

HOO



25

HOO

2024/25

Real connections




Charmaine in front of some amazing water tank artwork near Woodside



Proudly supporting people living with disability for



 8398 4400

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 hco.net.au

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Cover: Andrew posing on a day out at Brighton Beach



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We work **alongside people** with disability and their families to help them **live their best life**, the way they want.



Sue Horsnell
CEO

CEO REPORT

The last 12 months were evidence of HCO's continued evolution as a contemporary quality disability service provider.

Receiving official notification as a Registered NDIS Provider in May 2025 was a significant validation of the work we do across governance, general Client service delivery, work health and safety, and high intensity supports, the momentum of which we have carried on in 24/25.

We highly value being a registered NDIS provider in a sector where only 6% of all providers are registered, as it assures external oversight and high expectations and compliance with service quality in line with NDIS practice standards..

Over the last 12 months, we have joined Latrobe University's Person-Centred Active Support (PCAS) benchmarking study. We join a small group of providers across Australia who are externally assessed about the level of support we provide to Clients to be as independent and engaged with their supports and household as possible. We joined this long-term study to demonstrate our commitment to and improvement in PCAS. We see this as critical to our vision and mission in

supporting our Clients to live their best lives. Again, participation in this study, like our registration, should serve to give families and stakeholders great confidence in what we do.

We have diligently worked towards achieving our Strategic Plan. Focusing on Active Support as a differentiator, fully implementing and leveraging our new IT Systems to make HCO more efficient and ensuring our resources are focused on quality services and supporting, training and growing our workforce. We have been very successful in supporting Clients who receive 24/7 Supported Independent Living services to move to Specialist Disability Accommodation (SDA), which is purpose-built, long-term disability housing where Clients hold their own leases. Which again delivers on our values and vision for those we support – active in their own lives and in their community and having rights and responsibilities as tenants and housemates and neighbours.

**"I
never cease
to be amazed
by the unrelenting
commitment of our staff
to ensuring the safety,
health and well-being
of those we support."**

Through several small grants, we have been able to invest in new equipment for our Community Access program, developing the quality program we offer participants. This program is frequently at capacity, which is a testament to the quality and leadership of the program.

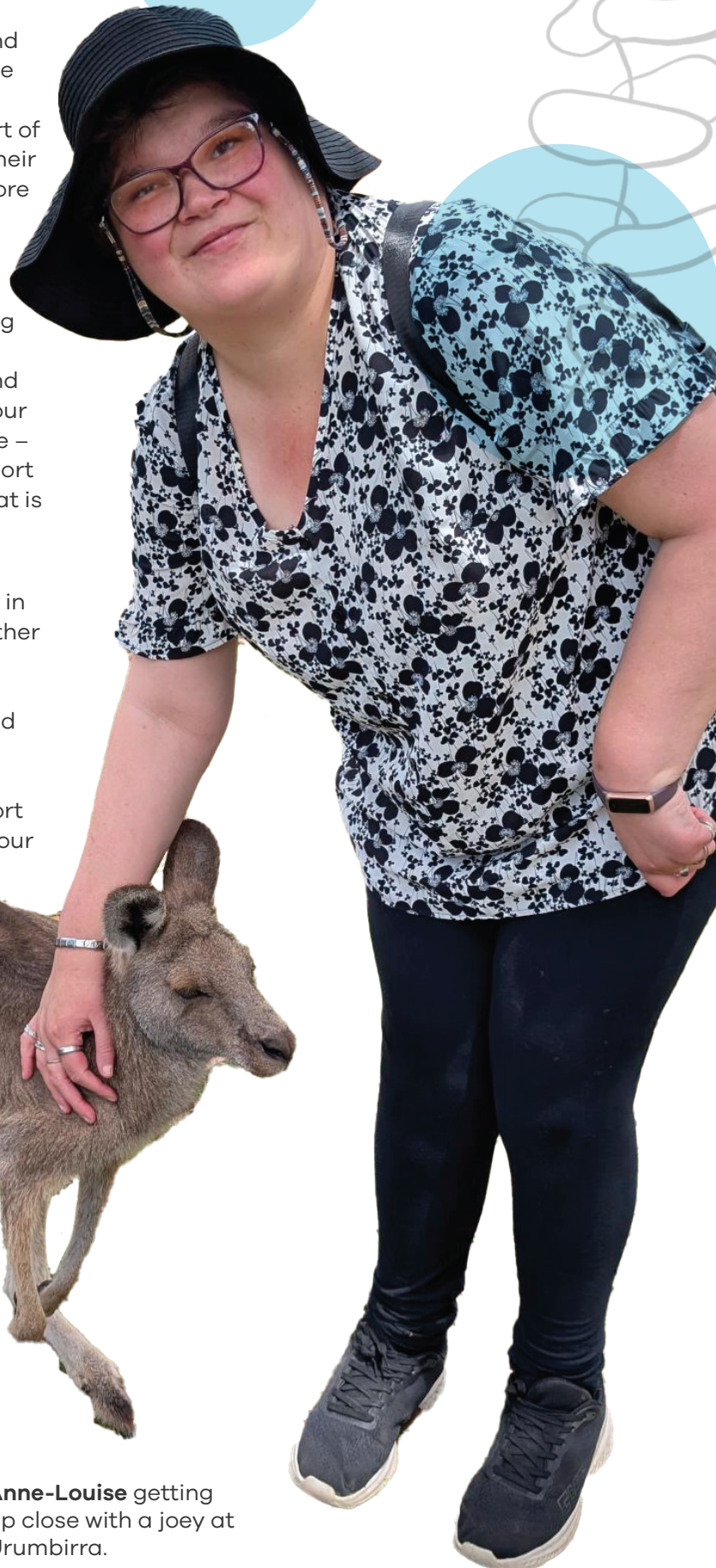
The NDIS environment continues to be uncertain, and I have been privileged to represent HCO at a state and national level in advocacy for certainty, reform and stability in pricing and regulation. We owe it to those we support to speak up when things are not working well and to be part of the solution. I thank the HCO Board for their support in the work I do for the sector more broadly, as well as HCO.

I never cease to be amazed by the unrelenting commitment of our staff to ensuring the safety, health and well-being of those we support. Every day I see examples of how we go above and beyond funded support, and I am so grateful to our staff teams, both front line and corporate – everyone knows that the people we support are our priority, and I honestly believe that is what sets HCO apart.

I thank my leadership team for another year of commitment, stretch and growth in what we have been able to achieve together in what are challenging times financially and in the NDIS space. The HCO Board have again shown great commitment and leadership, and their support of me has been unwavering, ensuring we deliver on our vision and mission to those we support now and in the future, their families and our community.

Sue Horsnell

Sue Horsnell
HCO CEO



Anne-Louise getting up close with a joey at Urumbirra.



Lisa Hannant
HCO Board Chair

BOARD CHAIR REPORT

At HCO, our unwavering commitment to supporting individuals living with disabilities remains at the forefront of our mission. We embrace the principles of co-design, actively listening to and addressing the needs and aspirations of our Clients throughout their life's journey.

