

Annual Report 2020/21

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 2020/21 coastlink.org.au
(02) 4321 1022



Living your way.

20/21

Table of Contents

CHAIR AND CEO MESSAGE	
WHO WE ARE	7
STRATEGIC PLAN	9
OUR LEADERS	13
WHAT WE DO	17
TREASURER'S REPORT & FINANCIAL RESULTS	33
APPENDIX - AUDITED ACCOUNTS	37



CHAIR & CEO MESSAGE

Once again, Coastlink services and operations were heavily impacted by the COVID-19 pandemic, challenging us to continue to find innovative and intuitive solutions to maintain connection, support and consistency for every person in our care.

Still feeling the effects of the Autumn 2020 COVID-19 shutdowns, Coastlink was again forced to close down much of our community and centre-based services at the end of June 2021.

This time, the NSW Health restrictions in Greater Sydney and on the Central Coast lasted for more than 15 weeks, with full freedoms still not set to be realised until December 2021.

Despite these challenges, during this financial year, Coastlink supported 385 clients, giving more than 230,000 support hours to people living with disability and the aged on the Central Coast.

During both lockdown periods in recent years,
Coastlink continued to cater for our clients by
providing essential supports to those in need such as
grocery shopping, attending medical appointments
and providing one-on-one care, along with
accommodation supports in both our Group Homes
and Gosford apartments.

Again, government funding was critical to Coastlink remaining an Employer of Choice, as well as to our ability to provide as much support to our workers throughout the difficult shutdown period early in the new financial year.

While the pandemic evidently bought its challenges, it also shaped new innovations for Coastlink in the way we do business and manage our operations.

Our capability to offer remote activities in aged care and disability services was enhanced, with aged care clients offered opportunities to engage in trivia and bingo games with staff and other clients online, while disability clients enjoyed karaoke, singing and other remote activities via online platforms such as Zoom.

We improved security and accessibility for remote working by moving all data to a Cloud-based system and increased our capacity to manage remote work by changing our phone system to Voice over Internet Protocol (VoIP). Further improvements to internet access will also be available soon, resulting from a move to a new NBN provider.

In more positive news, this financial year saw Coastlink expanding our accommodation offerings through a contract with AbilitySDA to provide onsite supports for up to 20 people living with disability, who live independently in their own two-bedroom apartments across two integrated living sites in Gosford.

Coastlink provides onsite supports through assistive technology systems that allow clients to contact staff from nurse call buttons, tablets and other remote devices.

Our second group home at Watanobbi also opened this financial year, providing for four residents through Supported Independent Living (SIL) funding from the National Disability Insurance Agency (NDIA). We anticipate this facility reaching full capacity once COVID-19 restrictions have eased.

That's not all on the accommodation front, with Coastlink continuing its successful relationship with Specialist Disability Accommodation (SDA) provider Casa Capace, who is current building two platinum level three-bedroom villas in Gorokan.

The villas feature state-of-the-art assistive technology systems to ensure all residents can live as independently as possible and enjoy these magnificent homes.

Again, Coastlink will be supporting residents through SIL funding from the NDIA and we are working closely with Casa to prepare the identified residents to receive both SDA and SIL funding. We are also working together to find suitable land on the Central Coast for additional SDA opportunities, so more on this to come!

Coastlink has expanded its operations considerably as a result of these additional accommodation offers. Our support staff has been increased to manage this growth and as of 30 June 2021, we employed 183 staff members.

This growth has allowed Coastlink to expand its Senior Management Team to help effectively manage our corporate and cultural change.

Coastlink's Manager Accommodation and Clinical, commenced in this newly-formed role just prior to the financial year and has successfully overseen the roll-out of Coastlink operations in Gosford's Ability Apartments.

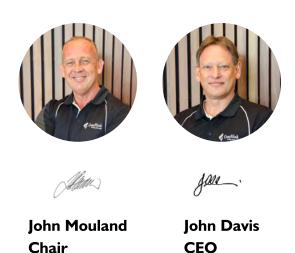
Also new to Coastlink, is our HR and Compliance Manager, who brings a wealth of HR and risk experience to our organisation. Both of these positions and the people who fill them have bolstered Coastlink's capacity and capability to successfully manage change and our future growth.

