact of ACVVS is found in the relationships that develop.

One of those volunteers is Helen, who joined ACVVS in 2025 wanting to reconnect with her community and spend time with aged care residents who received few or no visits from family or friends.

Helen was matched with Wendy and Christine at Calvary Tanilba Bay Shores and has since developed genuine friendships with both women. With Christine, visits often involve her love of craft and weaving, while Wendy enjoys sharing stories and memories from her younger days in Dorrigo. Wendy's love of pink and purple has even become part of their friendship, with Helen joining in by wearing matching colours, bringing plenty of smiles and laughter to the facility.



It's more
than just
a visit.

As Wendy says:

"I always feel better after Helen's visits. She brings so much happiness to my day, and I never want her to leave."

For Helen, the experience has been equally meaningful. *"I wanted to get back into the community and have something meaningful to look forward to. Meeting Wendy and Christine has given me that and so much more."*

This is what ACVVS is ultimately about. A visit may seem like a simple act, but regular companionship can transform someone's day, create a sense of belonging and remind an older person that they are seen, valued and connected.

As we move into the next chapter of ACVVS at Linked, we look forward to creating even more of these connections across our communities.

Christie Korvema

Aged Care Volunteer Visitors Scheme
Coordinator

OUR VOLUNTEERS- THE HEART OF LINKED

At Linked Community Services, volunteers are not an addition to our work. They are woven into the fabric of who we are.

Every day, across towns and communities throughout the Mid North Coast, our volunteers show up with kindness, patience and genuine care for others. They are the reassuring face at the door, the steady hand helping someone onto a bus, the friendly conversation that turns an ordinary trip into a meaningful connection, and the quiet support behind the scenes that keeps our services moving.

What makes our volunteers so extraordinary is not simply what they do, but how they make people feel.

For many of the people we support, a volunteer may be one of the few meaningful social connections they experience that week. A drive to an appointment becomes a conversation that eases loneliness. A visit through the Aged Care Volunteer Visitors Scheme becomes something someone looks forward to for days. A shared laugh on a social outing restores confidence, dignity and belonging.

This year, our volunteers continued to embody the very best of community. They gave their time generously, adapted to growing demand across our services, supported people through moments of vulnerability and uncertainty, and consistently showed compassion in ways both big and small. Their impact cannot be measured simply in kilometres travelled, hours given or trips completed. It is reflected in the trust they build, the independence they help preserve and the sense of connection they create for others.

Many of our volunteers tell us they joined to give back, but what often emerges is something deeper: friendships formed, renewed purpose, and a stronger connection to community and to one another. Volunteering at Linked is not transactional. It is relational. It is people helping people in the most human sense.

As Linked continues to grow and evolve, including through new initiatives that support children, families and vulnerable members of our community, the role of volunteers remains central to our future. Their compassion strengthens every program we deliver and reminds us that true community care happens through relationships built on empathy, respect and generosity.

To every volunteer who has walked alongside us this year, thank you.

Thank you for your time, your warmth, your reliability, your humour, your patience and your unwavering belief in the importance of connection. Thank you for the countless moments of kindness that may seem small, but mean everything to the people receiving them.

Because of you, people feel seen. They feel supported. They feel connected.

And because of you, Linked is not simply a service provider. It is a community.



OUR PEOPLE

Our people are at the heart of Linked Community Services. Throughout 2025/26, we continued to strengthen the employee experience, creating a workplace where people feel valued, supported and connected to our purpose, while building the skills, capability and leadership needed to support Linked's future growth.

A HIGHLY ENGAGED WORKFORCE

Our Culture Amp Employee Engagement Survey provided a strong endorsement of our workplace culture, with Linked achieving an overall engagement score of 85%.

Results were particularly strong across Wellbeing & Safety (95%), Development (95%), Training & Resources (94%), Leadership (93%) and Engagement & Retention (91%).

These results reflect both the commitment of our people and the sustained focus across Linked on creating a positive and supportive employee experience. They also provide an important benchmark for the future, helping us understand where we are performing strongly while identifying opportunities to further strengthen communication, recognition and engagement across the organisation.