Despite the intensifying financial pressures within the sector and ongoing workforce challenges, the HCO Board and Executive have steadfastly adhered to our core values, ensuring that quality remains the cornerstone of all our decisions.

The HCO team has diligently advanced the implementation of our 2024-2026 Strategic Plan, with a keen focus on leveraging recent investments in technology, systems, and our people. The Board remains committed to ensuring HCO's long-term sustainability, providing certainty and stability for our Clients and staff.

Our partnership with LaTrobe University to implement person-centred active support

continues to thrive. We participated in a highly positive benchmarking study in late 2024, which will distinguish HCO as a leading service provider and reinforce our commitment to upholding and protecting the human rights of those we support.

In 2024/25, HCO undertook a pivotal change in our Constitution, transitioning from a membership-based organisation to a Board-led Governance Model. This shift has aligned HCO with contemporary governance practices, significantly enhancing the organisation's governance strength.

Throughout the year, the Board convened for 10 Regular meetings, along with numerous meetings of its Finance and Audit, Quality and Safety, and Technology and Innovation sub-committees. These sub-committees have been instrumental in fostering collaboration, facilitating effective decision-making, and strengthening connections with the HCO Executive team.



After four (4) years of dedicated service, we bid farewell to Sue Thomas from the Board. Sue's role as the inaugural Chair of the Quality and Safety Committee was pivotal in advancing our assurance activities related to the quality and safeguarding of our services. Her dedication and contributions have left an indelible mark on our organisation.

We also extend our gratitude to Mark Cuggy, who stepped down from the Board at the end of 2024 after five (5) years of invaluable service. Mark's leadership of the Technology and Innovation sub-committee was crucial in guiding HCO through significant investments in our enterprise management system. His impact on our technology capabilities will be greatly missed. A special thank you must also go to Steve Grace, our subject matter expert on the Technology and Innovation Committee, for his innovative guidance.


This year, we welcomed Judy Curran in October 2024, a highly accomplished CEO and Board Director with extensive sector experience. In February 2025, Julie Pennetta joined the HCO Board, bringing 20 years of People and Culture expertise. Both Judy and Julie have already made significant contributions, and we are fortunate to have individuals of their calibre and character providing strategic direction and assurance to HCO.

I would like to acknowledge all Board Directors for their unwavering commitment, expertise, and guidance during these challenging times. Your contributions to HCO, the Board, and myself are deeply appreciated.

I extend my heartfelt thanks to Sue and the entire HCO team for their exceptional service delivery to our Clients. Despite the challenging operating environment, the team has remained resolute in ensuring excellence in service provision.

"I extend my heartfelt thanks to Sue and the entire HCO team for their exceptional service delivery to our Clients. Despite the challenging operating environment, the team has remained resolute in ensuring excellence in service provision."

Finally, to our Clients and their families, thank you for your continued trust in us. We remain wholeheartedly committed to delivering tailored support options, enabling our Clients to live their best lives.



Lisa Hannant, HCO Board Chair



Simon enjoying a day down at Glenelg Beach



Renae Kovacevic
Manager Client Services

MANAGER CLIENT SERVICES REPORT

It is with great pride that I present the 2024/25 Annual Report for Client Services—a year defined by both complexity and opportunity.

As the sector continues to evolve under increased regulatory scrutiny and shifting expectations, our teams have consistently demonstrated resilience, professionalism, and a deep commitment to delivering high-quality, person-centred services.

Throughout the year, we have responded proactively to key legislative and policy changes, strengthened our systems and safeguards, and continued to empower the individuals we support to lead lives of dignity, independence, and fulfilment.

Responding to NDIA Reform – Mealtime Management Post-Valmar

Significant reforms introduced by the National Disability Insurance Agency (NDIA) this year have focused on enhancing accountability, sustainability, and safeguarding across the sector. Among the most notable developments was the sector-wide response to the Valmar case, which prompted a re-evaluation of mealtime management practices, particularly for Clients with complex needs and dysphagia-related risks.

Our strategic response

» **Comprehensive plan review:** All mealtime management plans were reviewed and updated to align with best practice, clinical guidance, and the NDIS Practice Standards

- » **Staff capability building:** Our Practice Lead facilitated targeted training for frontline leaders and support workers, embedding evidence-based, risk-aware approaches to mealtime support
- » **Collaborative clinical oversight:** Multidisciplinary teams, comprising speech pathologists, dietitians, support workers, and families, collaborated to ensure individualised, clinically sound plans
- » **Strengthened audit tools:** Compliance and audit mechanisms were enhanced to enable real-time monitoring of mealtime protocol adherence, driving accountability and improving Client safety.

Business-as-usual service delivery

Amid ongoing sector change, our teams have remained unwavering in their delivery of consistent, person-centred support.

Client Services and Service Development—core teams within my portfolio—have continued to uphold service excellence, risk management, and continuity of care.

Key highlights

- » **Service reach:** We supported over 110 Clients across the Adelaide Hills and Western Adelaide regions
- » **Commitment to quality:** Ongoing internal audits and external reviews have reinforced our focus on continuous improvement
- » **Responsive service growth:** We expanded service offerings to better meet Client needs, particularly in areas such as

community access, skill-building, and safeguarding

- » **Supporting transitions to forever homes:** We have collaborated with Clients, their representatives and support coordinators to obtain SDA funding and support Clients to move into SDA properties that are better positioned to meet their needs.

System and process innovation

In pursuit of greater operational efficiency and modernisation, we continue to participate in cross-functional initiatives that were launched to streamline and improve core business processes.

System transition to Ability ERP

The Service Development Team partnered with Finance and ICT to fully transition our systems into the Ability ERP platform, replacing fragmented manual workflows.

Outcomes have included:

- » enhanced billing accuracy and transparency
- » reduced administrative load for frontline and support workers
- » the creation of a dedicated role to support system administration and ongoing optimisation.

Acknowledgements

To our frontline workers - thank you for your unwavering dedication, compassion, and commitment to upholding the rights and aspirations of the people we support. Your work is the foundation of everything we achieve.

To my Client Services Team and Service Development Team, your professionalism, adaptability, and drive for continuous improvement have been instrumental throughout a year of reform and innovation.

To our colleagues across Administration, Rostering, People and Culture, Training, Property and Maintenance, Finance, ICT and Executive - thank you for your steadfast support. Your behind-the-scenes contributions empower us to remain focused on what matters most: delivering safe, effective, and person-centred services.



Jake patting one of the pigs in Rundle Mall





Jodi Partridge
Manager People and Culture

PEOPLE AND CULTURE REPORT

The year 2024/25 has been one of transitions within HCO and the People and Culture team with the development and transition to two (2) new ICT systems, the Ability ERP rostering module and Employment Hero, HCO's new payroll system. Significant movement within the HCO Client pool and their support needs necessitated the People and Culture Team being fully engaged in meeting these needs.