We added to the wealth of knowledge and broad skill base that comprises Coastlink's Board of Directors, with the addition of University of Newcastle (Central Coast Campus) Dean, Dr Brok Glenn. Dr Glenn brings extensive governance, business and health experience to Coastlink and we welcome his expertise to our directorial ranks.

Once again, we acknowledge the work of all Board members this past year. COVID-19 continues to throw curve balls our way and your unwavering commitment, loyalty and strength in the face of uncertainty provides a strong leadership base for our organisation moving forward.

We also recognise it has been a challenging time for Coastlink staff and we are consistently impressed with your dedication, courage and tenacity in continuing to offer care and connection for all Coastlink clients in the face of adversity. We can't thank you enough.

As always, we must give thanks to our incredible clients and their families, who demonstrate every day the ability to overcome any challenge and live life to its full potential. You are our inspiration and our reason 'why'. We thank you for trusting us to support you in living a life of choice and inclusion.



WHO WE ARE

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

Every day for 36 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.

2020/21 Year in Review

Supports 385 clients

Provides 230,047 support hours

Employs 183 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.



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.



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.

E 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.

385

Coastlink clients supported in 2020/21



OUR LEADERS

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 2020

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.

DR BROK GLENN DIRECTOR APPOINTED DECEMBER 2020



Brok is the Dean, Central Coast campus, and leads the University of Newcastle's strategic relationships with community, industry and business in the region. He has prime responsibility for the establishment of the Central Coast Clinical School and Research Institute.

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 MAY 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!



Coastlinkers showed off their singing on stage at Wyong Milk Factory Tavern's karaoke night.



Our Men's Group made it to the top of the Skillion at Terrigal.



Residents of Rainford Lodge enjoyed a day out at the Australian Reptile Park.



A worker's new Golden Retriever pup brought some paw-sitivity to our Berkeley Vale Activity Hub.



Coastlinkers shook up their week with crazy shakes from Warnie's Railway Cafe.



Coastlinkers Michael and Andrew tested out the new boardwalk at Terrigal.

HIGHLIGHTS FROM OUR YEAR!



Coastlinker Josh had an action packed respite stay, including a trip to the movies, bowling and cafe lunch.



Coastlinker Adam made a new furry friend at Berkeley Vale Activity Hub!



Our Aged Care program celebrated Mother's Day in style with morning tea, flowers and a fun photoshoot!



Coastlinker Chelsea had an eggs-cellent time at The Easter Show.

Nothing beats an ice cold lemonade and a show bag spree!



Coastlinkers spent some time with the local Fire and Rescue team while on a day out in Avoca.



Enjoying some fresh air, sunshine and fun times with friends on a day at the beach.

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
- Community Access program including social, individual and inhome supports
- 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
- Short-term Accommodation
- In-Home Overnight
- Holidays! Coastlink holidays are renowned for their amazingness.
- Partnership with Casa Capace to provide two High Physical three-bedroom villas in Gorokan.
- We are also working with Casa Capace to find suitable land on the Central Coast for additional SDA opportunities.

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



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, gardening, going to the gym, computer skills, arts and crafts, social skills and outdoor fitness.













COMMUNITY ACCESS

Your life: your call

Coastlink's Individual and Social Support Programs have merged to form the Community Access Program.

The Community Access program gets our clients out in the community to enjoy recreational, social and sporting activities across Newcastle, Sydney and the Central Coast.

Our groups enjoy the chance to attend sporting events, markets, movies, pools, shows, pubs and clubs, and so much more!













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.















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.

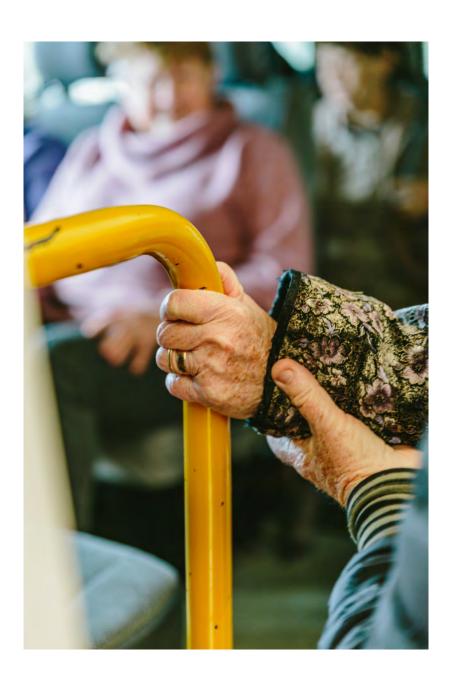


HOW WE SERVE > AGED CARE SERVICES

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

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.





