



ANNUAL REPORT 2019/20

coastlink.org.au



Annual Report 2019/20

Proudly empowering individuals of all abilities on
Darkinjung land.

We acknowledge and respect the traditional
custodians of the lands on which we meet,
and pay respect to Elders past and present.

Coastlink Annual Report 2019/20
coastlink.org.au
(02) 4321 1022



Living your way.

19/20

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CHAIR & CEO MESSAGE

2019-20 has been a year like no other and one that saw Coastlink constantly evolve in the face of a global health crisis, to ensure the best possible care and support for the vulnerable people we are responsible for every day.

From July 1 2019 – June 30 2020, which includes before, during and beyond the global COVID-19 (Coronavirus) pandemic, Coastlink provided support to a total of 393 clients, giving more than 182,258 support hours to people living with disability and the aged on the Central Coast.

During this time, our income was \$9.79M, growing from \$9.08M in 2018/19.

At the time of writing this message, the ongoing threat of the Coronavirus health crisis, although reduced, is far from over, and we continue to remain vigilant in continuously updating our programs and practices to protect the health and wellbeing of all staff and clients.

In positive news, this year marked the opening of Coastlink's Berkeley Vale Activity Hub, which saw our day programs for people living with disability move to a new and improved space.

The new facility has provided greater opportunities for centre-based support, more variation to activities and longer centre-based hours, which has been especially important given the new social distancing and public health requirements introduced as a result of the COVID-19 pandemic.

In more good news, this year Coastlink was also appointed as the Supported Independent Living (SIL) provider for two new Specialist Disability Accommodation (SDA) sites set to open in Gosford in September 2020.

Ability Apartments Gosford Central and Ability Apartments Showground Road are the vision of pioneering SDA providers, Ability SDA, and feature 20 specially designed, state-of-the-art apartments within larger residential complexes, to support independent integrated living for people with disability.

Coastlink will provide 24-hour support for residents, creating more than 60 new carer positions with our organisation.

In looking forward, there are even more opportunities on the horizon to expand our Supported Independent Living services and facilities, as we discuss opportunities with specialist disability housing provider DPN, about their plans for the development of a Casa Capace residence in Kanwal, purpose-built for Coastlink clients.

So, watch this space for more exciting developments as we continue to grow and adapt in innovative ways to support people living with disability on the Central Coast.

Having previously been approved as an NDIS provider until August 2022, following a successful audit by the NDIS Quality and Safeguards Commission, we achieved further positive results in an interim audit this year, due to our strong focus on compliance with the new Disability Practice Standards.

As an accredited Aged Care provider of the Commonwealth Home Support Programme (CHSP) to June 2022, we have been continuing to help the elderly in our community access the government-funded services they need to live independently as long as possible. We expect to see more supports within the CHSP in the coming years, as we await further information about the transition for this sector to home care packages.

Following a decision by our governing Board to review Board membership and encourage greater diversity amongst our strategic leaders, we welcomed Deputy Chair Stephen Glen and Director Ainslie Whitburn to the Coastlink Board in October 2019.

It is with much gratitude that we acknowledge the work of all Board members this past year --- for the adaptability, compassion and ingenuity displayed as they met the challenges presented to our organisation by a global pandemic head on, and led with courage, dignity and respect for every individual in our care.

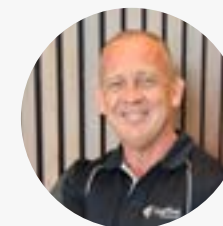
This is also an opportunity to thank our loyal and committed staff, who went above and beyond to help all Coastlink clients maintain connection, positivity and engagement through unprecedented circumstances and largely uncertain times.

And importantly, thank you to every one of our fantastic and fearless clients and their families, who worked with us to support and adapt to the constant changes and upheaval experienced during the Coronavirus crisis. Your patience and cooperation as we worked to provide the best possible care for every individual has been invaluable.

2019/2020 has been a year of immense challenges for many, but also a year of opportunity and growth. As we reflect of this past year, we are incredibly proud of our achievements throughout such a tumultuous period of history.

The events of this past year have proven we can continue to provide superior standards of service delivery and remain true to our values through even the most challenging of times.

We look forward to continue improving the lives of the people we care for in 2021 and beyond, as we fulfil our vision to enable every person to live a life of choice and inclusion.




John Moulend
Chair




John Davis
CEO



WHO WE ARE

Coastlink has been the Central Coast's number one disability and aged care provider since 1985.

Every day for 35 years, we've been changing the lives of people living with disability.

We remove barriers to their success and empower them to live a life of their choice, because we care deeply about each person we support.

We work to help our clients maintain control over their choices so they can create the life they want.

Our holistic approach to wellness means we match our clients with the best services to grow their skills, boost their strengths, and expand their experiences.

Supporting our clients with disability, aged care and accommodation services, we help them achieve their goals and live an inclusive, fun and empowered life of choice and inclusion.



2019/20
Year in Review

Supports 393 clients

Provides 182,258
support hours

Employs 146 staff

STRATEGIC PLAN

Coastlink's strategic plan is our blueprint for delivering a life of choice and inclusion to every one of our clients.