HCO's recruitment and onboarding of frontline workers remain strong, with our focus on expanding the availability of our current part-time workforce, which better supports Client needs in addition to being beneficial to workers seeking near full rosters.

We have focused on fatigue management and have developed a comprehensive system to ensure the safety of our workers, as well as ensuring the quality of support delivered to Clients.

We have a strong retention rate with our largest cohort of workers having worked for us between 2-4 years, which contributes positively to the continuity of Client support. The HCO total workforce turnover rate currently sits at 10.8% against a sector average, which, according to the NDS Annual Worker Census data, is 16% which shows that HCO remains an employer of choice

HCO total workforce reached 240 staff on 30 June 2025, the same as last year, and we delivered 4,423 more hours of direct support compared to last financial year, with an amazing 318,503 hours delivered.

HCO have continued to welcome Student Placements, with 12 students attending the Community Access service, providing opportunities for students to gain valuable onsite experience in the sector, which in turn builds their confidence to seek out paid work with HCO to continue their growth. In the last year, of the 12 students HCO has gone on to employ five (5) as Support Workers, which further supported our recruitment needs.

Approximately 67 workers took up the offer for a free flu vaccine in 2025 winter season, only marginally lower than last year's number of 70. Influenza A and B have been hitting hard this year. What we have also noticed is a significant decrease in reported COVID positive cases. HCO still undertakes due diligence when call-ins occur to ascertain and encourage symptomatic workers to test and report to underpin worker welfare and Client safety.

Our new systems in Rostering and Payroll have brought significant productivity savings. Some examples include automating the find and fill option, that is being able to review suitable, available, inducted and credentialed workers for urgent and ongoing shifts fill in one spot. The addition of clear reports showing vacant daily shifts, expired credentials, shifts in need of review, workers applying for vacant shifts and a formal process for shift change requests from stakeholders which has been transformational in ensuring requests are captured and actioned in a more streamlined manner.

HCO has also commenced working with our Ability ERP developers, Flamingo Logic, on a project to build further capacity within the new system and its users to ensure the most streamlined processes are available and utilised. This project has been valuable so far, with further improvements to be implemented in the new financial year.

Our payroll system has evolved from a primarily manual process, which was taking 4-6 days each fortnight to review and complete, to Employment Hero, which interfaces with our new Rostering Ability ERP to automate the timesheet process and award interpretation, which has been a true

value add. This system was implemented in November 2024, and with a few tweaks, our payroll team now report that the time taken for payroll completion has reduced to 2-3 days, which is a time saving of 50%! The level of reporting now available within the new system has also proven valuable and supports a more streamlined internal audit process and statistical reviews.

Workforce planning, building our strong Organisational culture, maintaining and increasing our footprint and continuing to deliver quality services to stakeholders remain our single focus.

SERVICE AWARD CERTIFICATES

We pay tribute to the following workers for their years of dedicated service.