Coastlink Lodge

Our second group home at Watanobbi opened this financial year, providing for four residents through Supported Independent Living (SIL) funding from the National Disability Insurance Agency (NDIA).

Ability SDA Apartments

Coastlink is the Supported Independent Living provider for two Ability SDA Integrated Living residences in Gosford, which opened in September 2020.

Ability Apartments Gosford Central (top) and Ability Apartments Showground Road (bottom) 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 are subsidised by the NDIS for eligible residents.





Casa Capace partnership

Continuing its successful partnership with Specialist Disability Accommodation (SDA) provider Casa Capace, Coastlink will be the Supported Independent Living (SIL) provider for two High Physical Support, three-bedroom villas in Gorokan which are currently under construction.

The villas feature state-of-the-art assistive technology systems to ensure all residents can live as independently as possible and enjoy these magnificent homes.

Coastlink will be supporting residents through SIL funding from the National Disability Insurance Agency (NDIA) and are working closely with Casa Capace to prepare the identified residents to receive both SDA and SIL funding.

Coastlink is also working with Casa Capace to identify suitable land on the Central Coast for additional Specialist Disability Accommodation opportunities.

LIVING YOUR WAY

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 \$12.2M 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 faired well in the most economically disruptive time in recent history. 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.

Due to strong business processes and maintaining close client relationships, normal revenue from operations is expected to return by the third quarter of the 2021/22 financial year. In an extraordinary year, Coastlink's after income tax profit was \$1.295M. Cash flow from operating activities decreased from the previous period by \$256K to \$1.190M.

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 year. 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.

\$12.2M

INCOME

\$1.295M

PROFIT

\$1.190M

CASHFLOW

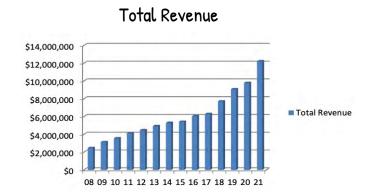
FINANCIAL RESULTS

Statement of Profit and Loss and other comprehensive income

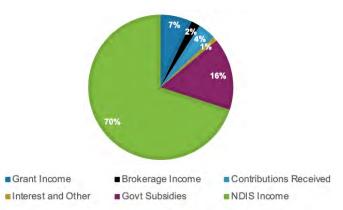
Despite the many challenges, Coastlink's revenue continued to grow from \$9.78M in 2020 to \$12.22M in 2021, an increase of just over \$2.44M. This included \$1.96M in Government subsidies.

NDIS revenue increased by over \$1.36M. The increased revenue reflects changes to our business model, incorporating additional accommodation supports through arrangements with Specialist Disability Accommodation providers. Staff numbers have also increased pushing overall expenses to \$10.95M. The increase in staff numbers saw employee costs rise from \$7.6M in 2019/2020 to \$9.5M in 2020/2021. This represents 77.8 percent of total revenues, slightly up from 77.6 percent in the previous period. Coastlink delivered a net operating surplus of \$1.295M.

Revenue

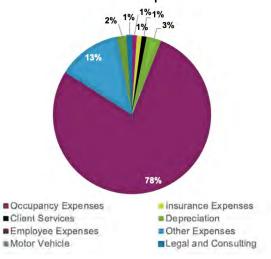


Allocation of Revenue

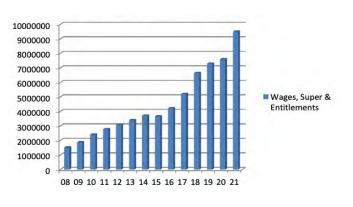


Expenses

Allocation of Expenditure



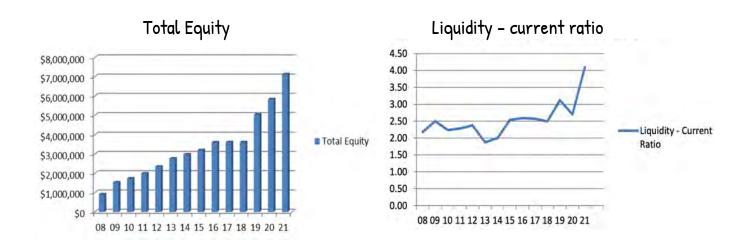
Wages, Super & Entitlements



Balance Sheet

As at 30 June 2021, we had total assets of \$8.7M comprising current (\$5.8M) and non-current (\$2.9M). In 2021 Coastlink saw trade receivables reduce by \$242K over 2020. Total liabilities were \$1.6M, comprising current (\$1.4M) and non-current (\$194.5K). Net equity increased by \$1.3M to \$7.1M continuing a trend of growth since 2008 reflected in the graph below.