GROWING OUR LEADERS

Developing confident, capable and values led leaders was a significant focus throughout the year.

The Linked Leadership Acceleration Pathway (LLAP) provided emerging and existing leaders with an intensive development experience combining individual coaching with Michael Crossland, collaborative workshops and a final leadership presentation.



Participants explored key areas including psychological safety, communication excellence, organisational transparency, accountability, courageous conversations and professional boundaries. Importantly, LLAP was designed to go beyond traditional professional development, encouraging participants to translate their learning into practical initiatives that can strengthen leadership, culture and ways of working across Linked.

We also invested in advanced leadership capability through the Chief Maker Mini MBA in Leading High Performance Teams, with a focus on uniting teams and leading cultural and business transformation with clarity, purpose and precision. The learnings from this program are already influencing how we approach leadership, communication, organisational alignment and the development of high performing teams.

BUILDING CAPABILITY ACROSS OUR WORKFORCE

Our commitment to development extended well beyond formal leadership programs.

Targeted training and professional development remained a priority throughout the year, supporting career pathways, succession planning and the capabilities Linked will need as our organisation continues to grow and diversify.

This included investment in the Certificate IV in Motor Vehicle Driver Training, strengthening our internal training capability and supporting consistent, high quality development for our driver workforce.

Our broader approach also included the Accelerate Conference, role specific training, compliance and safety development, and opportunities for employees to build skills relevant to both their current roles and future career pathways. Together, these initiatives directly supported our FY26 commitment to targeted training and development and contributed to our ambition to maintain a strong and compelling employer brand.

SUPPORTING WELLBEING AND CONNECTION

Supporting our people means investing not only in professional capability, but also in wellbeing, connection and a sense of belonging.

During the year, Linked continued its Linked Well initiatives and delivered a series of Men's Health Workshops in partnership with Ben Cudmore from Self Seen across our service regions. Participant feedback was actively sought to inform future wellbeing initiatives and help ensure our programs remain relevant and responsive to the needs of our workforce.

We also continued to strengthen communication and connection through LinkedUp, giving employees and volunteers greater access to organisational news and information, recognition, and opportunities to participate in the broader life of Linked.

Recognition remained an important part of our culture. The continued development of Linked Legends created regular opportunities to celebrate the people who live our values and make a meaningful difference to their colleagues, our clients and the communities we serve.

INVESTING IN OUR FUTURE

Our Strategic Plan recognises that becoming a stronger and more sustainable organisation requires us to continually invest in the people who make our work possible.

During FY25/26, our People Pillar initiatives, spanning engagement and wellbeing, targeted



development, attraction and volunteer participation, continued to progress strongly. Linked maintained its Employer of Choice status and achieved its staff satisfaction target, providing a strong foundation as we look to the next stage of our growth.

As Linked continues to accelerate, scale and lead, our focus remains clear: to listen to our people, invest in their development, recognise their contribution and create an environment where they feel connected to our purpose and empowered to do their best work.

ACCELERATE CONFERENCE 25

In August 2025, Linked Community Services proudly hosted our second all staff conference, themed Accelerate. The three-day event brought together employees, Board Directors and invited guests in the Hunter Valley to launch our Strategic Plan 2030 and unite our organisation behind a shared vision for the future.

The conference theme, Accelerate, represented the first stage of our five-year strategic roadmap: Accelerate, Scale and Lead. This roadmap provides a clear pathway for Linked's future, with the Accelerate phase focused on strengthening our foundations, investing in our people, embracing innovation and building the capability required to support sustainable growth. In the years ahead, we will transition into the Scale phase, expanding our impact and services, before ultimately entering the Lead phase, where Linked aims to be recognised as a leading force in community services.

As CEO, I had the privilege of officially launching our Strategic Plan and sharing the vision for Linked's future. More than simply unveiling a strategic document, this was an opportunity to bring our people together, ensuring every employee, attending volunteers and Board Director understood our purpose, values and strategic direction, and the important role each of us plays in delivering on our vision of being a leading force in community service, enhancing safety, wellbeing and independence.