20 years

Fernand Lopez...7 July 2005

Kylie Mackenzie...13 September 2004

Robin Meijer...18 November 2004

15 years

David Story...16 November 2009

10 years

David Wheeler...7 July 2014

Rajeev Dhand...3 September 2014

Rajwinder Kaur Sandhu...4 September 2014

Edward Broad...10 September 2014

Mathew Mathew...27 October 2014

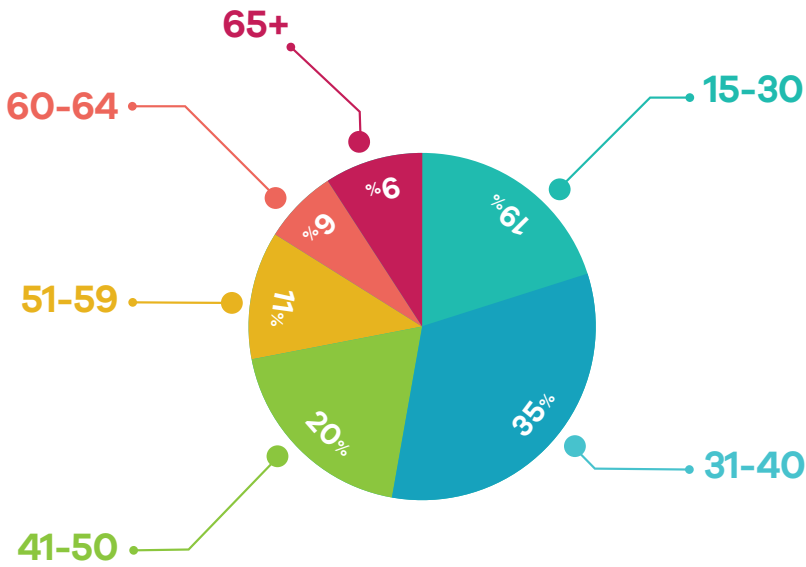
Preet Bagri...24 February 2015

Sandeep Dhillon...24 February 2025

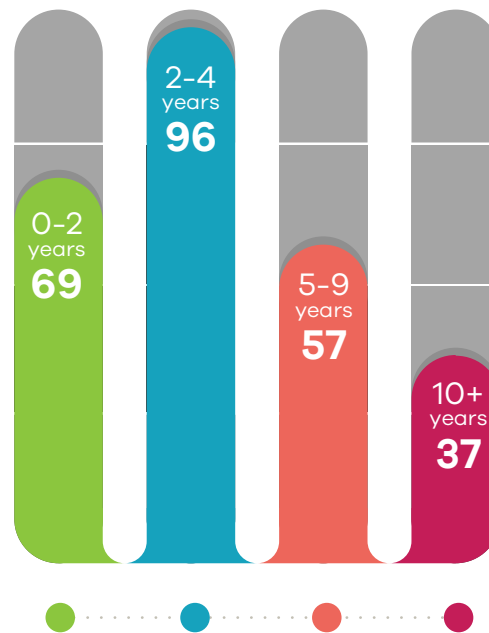
Sarabjeet Kaur...24 February 2015

Harwinder Kaur Poonia...24 February 2015

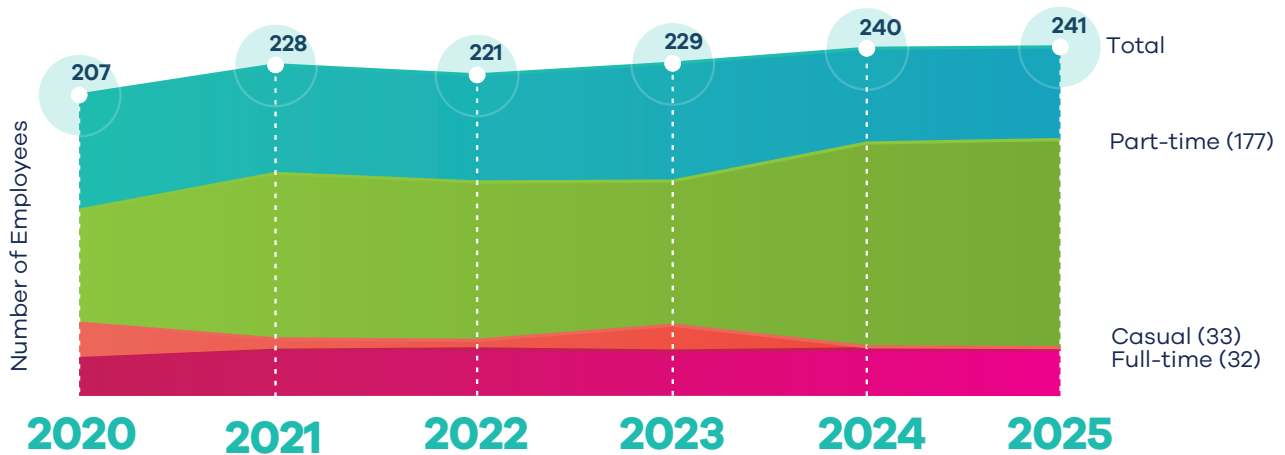




YEARS OF SERVICE



STAFF NUMBERS





Steven, Rhys and Bill
immersed in one of the many
interactive activities 


THE MAGIC OF MEANINGFUL PLAY

Thanks to the generous support of Human Services SA through a \$10,000 grant, along with HCO's own fundraising initiatives and contributions from our valued charitable donors, we were able to purchase a Tovertafel projector for our Community Access program.

The Tovertafel, which means "magic table" in Dutch is an innovative interactive game projection system developed to enhance engagement, connection, and enjoyment for people with complex and differentiated care needs. Purchased through NovitaTech, this state-of-the-art technology projects a series of dynamic, light-based games onto a table or other surface, encouraging participants to interact through play that stimulates social, physical, sensory, and cognitive responses.

Since its introduction, the Tovertafel has been a tremendous success, with Clients enthusiastically engaging in the activities it offers. The system supports our person-centred approach by fostering inclusion, communication, and joy in a shared environment. We are deeply appreciative of the funding and community generosity that made this possible.

This investment not only enriches our Community Access program but also reinforces our commitment to providing innovative, meaningful experiences that enhance quality of life for the people we support.

Kirsty using the Tovertafel
table to express her
creativity 





Tim Dawson
Manager ICT and Systems

ICT REPORT

The 2024/25 year has been one of consolidation and progress across our ICT environment, underpinned by a clear focus on improving services and outcomes for the people we support.

Driving transformation and data governance for better outcomes

Guided by our strategy of strengthening digital capability and embedding data governance, we have delivered significant milestones in enterprise systems, workforce tools, and information management. Each initiative has been designed to create efficiencies, reduce risk, and ensure accurate and accessible information for decision-making.

Ability ERP implementation and workforce systems

The roll-out of Ability ERP continued to be the central driver of operational transformation. A major achievement this year was the go-live of the Rostering Module, which aims to streamline workforce planning and reduce manual administration. Rostering now provides real-time visibility of staffing levels, enhances compliance with awards, and supports more responsive scheduling for Client needs.

In parallel, the Employment Hero Payroll Implementation was successfully embedded, enabling automated timesheet import, accurate award interpretation, and Single Touch Payroll compliance. Staff now benefit from greater transparency of leave balances, payslips, and entitlements. Together, these Ability ERP and payroll

improvements have reduced duplication, minimised errors, and driven the delivery of quality services.

Advancing data governance

A major focus during the year has been on embedding stronger data governance practices across HCO. The development of the HCO Hub, powered by Microsoft Viva and SharePoint, represents a step change in how workers access information. The Hub serves as a single point of truth for policies, procedures, and resources, ensuring that information is current, consistent, and secure. This centralisation not only improves efficiency but also reduces the risks associated with fragmented or outdated documents.

Data governance principles have also been applied to Ability ERP development. Standardisation of employee and Client records, consistent data entry rules, and controlled workflows ensure that information captured in the system is reliable and available for reporting. This has laid the foundation for improved workforce analytics, better planning, and more transparent decision-making across HCO. By embedding these governance standards, we are ensuring that data supports both compliance requirements and service quality outcomes.

Security and continuity

Protecting our systems and information remained a priority. Enhancements included automated patching, advanced endpoint protection, and continuous monitoring

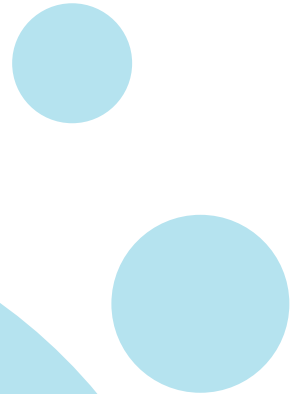
of threats. Firewall and Defender reports confirmed effective defence against a high volume of attempted intrusions. Business continuity arrangements were tested and refined, ensuring that essential services remain operational during disruption.

Marketing and design

Marketing and design played a critical role in the development of the HCO Hub, ensuring that communications and workflows are visually clear, accessible, and user-friendly. By aligning technology with design, the Hub has become not just a repository but an engaging platform that enhances workers connection to resources and processes that directly impact Client service delivery.

Looking ahead

In 2025 and beyond, our focus will be on further embedding data governance across all systems, enhancing Ability ERP reporting for workforce and Client planning, and expanding the functionality of the HCO Hub to support greater worker engagement. Continued investment in security, integration, and best practice processes will ensure our systems remain resilient, scalable, and aligned with HCO goals. Above all, our ICT strategy will continue to place people at the centre—leveraging technology to improve efficiency, protect information, and create the foundation for better support and improved lives for the people we support.





Sarah Copson
Manager QSR

QUALITY, SAFETY AND RISK REPORT

The 2024/25 financial year underscored HCO's operational resilience and its commitment to adaptability, learning, and continuous improvement. Throughout the year, HCO successfully navigated a complex and evolving external landscape shaped by significant NDIS legislative reforms, changes in Fair Work and workplace relations, and shifts in both funded supports and broader funding structures.

This period also saw increased regulatory scrutiny, particularly in response to enforcement actions and sanctions imposed on several NDIS providers. In response to these pressures, HCO undertook a comprehensive review of its systems, processes, and documentation, ensuring robust oversight and timely action to mitigate risk and maintain compliance across all areas of operation.

Response and strategic improvements

In parallel with ongoing operations, HCO faced increasing complexity due to workforce shortages and emerging obligations related to psychosocial risks and respect at work.

In response, HCO took proactive measures to strengthen governance and operational oversight, conduct a thorough review and refinement of its risk, quality, and safety systems, and embed robust compliance practices across the organisation.

These challenges not only tested the resilience of HCO's systems but also acted as a catalyst for organisational learning, ultimately driving improvements in

governance, service delivery, and workplace culture.