It keeps us connected to our vision, mission and values. And informs our strategic actions as we continue to provide optimum quality care and support across the evolving disability and aged care service sectors.

OUR VISION

Living a life of choice and inclusion

Helping our clients 'Live a Life of Choice and Inclusion' is the reason we exist. We dream of helping every person we assist to lead a fulfilled and independent life.

OUR MISSION

Provide quality supports and choice to empower individuals to achieve their life goals, through independence and inclusion.

We achieve our Vision by providing quality supports that reflect the choices of the people we assist. Our objective is to empower our clients to live a life of choice and inclusion.

A WORLD WHERE EVERYONE ENJOYS A LIFE
OF CHOICE AND INCLUSION.

WE LIVE OUR VALUES



HONESTY

We live and demonstrate the truth through our words and our actions.



ACCOUNTABILITY

We are all accountable for our actions. We will share our knowledge, teach others what we know, and give people the right authority to make the right decisions.



INCLUSION

We listen to what you say. We will include you in what we do.



RESPECT

People deserve to be treated the way they want to be treated. We do that here.



EMPATHY

We know everybody is different; we have different wants and needs and we like to be treated as individuals; we empathise and accept your individuality.

OUR STRATEGIC PRIORITIES

Coastlink is ensuring sustainable growth and positive outcomes for our clients by focusing on four key areas:

Sustainable Disability Services

Our individualised care options offer greater choice and control for people living with a disability, in line with the National Insurance Disability Scheme (NDIS).

Sustainable Aged Care

Our person-centred aged care model provides elderly Australians with personalised access to care and support enabling them to stay at home with dignity longer, in alignment with the Commonwealth Home Support Programme (CHSP).

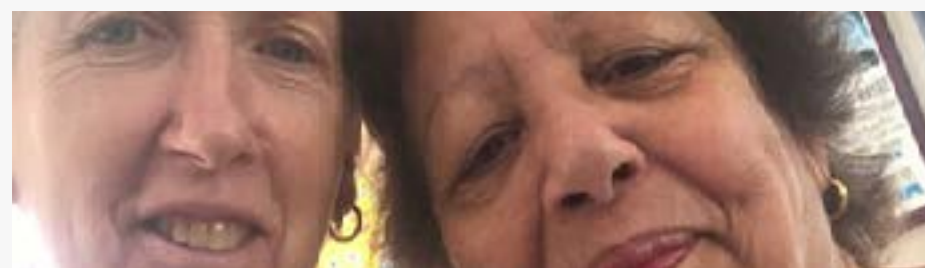
Growth Opportunities

Our team is harnessing the opportunities of the evolving disability and aged care landscape to create enhanced systems that better cater to the changing social, physical and emotional needs of the people in our care.

Capability and Capacity

At Coastlink, superior care for our clients is our utmost priority and we insist on minimum qualification requirements for all of our staff. We're embracing a new approach to qualifications and educational pathways by partnering with local TAFE campuses to meet the needs of our local care workforce.

Together we are working to ensure new care workers have the skills and knowledge to provide safe, quality care and support to the aged and people living with disability.



OUR FUTURE

Coastlink is implementing a range of innovative strategies to ensure we remain at the forefront of our industry as Australia's disability and aged care sectors become increasingly customer-centric.

Placing people at the core of everything we do, we will continue to increase the capability of our workforce with ongoing training and career pathways so they are equipped to provide the best quality disability and aged care on the Central Coast.

Our goal is to harness the opportunities provided by technology to foster a culture where our support staff have the flexibility and time to engage in genuine and meaningful relationships with our clients that deliver greater results.

The future for Coastlink is serving with purpose, redefining what disability and aged care look like for our organisation, and providing holistic, person-centred support to help every client live life their way.



393

Coastlink clients in 2019/20

WHO WE ARE

Board and Directors

Coastlink's Board of Directors continue to help us realise our vision.

Their expertise in risk mitigation, governance, and strategic planning enables us to continue confidently providing the best quality service to people living with a disability, and the ageing, on the Central Coast.

MR JOHN MOULAND



CHAIR | APPOINTED: OCTOBER 2014

As Chief Executive Officer of Regional Development Australia Central Coast, John leads our Board with a passion for building a strong, prosperous and resilient Central Coast for all residents in our region.



MR STEPHEN GLEN

DEPUTY CHAIR

APPOINTED OCTOBER 2019



With a demonstrated history of Executive Leadership in the public sector, Stephen offers his experience working with varied regional and rural communities, proven expertise in the delivery of large-scale infrastructure projects and a background in Civil Engineering to the Coastlink board.

ASSOC. PROF LISA BARNES

TREASURER

APPOINTED OCTOBER 2010



Lisa has focused her special interest in social responsibility, and financial and corporate governance of not-for-profit organisations, as a Director of numerous not-for-profit organisations and educational institutions.

MR STEVEN PAUL

DIRECTOR

APPOINTED MAY 2005



Steven is the Chief Financial Officer of a Northern NSW disability organisation. Steven's keen interest in working in the not-for-profit sector was sparked during his 20 years in the accounting and finance industries working at a large London university, and as the principal of an accounting practice.