Throughout the conference, attendees participated in keynote presentations, workshops and strategic discussions designed to inspire new thinking and support the successful implementation of our Strategic Plan. We were privileged to welcome an outstanding line-up of presenters, including our Master of Ceremonies Michael Crossland, together with Jane Caro, Ian Luff, Mark Mathews, Stephanie Bown, and our financial partners from Hopscotch Accounting, Ryan Mitchell and Matthew Knight. Their collective expertise challenged our thinking, reinforced the importance of courageous leadership, resilience and innovation, and encouraged us to embrace opportunities for continuous improvement.

The conference concluded with the Accelerate Masquerade Ball, where we celebrated the people who make Linked such a special organisation. Scott Cavanagh received the Employee Choice Award, voted by his peers, while Kristen Forster was honoured with the CEO Award in recognition of her outstanding dedication and contribution to Linked Community Services.

Accelerate 2025 was far more than a conference. It marked the official launch of Linked's next chapter, creating a shared understanding of our Strategic Plan, strengthening our culture and aligning our people behind a common purpose.

The momentum generated over those three days continues to guide our organisation as we Accelerate, Scale and Lead towards an exciting future.



COMMUNITY ENGAGEMENT

STRENGTHENING OUR COMMUNITY CONNECTIONS

Community remains at the heart of Linked Community Services, and this year we took a more targeted and coordinated approach to strengthening our presence across the Mid North Coast.

In February, Linked introduced a dedicated Communications and Engagement Lead position, bringing greater emphasis to how we connect with our communities, build relationships, develop partnerships and increase awareness of Linked and the services we provide.

A key focus has been ensuring Linked is actively represented at recognised community, business and sector events across our regions. Rather than simply being present, we have looked for opportunities that allow us to engage with new audiences, strengthen relationships and position Linked as an active contributor to the communities we support.

This more targeted approach has seen Linked increase its presence at recognised events and initiatives across the region, while also creating opportunities to connect directly with people and the community. Our involvement has spanned community events, business networks, education, road safety initiatives and local awareness campaigns.

We have also looked for opportunities to contribute in meaningful and practical ways. Through a community grant, our Kindness in Motion initiative enabled Linked to create and



distribute kindness packs to vulnerable people across our communities, with no expectation other than to offer a little care and connection when it was needed.

Initiatives such as the Linky Littlies Bus Tour and our partnership with Focus Magazine have further helped us share Linked's story, increase awareness of our services and extend our connection across the region.

Our growing community profile was also reflected through the Business Awards, with Linked achieving outstanding results at the Port Macquarie Business Awards before progressing to the Business NSW Mid North Coast Business Awards and, for the first time in our history, to the Business NSW State Awards as a finalist. This recognition provided an important opportunity to showcase Linked and the work of our people to a much broader regional and state audience.

BUILDING STRATEGIC RELATIONSHIPS

Our approach has extended beyond events, with greater emphasis placed on developing partnerships, sponsorships and memberships that connect Linked with the broader business and community sector.

This has included strengthening our involvement with Business NSW as a Regional Leader, alongside establishing new relationships with businesses, community organisations and other service providers.

These connections are creating opportunities for greater collaboration, referrals, partnerships and shared initiatives, while ensuring Linked has a strong voice and presence in the communities in which we operate.

As our community engagement continues to evolve, our focus remains on being purposeful about where and how we participate, building relationships that align with our purpose and ensuring Linked is not simply visible in our communities, but genuinely connected to them.



FINANCIAL SUMMARY

Linked Community Services recorded another year of growth in 2025/26, with total income increasing 7.7% to \$9.15 million.

The year closed with a net surplus of \$295,090 and net assets of \$8.27 million, maintaining Linked's strong financial position while continuing to invest in our people, fleet, services and future growth.

Operating costs increased during the year, particularly across wages, fuel, insurance and vehicle-related expenses. At the same time, Linked continued to invest in new and emerging service streams aligned with our Strategic Plan. Importantly, these pressures and investments were managed without reducing services to our clients.