Key regulatory and legislative impacts

HCO's operations were influenced by a range of regulatory and legislative developments, including:

- » enhanced statutory obligations and clearer definitions of funded supports
- » changes to provider registration requirements and evidence standards
- » increased regulatory focus on quality, safety, incident reporting, and worker training, particularly around restrictive practices and behaviour support
- » escalation in enforcement actions, tribunal activity, and legal exposure, contributing to reputational risk
- » workforce regulation and industrial compliance, including employment classifications, payroll liabilities, and rostering obligations
- » WHS requirements for immediate notification of serious incidents
- » state-level implementation of Royal Commission recommendations, introducing new safeguarding and reporting obligations
- » greater scrutiny of financial sustainability, governance, and continuity planning
- » changes to participant funding and claiming processes
- » heightened expectations around complaints handling, transparency, and timeliness.

NDIS Commission Engagements

During the reporting period, HCO was subject to two (2) Notices of Requirement from the NDIS Quality and Safeguards Commission:

- » August 2024: Focused on Clients in Specialist Disability Accommodation (SDA)
- » May 2025: Focused on Clients supported with Mealtime Management.

Both engagements involved site visits, Client interviews, and document reviews. The Commission adopted a collaborative, fact-finding approach, with the view to improved outcomes for Clients. HCO demonstrated compliance in both areas and provided valuable feedback to Commission stakeholders regarding HCO and sector-wide challenges, compliance pressures, and funding disparities.

Commitment to Clients and continuous improvement

Despite significant challenges, HCO remained focused on minimising impact to Clients and maintaining an improvement and growth-oriented mindset. Systemic changes were implemented and embedded to support positive outcomes in 2025/26 and beyond. These efforts position HCO to meet evolving regulatory expectations and prepare for the mid-term audit in July 2026, with a clear focus on achieving best practice.

Training and workforce development

The Quality, Safety, Risk and Training Team developed supplementary training materials (Moodle, PowerPoint, etc.) to meet evolving learning needs.

Credential oversight enhancement

In early 2025, training and credential management transitioned to Ability ERP, providing improved oversight and enabling timely interventions to ensure compliance with both internal and external requirements.

Over the 12-month reporting period, workers completed 738 mandatory training modules and a further 894 optional training modules, reflecting a strong commitment to ongoing learning and development.

Training was delivered via internal and external platforms, with NDS eTrainu continuing to provide strong ROI, supporting workforce development in areas such as:

- » service delivery
- » WHS
- » psychosocial hazards
- » respect at work.

Internal Audits

HCO maintains a strong focus on internal audit to ensure compliance with regulatory obligations and to drive ongoing service improvement across the Organisation.

Over the past year, 11 formal internal audits were undertaken, assessing areas such as compliance with training requirements, adherence to NDIS Practice Standards in relation to safe meal preparation, hot water, Client plans and assessments, complex care, and verification of worker credentials including clearances, qualifications, and driver's licences.

Where opportunities for continuous improvement were identified, action plans were developed and are being implemented to ensure timely resolution.

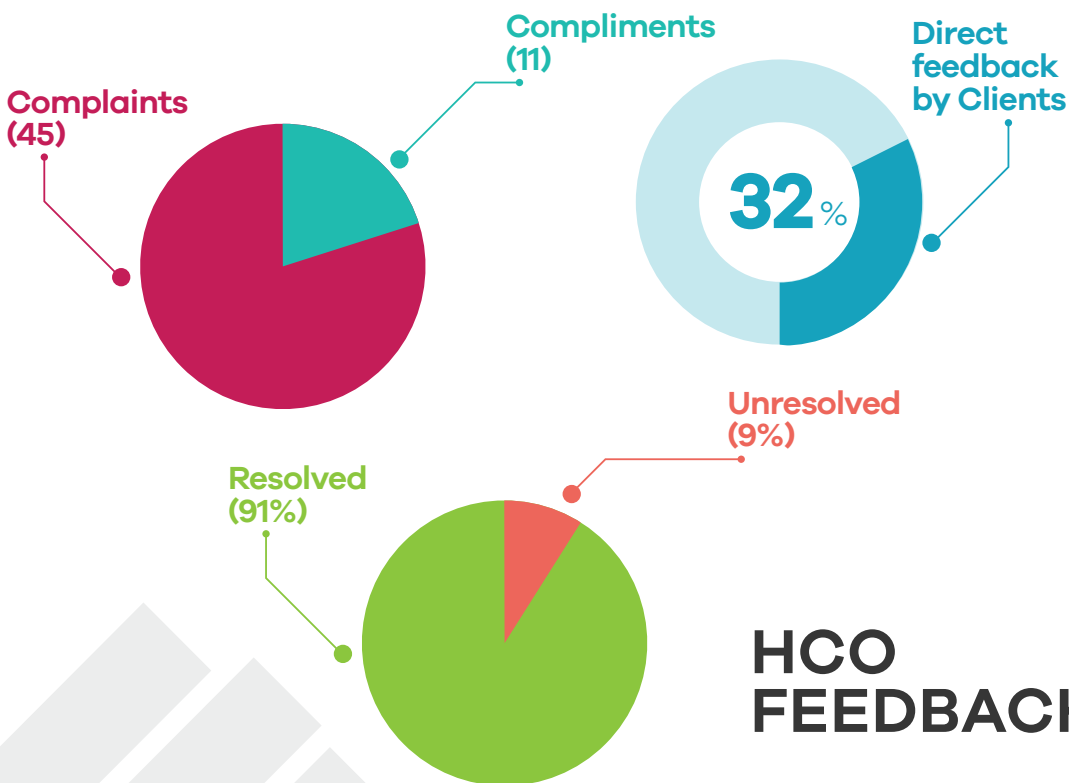


SDA TRANSITIONS

Over the past 12 months, several Clients transitioned into purpose-built Specialist Disability Accommodation (SDA) housing, enhancing long-term accommodation sustainability and better meeting individual needs.

These homes include features such as wide doorways, accessible bathrooms and kitchens, and integrated smart home technology.

During the year, five (5) Clients moved into three (3) SDA properties, with a further seven (7) Clients scheduled to move into three (3) additional SDA properties in early 2025/26.



HCO LOCATIONS



Western Adelaide (11)



Adelaide Hills (29)

PROPERTY AND MAINTENANCE REQUESTS

The HCO Ability ERP implementation team have been an absolute pleasure to work with. Their exceptional work deserves congratulations.

I am eagerly looking forward to completing the remaining efficiency and usability functions and am excited to see the final outcome.

Adam - Stakeholder feedback

I'm so happy with my brother's support in very difficult circumstances with his health decline.

I'm very happy with the household and how HCO has been able to support my brother in such a great way with a stable, known staff team.