MS HELEN ROBERTS

DIRECTOR

APPOINTED OCTOBER 2003



A member of the Australian Institute of Company Directors, Helen brings a wealth of experience in disability, aged care and transport services from her roles on the Community Transport State Peak Body Board and other local not-for-profit boards.

MR ANTHONY TUXWORTH

DIRECTOR

APPOINTED OCTOBER 2017



Having spent 30 years in statutory planning for local government and managing his own Town Planning Consultancy, Tony offers the Board a broad spectrum of wisdom in development, planning, due diligence, environmental impact and negotiation.

MS AINSLIE WHITBURN

DIRECTOR

APPOINTED OCTOBER 2019



Having developed St Vincent de Paul's Better Access Map, and previously working with Central Coast Council and the Central Coast Disability Network, Ainslie offers extensive experience in successfully promoting inclusive businesses to people with disability, their friends and families.

HIGHLIGHTS FROM

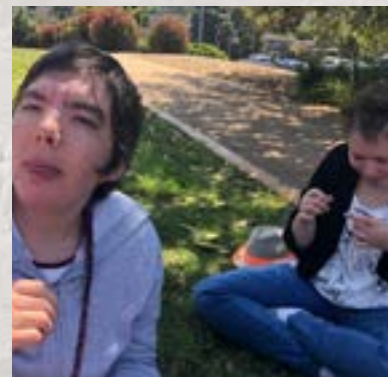
OUR YEAR!



Young Coastlinker Jess baked some yummy cookies during our Holiday Options Program (HOP).



Khye had a top day sailing on Brisbane Water in Gosford.



Catherine and Ash enjoyed a splendid stroll along Gosford Waterfront, then an outdoor lunch with water views. Lots of smiles and laughing.



Pete and Kara enjoyed a spot of fishing out on the water.



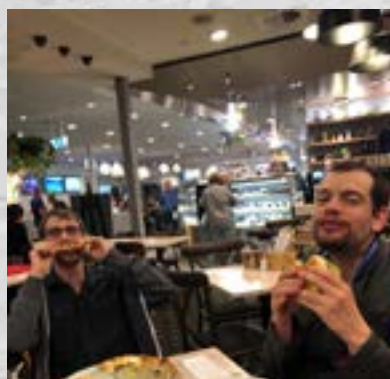
Billy and Jade made us all laugh with their spooky Halloween food.



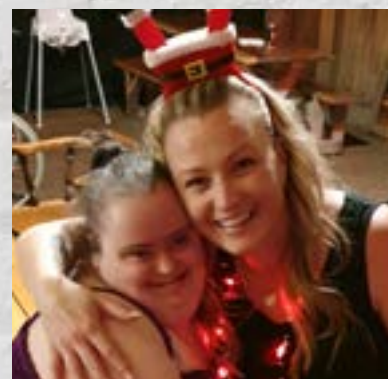
In a first for Coastlink, we took an excited group of young men to Sydney's iconic Valvoline Raceway. What a day!



The very colourful Sharlene had a cracker of a time at the 'Our Colour Our Coast' fun run/walk at The Entrance.



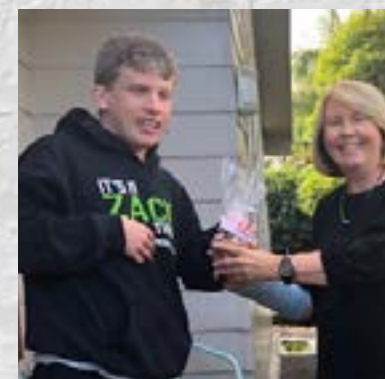
Coastlinkers had a fun dinner while out on one of Coastlink's popular Club Nights.



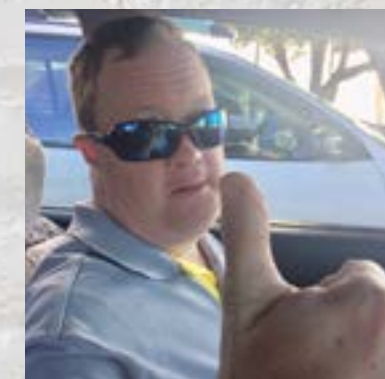
Our awesome Social Supports group celebrated Christmas in style at Buttai Barn.



Lily had a splash with her Coastlinker mates during a weekend Fun Club at The Entrance.



For Mother's Day this year, we were proud to deliver close to 250 potted plants to the homes of Coastlinkers and their mums across the Central Coast.



Glen brought us some happy vibes, as he headed out for some sunshine in Terrigal.

WHAT WE DO

IMPACT IN ACTION

DISABILITY SERVICES

Our disability services help people living with disability enjoy a life of choice and inclusion, with a range of individually tailored supports including:

- Day Programs
- Social Supports including Individual and In-Home Support
- Kids and Young People
- Support Coordination

ACCOMMODATION SERVICES

Our accommodation options help our clients gain the confidence and life skills for an independent life.

- Supported Independent Living – Group Homes
- 2 x Ability SDA Integrated Living Residences opening in September 2020
- Short-term Accommodation
- In-Home Overnight
- Holidays! Coastlink holidays are renowned for their amazingness.