The current ratio of 4.1 times reflects a strong position of solvency as we move into 2022.



Statement of Cash flows

Our cash and cash equivalents at 30 June were \$4.1M. This is an increase of \$0.5M from 2020. This was driven by the increased Revenues from both Government subsidies and NDIS funding. As all debtors are expected to be recovered, the financial position of Coastlink remains strong.



Ass. Prof. Lisa Barnes Treasurer



Profit & Loss Statement

	Note	2021 \$	2020 \$
Revenue			
Revenues	4a	10,183,122	8,698,139
Other revenues	4a	2,037,100	1,089,868
Total Revenue		12,220,222	9,788,007
Expenses			
Service promotion and development expe	ense	(72,459)	(59,396)
Strata fees and rates expense		(17,634)	(13,260)
Advertising expenses		(64,844)	(52,424)
Auditor's remuneration		(16,025)	(15,600)
Employee benefits expense		(9,502,268)	(7,604,874)
Bad and doubtful debts expense		-	(2,755)
Depreciation and amortisation expense	4b	(350,350)	(292,143)
Finance costs	4c	(5,383)	(28,916)
Vehicle expense		(179,589)	(177,818)
Equipment expenses		(20,227)	(14,850)
Client expenses		(142,956)	(154,346)
Legal & consultancy expenses		(176,463)	(115,849)
Insurance expense		(52,525)	(17,529)
Occupancy expenses		(27,630)	(50,389)
Office supplies expense		(36,696)	(8,282)
Repairs and maintenance expense		(61,716)	(58,615)
Other expenses		(110,670)	(35,960)
Group home expenses		(115,592)	(278,513)
Profit before income tax		1,267,195	806,488
Income tax expense		-	-
Profit after income tax		1,267,195	806,448
Other comprehensive Income			
Gain on the revaluation of fair value finance		28,257	(6,079)
Gain on valuation of freehold land and bui	ildings	-	-
Total comprehensive income for the ye	ear	1,295,452	800,409

Balance Sheet as at 30 June 2021

	Note	2021 \$	2020 \$
Assets		•	•
Current Assets	_		
Cash and cash equivalents	5	4,052,280	3,517,938
Trade and other receivables	6 7	692,235	933,995
Financial assets Other current assets	<i>7</i> 8	970,695 59,447	938,168 70,703
Other current assets	0	59,447	70,703
Total Current Assets		5,774,657	5,460,804
Non-Current Assets			
Property, plant and equipment	9	2,817,725	2,439,273
Intangible assets	10	29,259	35,759
Right to use assets	11	102,602	148,203
Total Non-current Assets		2,949,586	2,623,235
Total Assets		8,724,243	8,084,039
Liabilities			
Current Liabilities	40	400,400	500.457
Trade and other payables	12 13	488,403	508,157
Borrowings Employee benefits	14	13,862 827,160	9,639 738,827
Other liabilities	15	19,532	723,801
Lease liability	11	45,487	45,929
Eddo nabinty			10,020
Total Current Liabilities		1,394,444	2,026,353
Non-Current Liabilities			
Employee Benefits	14	127,200	108,215
Lease liability	11	67,252	109,576
Eddo nabinty			
Total Non-Current Liabilities		194,452	217,791
Total Liabilities		1,588,896	2,244,144
Net Assets		7,135,347	5,839,895
Equity			
Reserves	16	872,991	844,734
Retained Surpluses		6,262,356	4,995,161
Total Faults		7 105 047	E 000 005
Total Equity		7,135,347	5,839,895

Directors' 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 2021

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:

- The financial statements and notes, as set out on pages 6 to 27 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 2021 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.

John Mouland

Director Director

Dated: 8 October 2021 Dated: 8 October 2021



HONESTY.
ACCOUNTABILITY.
INCLUSION.
RESPECT.
EMPATHY.