Sue - Family feedback

444

Total requests



37

Average per month



3.75

Average response time (days)





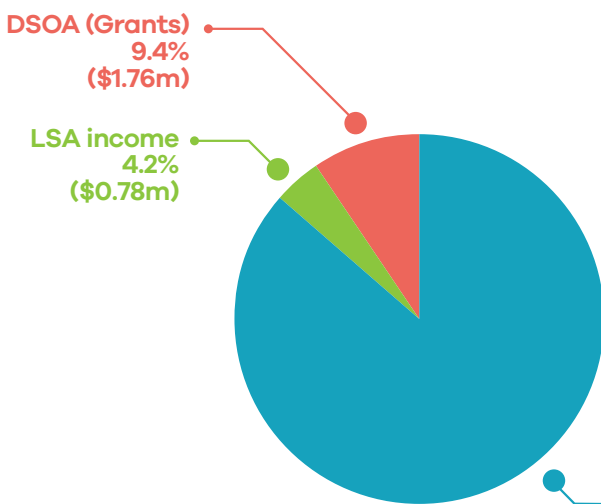
Niluka Samarakoon
CFO

FINANCE REPORT

The 2024/25 financial year was marked by both operational resilience and continuing sector-wide pressures. Across the NDIS sector, providers faced persistent challenges, including limited price cap growth that has not kept pace with rising workforce and compliance costs, placing increasing pressure on service margins.

The ongoing workforce shortage, particularly in attracting and retaining qualified Support Workers, has contributed to higher overtime and agency costs across the sector. In addition, the transition to the new NDIA PACE system introduced further operational complexities and administrative delays, requiring significant adjustments to systems and processes. Combined with growing regulatory scrutiny, reporting requirements, and funding constraints, these factors continue to make it difficult for organisations to remain financially sustainable while delivering high-quality, person-centred services.

Despite these challenges, HCO's income grew modestly to \$19.9 million, representing a 3% increase from financial year 2023/24. This growth was supported primarily by NDIS revenue and grant funding.



- » NDIS revenue increased from \$15.6 million to \$16.1 million, reflecting stable service delivery and improved utilisation.
- » Grant income, including Disability Support for Older Australians (DSOA), remained steady at \$1.76 million, providing reliable funding continuity.
- » Lifetime Support Authority (LSA) income also increased slightly, offering stable, long-term support for participants.

Workforce costs and operational improvements

Total direct salaries and wages (including on-costs) amounted to \$14.8 million, reflecting only a 1% increase compared with the previous year. This outcome demonstrates HCO's continued focus on efficient roster management and responsible use of resources while maintaining high standards of service delivery.

The organisation continued to face workforce challenges, especially over the winter months which contributed to overtime and a small reliance on agency personnel in some service areas.

Despite these pressures, total cost of sales increased to \$16 million, only a 2% increase from the prior year, while overheads expenses reduced by 8%, highlighting HCO's strong financial discipline and commitment to long-term sustainability.

The introduction of new rostering and payroll systems, together with the enhanced

use of the Ability ERP platform, delivered significant operational efficiencies.

These initiatives helped to reduce lost income, minimise rostering complexity, and streamline end-to-end rostering processes, resulting in improved workforce utilisation and greater financial control.

We are continuing to leverage the rostering system by implementing service bookings directly within the platform, ensuring that all bookings are aligned with each Client's approved funding. This enhancement is scheduled to go live in December 2025 and is expected to significantly reduce current manual processes, allowing billing to be completed faster and more efficiently.

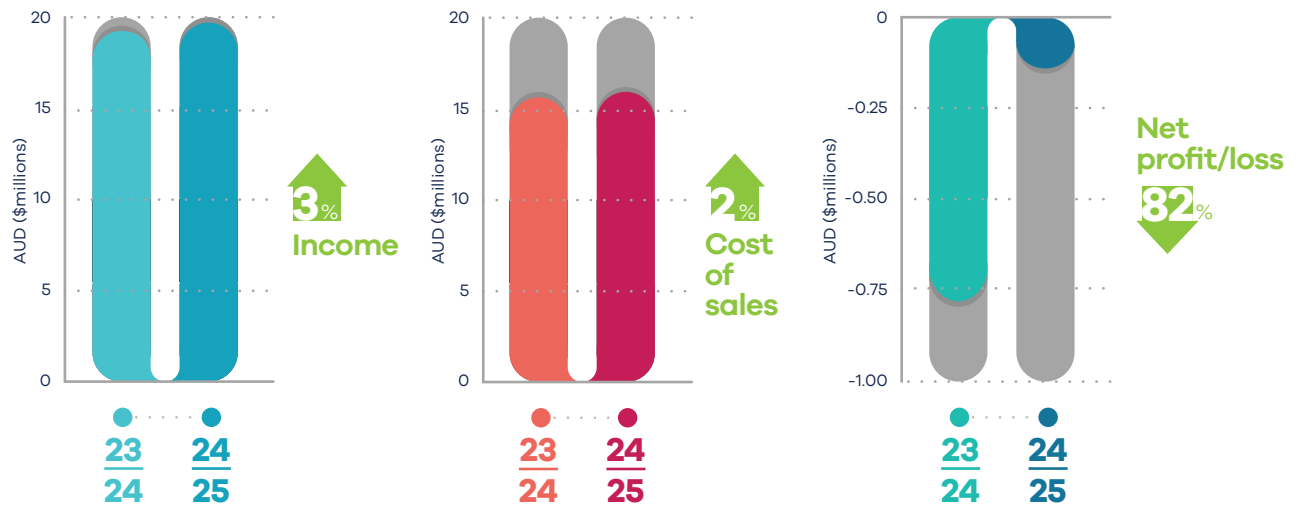
In addition, shifts will be validated based on approved requests, and service bookings will be updated to ensure alignment between planned and actual service delivery. These improvements will enable HCO to compare rostered hours with actual hours delivered and track actual

income against planned income, thereby strengthening oversight and operational accountability. As part of future system developments, shift validation processes will be further systemised, enabling HCO to streamline billing and enhance data accuracy, supporting more efficient and transparent financial management.

In financial year 2024/25, the gross margins improved by 8% compared to the previous financial year, reflecting stronger cost control and operational efficiencies.

I would like to extend my sincere thanks to the Finance Team and all other business units for their exceptional resilience, adaptability, and unwavering commitment to continuous improvement throughout the year.

Through disciplined financial management, system enhancements, and workforce optimisation, we have strengthened HCO's foundation for long-term sustainability and growth.





TRI-STATE GAMES

The Tri State Games are an annual weeklong sporting event for people with disabilities.

The Games provide people living with disability the opportunity to compete against their peers in a range of sporting activities.

The Tri State Games are generally held for two years by a host region and are run for a week in November of each year.

One of the main attractions of the Tri State Games is that it offers an opportunity for people with a significant/profound disability to participate in sporting activities that they may generally not have had an opportunity to have participated in before.