AGED CARE SERVICES

Coastlink's aged care support helps elderly Australians stay at home longer with dignity and independence.

- In-Home Care
- Flexible Respite Options
- Groups and Centre-Based Activities

Disability Clients Supported

272

Disability Client Hours

164,135

Aged Care Clients Supported

121

Aged Care Client Hours

18,123

HOW WE SERVE > DISABILITY SERVICES

DAY PROGRAMS

Living life: day by day

Coastlink's centre and community-based day programs help adults living with disability achieve their goals and dreams, and have fun along the way.

Our support staff help clients learn life skills such as cooking, sailing, going to the gym, computer skills, arts and crafts, swimming, social skills and outdoor fitness.



HOW WE SERVE > DISABILITY SERVICES

SOCIAL SUPPORTS

Your life: your call

Coastlink's Social Support activities get our clients out in the community to enjoy recreational, social and sporting activities across the Central Coast, Newcastle and Sydney.

Our groups go to sporting events, markets, movies, swimming, shows, dinner, pubs and clubs and so much more!



HOW WE SERVE > DISABILITY SERVICES

KIDS AND YOUNG PEOPLE

Living life: with fun and fulfilment

Our specially-designed programs for young people living with disability provide opportunities to come together in a social setting on weekends, during school holidays or after school.

We hang out with friends and go swimming, have BBQs, go bowling, play sports, go on excursions, and visit local attractions.

We even do weekend sleepovers.



HOW WE SERVE > DISABILITY SERVICES

INDIVIDUAL SUPPORTS

Living life: with dedicated support

Coastlink's Individual Supports offers dedicated, one-on-one assistance to anyone living with disability who might need an extra helping hand. Individual support workers assist people with disability both at home and to connect with their community, access vital services and support them to do the things they love.

Individual Supports offers participants opportunities to enhance their personal, physical and emotional wellbeing by contributing and engaging with their broader community.



LIVING YOUR WAY

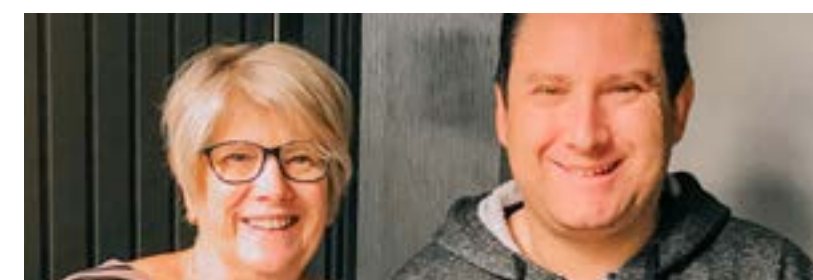
HOW WE SERVE > DISABILITY SERVICES

SUPPORT COORDINATION

Making life easier

Coordination Supports connects clients to the services that will best support them and helps individuals get the most out of the National Disability Insurance Scheme (NDIS) by supporting and assisting them through the planning process.

We do the work – so you don't have to!



HOW WE SERVE > AGED CARE SERVICES

IN-HOME CARE

Living life: with dignity

Our in-home care supports help older people live at home longer with greater autonomy by providing help with showering, dressing and grooming, general housekeeping and preparing light meals and snacks.



HOW WE SERVE > AGED CARE SERVICES

FLEXIBLE RESPITE OPTIONS

Living life: safely

Coastlink's Flexible Respite supports help our elderly clients safely get out into the community to go shopping, attend doctors or dentist appointments, or even have a haircut.