A STRONG FINANCIAL POSITION

At 30 June 2026, Linked held \$8.30 million in cash and term deposits, with working capital of \$6.88 million and no debt. This provides a strong foundation to meet our commitments, continue our fleet replacement program and invest responsibly in future service delivery.

During the year, we also continued investing in new opportunities including Linky Littlies, Safe Pathways and the Community Transport Program (CTP) Trial, broadening the ways Linked can respond to the changing needs of our communities.

LOOKING AHEAD

Linked enters 2026/27 from a position of financial strength. With established funding, renewed fleet assets, new services underway and a strong balance sheet, we are well positioned to continue delivering on our Strategic Plan while remaining financially sustainable and responsive to our communities.

2025/26 AT A GLANCE

\$9.15M
TOTAL INCOME

\$295,090
NET SURPLUS

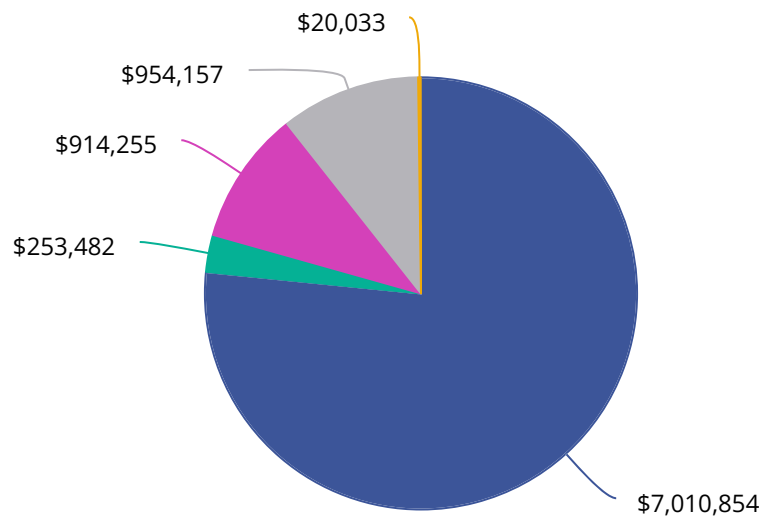
\$8.27M
NET ASSETS

\$8.30M
CASH & TERM
DEPOSITS

\$6.88M
WORKING
CAPITAL

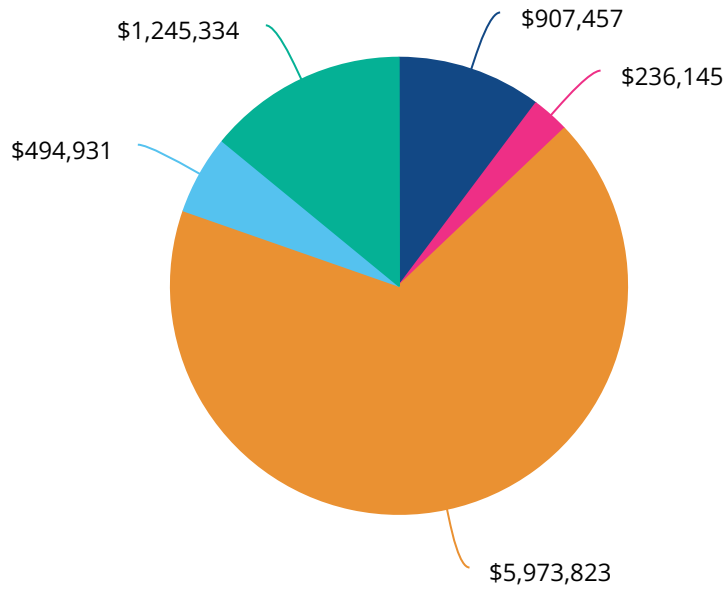
\$0
DEBT

Revenue & Other Income



- Funding & Grants
- Passenger & Group Income
- Interest Received
- Other Income
- Brokerage

Expenses



- Administration Expenses
- Occupancy Expenses
- Depreciation
- Operational Expenses
- Employee Expenses

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)



**Transport
for NSW**

Department of Health and Aged Care



**Australian Government
Department of Health and Aged Care**

Department of Social Services



**Australian Government
Department of Social Services**