FINANCIAL REPORT

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STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR YEAR ENDED 30 JUNE 2025

		2025	2024
	Note	\$	\$
Income			
Revenue	5	19,888,563	19,334,994
Total income		19,888,563	19,334,994
Expenses			
Employee benefits expense		(17,713,056)	(17,686,012)
Depreciation and amortisation expense		(535,756)	(591,289)
Other expenses		(1,911,857)	(1,807,462)
Interest expenses		(31,878)	(25,258)
Total expenses		(20,192,547)	(20,110,021)
Loss for the year		(303,984)	(775,027)
Revaluation changes for property, plant & equipment		192,151	197,139
Other comprehensive income		192,151	197,139
Total comprehensive income for the year		(111,833)	(577,888)

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2025

		2025	2024
	Note	\$	\$
Assets			
Current assets			
Cash and cash equivalents	6	6,297,929	5,838,898
Trade and other receivables	7	1,523,685	2,036,137
Other assets	8	74,779	88,308
Total current assets		7,896,393	7,963,343
Non-current assets			
Property, plant and equipment	9	1,023,216	933,620
Intangible assets	10	214,526	205,901
Right-of-use assets	11	658,917	445,295
Total non-current assets		1,896,659	1,584,816
Total assets		9,793,052	9,548,159

		2025	2024
	Note	\$	\$
Liabilities			
Current liabilities			
Trade and other payables	13	695,927	742,513
Contract liabilities	15	48,826	36,705
Employee benefits	14	2,054,086	1,889,577
Lease liabilities	12	301,786	149,235
Total current liabilities		3,100,625	2,818,030
Non-current liabilities			
Employee benefits	14	328,379	384,507
Lease liabilities	12	433,756	303,497
Total non-current liabilities		762,135	688,004
Total liabilities		3,862,760	3,506,034
Net assets		5,930,292	6,042,125
Equity			
Asset revaluation reserve		497,358	305,207
Retained earnings		5,432,934	5,736,917
Total equity		5,930,292	6,042,124

STATEMENT OF CHANGES IN EQUITY

FOR YEAR ENDED 30 JUNE 2025

	Retained Earnings	Asset Revaluation Reserve	Total
	\$	\$	\$
Balance at 1 July 2024	5,736,918	305,207	6,042,125
Loss for the year	(303,984)	-	(303,984)
Revaluation increment	-	192,151	192,151
Balance at 30 June 2025	5,432,934	497,358	5,930,292
Balance at 1 July 2023	6,511,945	108,068	6,620,013
Loss for the year	(775,027)	-	(775,027)
Revaluation increment	-	197,139	197,139
Balance at 30 June 2024	5,736,918	305,207	6,042,125

STATEMENT OF CASH FLOWS

FOR YEAR ENDED 30 JUNE 2025

		2025	2024
	Note	\$	\$
Cash flows from operating activities:			
Receipts from customers		20,230,314	18,759,670
Payments to suppliers and employees		(19,662,351)	(19,340,404)
Interest received		295,585	308,995
Interest paid		(31,878)	(25,258)
Net cash flows provided by operating activities	16	831,670	(296,997)
Cash flows from investing activities			
Payment for intangible asset		(69,095)	(6,116)
Purchase of property, plant and equipment		(27,416)	(66,514)
Net cash provided by/(used in) investing activities		(96,511)	(72,630)
Cash flows from financing activities			
Repayment of borrowings		-	(16,727)
Principal repayments of lease liabilities		(276,128)	(387,293)
Net cash provided by/(used in) financing activities		(276,128)	(404,020)
Net increase/(decrease) in cash and cash equivalents held		459,031	(773,647)
Cash and cash equivalents at beginning of year		5,838,898	6,612,545
Cash and cash equivalents at end of financial year	6	6,297,929	5,838,898

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 30 JUNE 2025

1 Introductions

The financial report covers Hills Community Options Inc as an individual entity. Hills Community Options Inc is a not-for-profit Association, registered and domiciled in Australia.

The functional and presentation currency of Hills Community Options Inc is Australian dollars.

The financial report was authorised for issue on the date the accompanying Board Members' Declaration is signed.

Comparatives are consistent with prior years, unless otherwise stated.

2 Basis of preparation

The Board have prepared the financial statements on the basis that the Association is a non-reporting entity because there are no users dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. The Association is a not-for-profit entity for financial reporting purposes.

The financial statements have been prepared in accordance with the requirements of *Australian Accounting Standards AASB 101: Presentation of Financial Statements, AASB 107: Cash Flow Statements, AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors, AASB 124: Related Party Disclosures, AASB 1048: Interpretation of Standards and AASB 1054: Australian Additional Disclosures*.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current

assets, financial assets and financial liabilities.

Material accounting policy information relating to the preparation of these financial statements are presented below, and are consistent with prior reporting periods unless otherwise stated.

3 Material accounting policy information

a) Revenue and other income

Revenue from contracts with customers

Revenue for NDIS and recoveries is recognised at an amount that reflects the consideration to which the Association is expected to be entitled in exchange for transferring services to a customer. For each contract with a customer, the Association identifies the contract and the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the services promised.

Grant revenue

Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs they are compensating.

Grants relating to assets are credited to deferred income at fair value and are credited to income over the expected useful life of the asset on a straight-line basis.

Donations

Donations are recognised as revenue when a right to receive payment is established.

Interest revenue

Interest revenue is recognised as interest accrued using the effective interest method.

b) Income tax

The Association is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*

c) Financial instruments

Financial assets

Amortised cost

The Association's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Association renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Financial liabilities

The financial liabilities of the Association comprise trade payables, borrowings and lease liabilities.

d) Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Land and buildings

Land and buildings are measured using the revaluation model.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a

straight-line basis over the asset's useful life to the Association, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Buildings & improvements	2.5 - 20%
Plant and equipment	5% - 50%
Motor vehicles	12.5% - 16.7%

e) Impairment of non-financial assets

At the end of each reporting period the Association determines whether there is evidence of an impairment indicator for non-financial assets.

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

f) Intangible assets

Capitalised development costs are measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation rates

The amortisation rates used for each class of amortisable asset are shown below:

Intangible asset class	Amortisation rate
Computer software	20%

g) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand and term deposits, including those with terms exceeding 3 months, which are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

h) Leases

Lessee accounting

The non-lease components included in the lease agreement have been

separated and are recognised as an expense as incurred.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Association's incremental borrowing rate is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Association's assessment of lease term.

Exceptions to lease accounting

The Association has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Association recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

i) Economic dependence

Hills Community Options Inc. is dependent on the Commonwealth Department of Health and Aged Care for a portion of its revenue used to operate the business. At the date of this report the directors have no reason to believe the Commonwealth Department of Health and Aged Care will not continue to support Hills Community Options Inc.

4 Critical accounting estimates and judgments

The Board make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial

statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Key estimates - revenue recognition

For many of the grant agreements, the determination of whether the Association has sufficiently met the specific performance obligations was a significant judgement involving consideration of the terms and conditions of the grant agreement to determine whether revenue is recognised in profit or loss or as unearned revenue in the statement of financial position. Revenue is only recognised to the extent that it is highly probable that there will not be a significant reversal of the revenue.

Key estimates - lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability.

Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the Association's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The Association reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Key estimates - lease incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Association estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Key estimates - employee benefits provision

As described in the accounting policies, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Key estimates - fair value of land and buildings

The basis of the valuation of land and buildings is at fair value. The land and buildings is revalued periodically based on an assessment by Knight Frank, an independent real estate consultancy. The valuation is based on current prices in an active market for similar properties of the same location and condition, subject to similar leases, using the income approach which measures the future economic benefits that the Association can generate by adjusting the annual net income by the determined market yield rate.