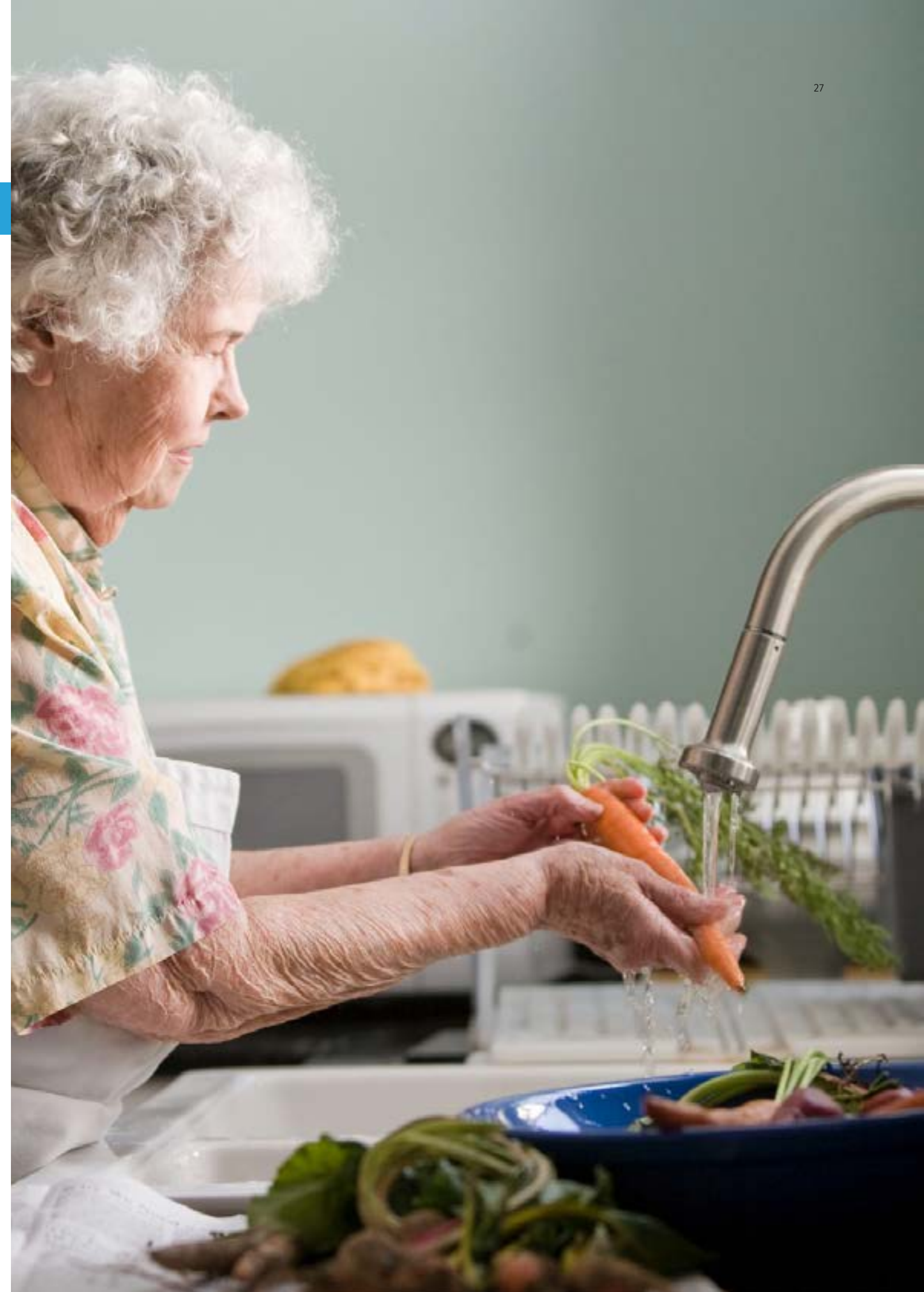


HOW WE SERVE > AGED CARE SERVICES

GROUPS & CENTRE-BASED ACTIVITIES

Living life: out and about

Our Centre-Based Groups give ageing clients the chance to get out of the house and meet up with friends, go out for lunch, visit the club or access a range of individualised social supports.



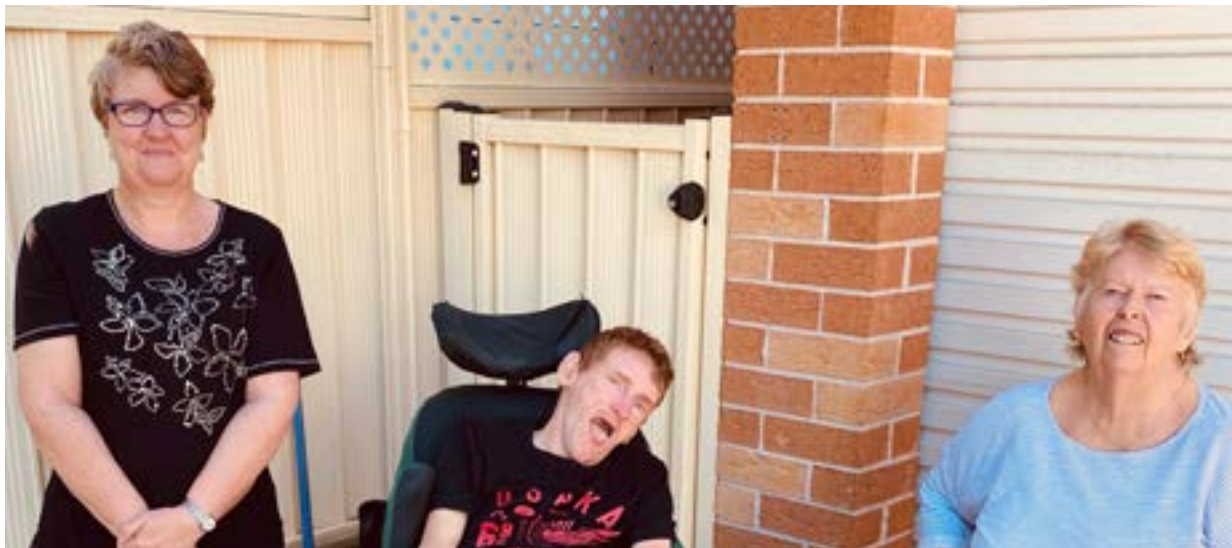
HOW WE SERVE > ACCOMMODATION SERVICES

SUPPORTED INDEPENDENT LIVING

Rainford Lodge

In 2018, we opened our first Group Home, Rainford Lodge.

All residents of Rainford Lodge are supported to live a life of choice and inclusion, enabling them to live as independently as possible, with a dedicated team of workers who strive to achieve these aims on a daily basis.



Residents get involved with the day-to-day running of the house like choosing meals and assisting with shopping, as well as selecting social activities and deciding what to do on individual days.

Rainford Lodge residents are funded by the NDIS, with funding also used to provide day programs, individual support and social support outings.

Ability SDA Apartments



Coastlink has been appointed as the Supported Independent Living provider for two Ability SDA Integrated Living residences, opening in Gosford in September 2020.

Ability Apartments Gosford Central (left) and Ability Apartments Showground Road (below) are the vision of

pioneering specialist disability accommodation providers, Ability SDA, and offer 20 state-of-the-art, specially designed apartments throughout larger residential complexes to encourage integrated independent living.

Accommodation costs will be subsidised by the NDIS for eligible residents.



HONESTY.

ACCOUNTABILITY.

INCLUSION.

RESPECT.

EMPATHY.

HOW WE SERVE > ACCOMMODATION SERVICES

SHORT TERM ACCOMMODATION

A break from routine

Coastlink's specialised support staff provide flexible overnight care for a child or adult with a disability in their own home, anywhere from a few hours, to an evening or a weekend.

You'll experience what it's like to live independently and build your capacity to do so, while having fun with friends. Our dedicated staff are trained in supporting people with all kinds of disability and needs. How they support you, depends on what you need and how long you need it.

Ask us about our holiday options. We take our clients on amazing holidays, including cruises and hotel stays.



TREASURER'S REPORT

OVERVIEW

As Treasurer, I am delighted to report that Coastlink has continued to strengthen its financial position, recording its highest level of income to date.

Good internal management processes, combined with a determination to be the best disability and aged care service on the Central Coast saw income of \$9.8M coming from operations and government subsidies.

As we continue to thrive in the market paradigm of the National Disability Insurance Scheme, changes to pricing and expected future reductions in higher transitional prices, Coastlink must continue to manage its cash flow position.

Financially, Coastlink fared well in the most economically disruptive time in recent history. COVID-19 saw a near close down of many of our services from March to May 2020. Operation revenue was greatly reduced from expected levels.

A commitment to providing supports to those in need maintained much of our cash flow position. However, the Commonwealth Government's JobKeeper program ensured Coastlink remained viable throughout the early months of the pandemic.

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Due to strong business process and maintaining close client relationships, Coastlink is now increasing support levels. Normal revenue from operations is expected to return by the third quart of the 20/21 financial year.

In an extraordinary year, Coastlink's after income tax profit was \$806K. Cash flow from operating activities increased from the previous period by \$221K to \$1.4M, further strengthening our balance sheet.

Reforms in aged care will change the way we deliver supports to this sector over the next few years.

Coastlink welcomes the extension of the Commonwealth Home Support Programme to June 2022, guaranteeing funding for the next two years.

At the same time, a move to aged care packages will move much of our aged care revenue source into a market model.

With the experience obtained through the NDIS transition, Coastlink is well positioned to compete strongly in this market.

Coastlink has moved its financial management, reporting and strategy to a local accounting firm. This has provided additional financial skills while reducing costs, allowing for greater internal focus on debtors and business process.

\$9.8M

Income

\$806K

Profit

\$1.4M

Cashflow

FINANCIAL RESULTS

We're committed to being transparent with you, not only about our impact, but our financial situation as well.

Statement of Profit and Loss, and other comprehensive income

Despite the many challenges, Coastlink's revenue continued to grow from \$9.07M in 2019 to \$9.78M in 2020, an increase of just over \$700K.

While revenue from government grants fell by \$18K, NDIS revenue increased by over \$300K.

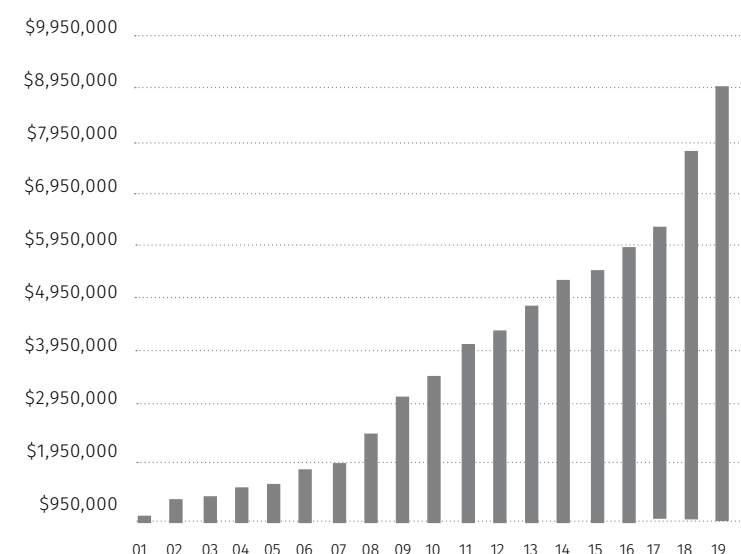
The increased revenue reflects more clients receiving supports in the periods prior to COVID. Staff numbers have also increased as a direct result, pushing overall expenses to around \$8.98M.

The increase in staff numbers saw employee costs rise from \$7.3M in 2018/2019 to \$7.6M in 2019/2020. This represents 86 percent of total revenues, down from 87 percent in the previous period.