5 Revenue and other income

	2025	2024
	\$	\$
Revenue		
Fees	16,148,521	15,614,699
Recoveries revenue	753,156	720,511
LSA revenue	770,216	757,173
Sundry revenue	159,501	162,610
Grant revenue	1,761,134	1,770,208
Total revenue	19,592,528	19,025,201
Other revenue		
Interest revenue	295,585	308,995
Donations	450	798
Total other revenue	296,035	309,793
Total revenue	19,888,563	19,334,994

6 Cash and cash equivalents

	2025	2024
	\$	\$
Cash at bank and in hand	6,297,929	5,838,898

7 Trade and other receivables

	2025	2024
	\$	\$
Trade receivables	1,522,510	2,017,240
Provision for impairment	(1,405)	(8,234)
Total trade receivables	1,521,105	2,009,006
GST receivable	2,580	15,634
Other receivables	-	11,497
Total trade and other receivables	1,523,685	2,036,137

8 Other assets

	2025	2024
	\$	\$
Prepayments	74,779	88,308

9 Property, plant and equipment

	2025	2024
	\$	\$
Land and buildings		
Freehold land		
At valuation	338,807	165,000
Total land	338,807	165,000
Buildings		
At valuation	853,838	835,495
Accumulated depreciation	(346,217)	(290,496)
Total buildings	507,621	544,999
Total land and buildings	846,428	709,999
Plant and equipment		
At cost	698,656	671,240
Accumulated depreciation	(552,376)	(488,180)
Total plant and equipment	146,280	183,060

	2025	2024
	\$	\$
Motor vehicles		
At cost	157,620	157,620
Accumulated depreciation	(127,112)	(117,059)
Total motor vehicles	30,508	40,561
Total plant and equipment	176,788	223,621
Total property, plant and equipment	1,023,216	933,620

10 Intangible assets

	2025	2024
	\$	\$
Computer software		
At cost	335,660	266,565
Accumulated amortisation	(121,134)	(60,664)
Total intangible assets	214,526	205,901

11 Right-of-use assets

	Motor Vehicles	Properties	Total
	\$	\$	\$
Year ended 30 June 2025			
At cost	491,259	1,560,889	2,052,148
Accumulated depreciation	(436,886)	(956,345)	(1,393,231)
Balance at end of year	54,373	604,544	658,917
Year ended 30 June 2024			
At cost	474,406	1,070,845	1,545,251
Accumulated depreciation	(353,368)	(746,588)	(1,099,956)
Balance at end of year	121,038	324,257	445,295

12 Lease liabilities

	2025	2024
	\$	\$
Current		
Lease liability	<u>301,786</u>	149,235
Non-current		
Lease liability	<u>433,756</u>	303,497

13 Trade and other payables

	2025	2024
	\$	\$
Trade payables	377,943	390,901
Sundry payables and accrued expenses	-	28,549
Other payables	<u>317,984</u>	323,063
	<u>695,927</u>	742,513

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

14 Employee benefits

	2025	2024
	\$	\$
Current liabilities		
Annual leave	1,235,424	1,259,335
Long service leave	<u>818,662</u>	630,242
	<u>2,054,086</u>	1,889,577
Non-current liabilities		
Long service leave	<u>328,379</u>	384,507

15 Contract liabilities

	2025	2024
	\$	\$
Current		
Grant received in advance	<u>48,826</u>	36,705

16 Cash flow information

Reconciliation of result for the year to cashflows from operating activities

Reconciliation of net income to net cash provided by operating activities:

	2025	2024
	\$	\$
Loss for the year	(303,984)	(775,027)
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
- depreciation	535,755	591,290
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	417,687	(491,524)
- (increase)/decrease in other assets	13,531	9,672
- increase/(decrease) in trade and other payables	(46,586)	111,094
- increase/(decrease) in contract liabilities	12,121	12,964
- increase/(decrease) in employee benefits	108,380	244,534
Cashflows from operations	736,904	(296,997)

17 Contingencies

In the opinion of the Board, the Association did not have any contingencies at 30 June 2025 (30 June 2024:None).

18 Events occurring after the end of the reporting period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Association, the results of those operations or the state of affairs of the Association in future financial years.

19 Related parties

Key management personnel - refer to Note 20.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

20 Key management personnel disclosures

The remuneration paid to key management personnel of the Association is \$ 1,069,947 (2024: \$ 972,568).

21 Statutory information

The registered office and principal place of business of the Association is:

73 Gawler Street, Mount Barker SA 5251

BOARD MEMBERS DECLARATION

In the Board Members' opinion:

- 1 The financial financial statements and notes, as set out on pages 1 to 14 are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* including:
 - a. complying with Australian Accounting Standards to the extent described in Note 1 to the financial statements; and
 - b. giving a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the Association
- 2 There are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board Members.

Chairperson  Responsible person 
Dated 21st November, 2025

AUDITOR'S INDEPENDENCE DECLARATION



Moore Australia Audit (SA/NT) Pty Ltd

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Adelaide SA 5001

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Auditor's Independence Declaration

Under Subdivision 60-40 of the Australian Charities and Not-for-profits Commission Act 2012

To The Board Members of Hills Community Options Inc

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- a) no contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit, and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read 'Antonio De Souza'.

Antonio De Souza
Director – Audit and Assurance
Moore Australia Audit (SA/NT) Pty Ltd
Adelaide, South Australia
20 November 2025

A handwritten signature in black ink, appearing to read 'Moore Australia'.

Moore Australia Audit (SA/NT) Pty Ltd
Chartered Accountants

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INDEPENDENT AUDIT REPORT



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Independent Audit Report

To The Members of Hills Community Options Inc

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Hills Community Options Inc ("the Association") which comprises the Statement of Financial Position as at 30 June 2025, the Statement of Profit or Loss and Other Comprehensive Income, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, Notes to the Financial Statements, including a summary of material accounting policies, and the Board Members' Declaration.

In our opinion, the accompanying financial report of the Association is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance for the year ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 2 and the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Board Members' financial reporting responsibilities under the *Australian Charities and Not-for-profits Commission Act 2012*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Board Members for the Financial Report

The Board of the Association are responsible for the preparation of:

- a) the financial report that gives a true and fair view in accordance with Australian Accounting Standards and *Australian Charities and Not-for-profits Commission Act 2012*; and
- b) for such internal control as the Board determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

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Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

A handwritten signature in black ink, appearing to read 'Antonio de Souza'.

Antonio de Souza
Director – Audit and Assurance
Moore Australia Audit (SA/NT) Pty Ltd
Adelaide, South Australia
20 November 2025


A handwritten signature in black ink that reads 'Moore Australia'.

Moore Australia Audit (SA/NT) Pty Ltd
Chartered Accountants



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