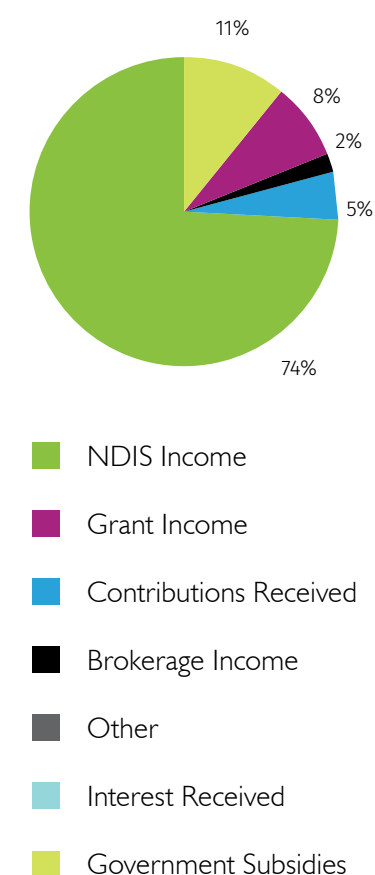
Coastlink delivered a net operating surplus of \$896K.

Revenue

Total Revenue

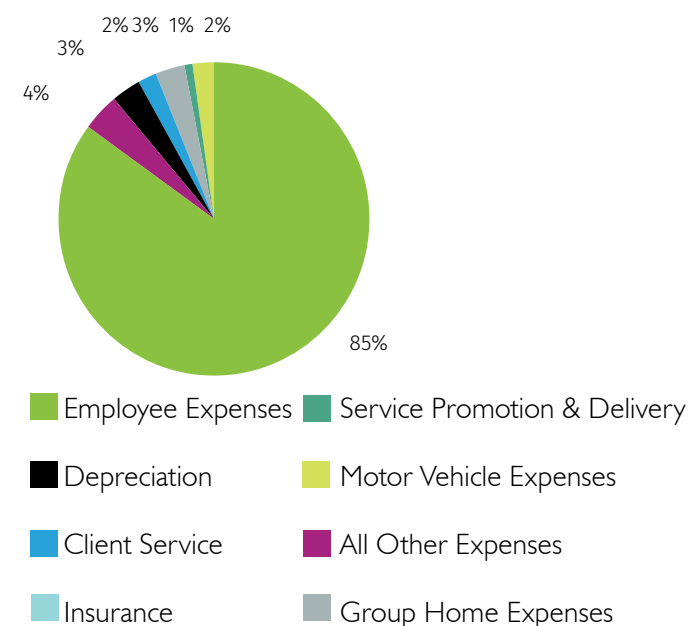


Allocation of Revenue

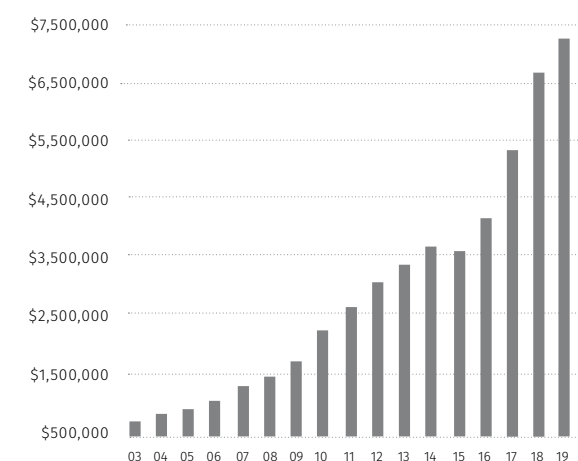


Expenses

Allocation of Expenditure



Wages, Super & Entitlements



Balance Sheet

As at 30 June 2020 we had total assets of \$8.1M comprising current (\$5.5M) and non-current (\$2.6M).

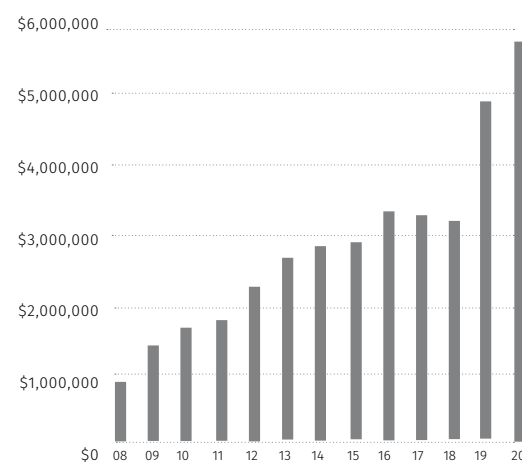
In 2019 Coastlink saw trade receivables rise to \$299K. This trend continued in 2020 recording \$564K. Most of this relates to NDIS income not received as at 30 June. Despite this increase, most of the outstanding relates to timing issues, with provisions for doubtful debts remaining minimal.

Total liabilities were \$2.2M, comprising current (\$2.0M) and non-current (\$217.7K).

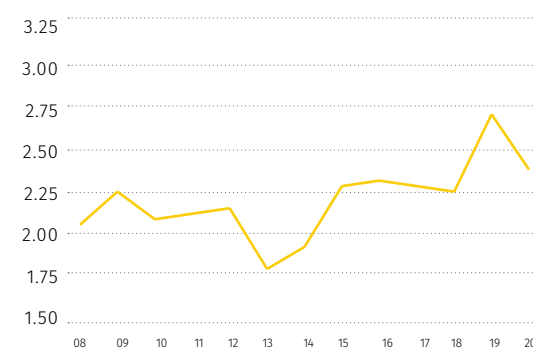
Net equity increased by \$800K to \$5.8M continuing a trend of growth since 2008 reflected in the graph below.

The current ratio of 2.7 times reflects a strong position of solvency as we move into 2021.

Total Equity



Liquidity - Current Ratio

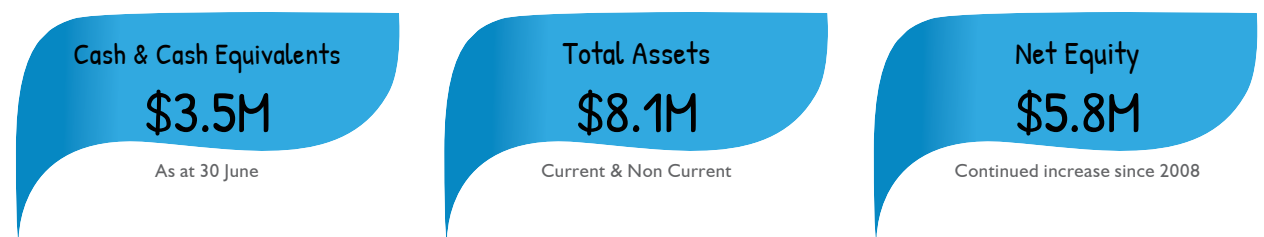


Statement of Cash Flows

Our cash and cash equivalents at 30 June were \$3.5M. This is an increase of \$1.1M from 2019.

This was driven by the increase in trade debtors and robust operational processes have been implemented to ensure this is controlled into the future.

As all debtors are expected to be recovered, the financial position of Coastlink remains strong.



Associate Professor Lisa Barnes

Treasurer

Profit & Loss Statement

	30 June 2020 \$000s	30 June 2019 \$000s
Income		
Aged Care Grant Income	660	672
Continuity of Support Income	139	145
NDIS Income	7,231	7,568
Bank Interest	24	36
Other Income	771	657
JobKeeper Income	963	-
Total Income	9,788	9,078
Expenses		
Total Employment Expenses	7,684	7,298
Total Motor Vehicle Expenses	181	186
Other Expenses	1,117	876
Total Expenses	8,982	8,360
Net Profit/(Loss)	806	718
Other Comprehensive Income	(6)	695
Total Comprehensive Income for the Year	800	1,413

Balance Sheet as at 30 June 2020

	30 June 2020 \$000s	30 June 2019 \$000s
Assets		
Current Assets		
Cash and cash equivalents	3,518	2,391
Trade and other receivables	934	591
Financial assets	938	928
Other current assets	71	56
Total Current Assets	5,461	3,966
Non-Current Assets		
Property, plant and equipment	2,439	2,371
Intangible assets	36	42
Right to use assets	148	-
Total Non-current Assets	2,623	2,414
Total Assets	8,084	6,380
Liabilities		
Current Liabilities		
Trade and other payables	508	425
Borrowings	10	17
Employee benefits	739	805
Other liabilities	724	15
Lease liability	46	-
Total Current Liabilities	2,026	1,262

Balance Sheet as at 30 June 2020 continued

	30 June 2020 \$000s	30 June 2019 \$000s
Non-Current Liabilities		
Employee Benefits	108	78
Lease liability	110	-
Total Non-Current Liabilities	218	78
Total liabilities	2,244	1,340
Net Assets	5,840	5,039
Equity		
Reserves	845	851
Retained Surpluses	4,995	4,189
Total Equity	5,840	5,039

Director's declaration

CENTRAL COAST ALTERNATIVE CARE GROUP LTD
TRADING AS COASTLINK RESPITE CARE
ABN 96 002 951 868

DIRECTORS' DECLARATION
FOR THE YEAR ENDED 30 JUNE 2020

In accordance with a resolution of the directors of Central Coast Alternative Care Group Limited, made pursuant to Section 60.15 of the *Australian Charities and Non-for-profits Regulations 2013*, the directors of the company declare that:


1. The financial statements and notes, as set out on pages 6 to 28 are in accordance with the *Australian Charities and Non-for-profits Commission Act 2012* and:

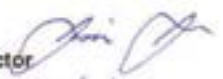
(a) comply with Australian Accounting Standards – Reduced Disclosure Requirements; and

(b) give a true and fair view of the financial position of the company as at 30 June 2020 and of the performance for the year ended on that date.

2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors.


Director
Dated: 9/10/20
JOHN MOULARD (CHAIR)


Director
Dated: 9/10/20
Lisa Barron (Treasurer)





Coastlink Annual Report 2019/20

coastlink.org.au

(02) 4321 1022



Living your way.

