

A man with dark hair is lying back in a blue inflatable boat, wearing an orange life vest and a blue jacket. He has a wide, joyful smile, showing his teeth. He is holding onto a white pole. The boat is on a body of water. A yellow sail is visible in the background. The overall scene is bright and positive.

## STRATEGIC PLAN 2020 – 2025

# THIS IS OUR 5 YEAR STRATEGIC PLAN FOR COASTLINK

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# BOARD AND CEO FORWARD

It is our pleasure to present Coastlink's 2020-2025 Strategic Plan to achieve our vision of "People living full and exciting lives".

The plan outlines our key activities to enable the people we support to live lives of choice, opportunity and inclusion.

This Plan details our 2025 Vision, Purpose and three Key Focus Areas (KFAs) for staff, volunteers, the Board, funding bodies, government agencies, regulators and our clients. For our three KFAs, Practice Quality and Outcomes, Growth and Our Workforce, the plan details actions, desired outcomes and Key Performance Indicators (KPIs) that will enable us to achieve our purpose.

As a flexible and dynamic organisation, we continually innovate and pivot to adopt best-in-class systems and position ourselves to deliver on our KFAs, with regular reviews to ensure our plan remains active and dynamic.

The Plan responds to on-going reforms in the disability and aged care sectors and increased government regulation and oversight. Quality practice focused on improved outcomes for those we support remains a key focus area.

Royal Commissions into both the aged care and disability sectors will result in additional reforms and strengthen safeguards for the community's most vulnerable people.

Our Plan will enable us to respond effectively, while emphasising choice and control and delivery of individualised, tailored supports that help clients achieve their desired goals and outcomes.

Coastlink will continue to build on its strong financial base to ensure it is not just sustainable, but an effective and efficient organisation delivering high quality services.

A focus of resources will allow us to capitalise on growth opportunities to meet unmet demand for disability accommodation, expand geographically and transition from the Commonwealth Home Support Programme (CHSP) to Home Care Packages (Packages).

New and exciting opportunities are always being sought to increase our service scope and scale, with one goal in mind;

to enable lives of choice,  
opportunity and inclusion for  
people using our services.

Over the next five years, we will focus on building the capacity and capability of our organisation to enable growth in services for the people we support.

Adoption of best practice in governance, service provision and leadership will enhance outcomes for clients and staff alike. We will continue to be an Employer of Choice, providing opportunities for employees to reach their potential.

By achieving the actions identified people using our services will live full and exciting lives and we will build on the amazing Coastlink reputation as a premium disability and aged care provider.

Kind regards,



A handwritten signature in black ink, appearing to read 'John Davis'.

**John Davis**

CHIEF EXECUTIVE OFFICER



A handwritten signature in black ink, appearing to read 'John Moulard'.

**John Moulard**

CHAIR PERSON





## OUR VISION

People living full and exciting lives.

## OUR PURPOSE

To enable lives of choice, inclusion and opportunity.

# WE LIVE OUR VALUES



## HONESTY

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

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## 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.

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## INCLUSION

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

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## RESPECT

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

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## 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.



## CLIENT VALUE PROPOSITION

### LIVE LIFE YOUR WAY

Our experienced and caring staff provide flexible and innovative supports to people with disability and the aged on the Central Coast. Our supports enable people to live an inclusive, fun and independent life.

Our staff listen to your unique wants and needs, partner with you to design a personalised plan and then support you to achieve your goals and live your life your way.



# OUR KEY FOCUS AREAS



## QUALITY OUTCOMES

### 2025 Goal

Coastlink services enable clients to achieve their personal outcomes

### Our Aspiration

Coastlink recognised as a sector leading service provider

### Key performance indicators

- Maintain greater than 95 per cent of current clients
- 100 per cent of agreements reflect the individual's funded activities
- 100 per cent of clients have articulated and measured goals
- Greater than 95 per cent of client funding used
- Comply with 100 per cent of Disability and Aged Care Standards
- 100 per cent of high or extreme risks have additional mitigation strategies
- 100 per cent of required CHSP hours delivered
- 100 per cent of all aged care clients have a wellness and reablement focus to supports
- All eligible Aged clients transitioned to packages by June 2022



## GROWTH

### 2025 Goal

Expand the scope and scale of Coastlink services to meet the needs of clients, their families and community

### Our Aspiration

Coastlink providing services nationally

### Key performance indicators

- Increase NDIS accommodation and SDA development
- Gain Aged Care Package Accreditation
- Increase revenue base
- Expand service delivery outside of the Central Coast by June 2022
- Start a financially sustainable social enterprise
- Establish social groups through client friendships and common interests
- Explore therapies options
- Increase social media footprint





## WORKFORCE CAPABILITY & CAPACITY

### 2025 Goal

A skilled, motivated and empathetic workforce

A culture of innovation, commitment and ethics, aligned with our values

### Our Aspiration

Known as a values driven, employer of choice, delivering quality services

### Key performance indicators

- All staff have a Performance & Development Plan
- Workforce development plan in place to facilitate growth
- 100 per cent of rostered staff have received all mandatory training
- Year on year participation increase in Coastlink staff professional development
- 100 per cent of site inspections carried out under WHS laws
- Succession plan in place for identified high-risk roles
- Budgets within 5 per cent
- Current Liquidity Ratio > 2
- Organisational Culture Plan developed and implemented





# OUR KEY FOCUS ACTIVITY



## QUALITY OUTCOMES

Coastlink provide disability supports in compliance with the NDIS Practice Standards, managed through a Quality Management Framework. Coastlink also provide services for people over 65 to allow them to live in their own homes longer, funded through the Commonwealth Home Support Programme (CHSP). This KFA focuses on the drivers and strategies that ensure efficient and sustainable quality services to people with a disability, people who are aged and their carers.

Coastlink's best-in-class systems ensure it meets the Practice Standards required for all support services provided. Continual improvements are always being defined and adopted to meet growth opportunities and new support initiatives. We continually monitor and improve processes and practices to ensure long term sustainability and efficient provision of supports.

Risks to our long-term sustainability include potential loss of clients to other services, loss of funding to clients, cash flow risks associated with invoicing after the provision of supports, the need for robust business processes and its ability to minimise unit costs to achieve a return within the NDIS pricing structure.



Coastlink's best-in-class systems ensure it meets the Practice Standards required for all support services provided.

Reforms in aged care will see a merge in CHSP activities and aged care services delivered under the Act (packages). This will require Coastlink to deliver individualised supports through a client directed care framework. This framework gives clients freedom to choose their service providers. Effective client recruitment through marketing and reputation will allow organic growth in a new market paradigm.

## OBJECTIVES

## ACTIONS

- 
- Support clients to get more funding allocated by the NDIS

- Maintain constant engagement of all current clients
  - Manage internal NDIS registration processes
  - Support clients throughout the NDIS planning process
  - Provide effective Support Coordination services
  - Improve invoicing processes and client budget controls
- 

- Maximise profit by targeting profitable NDIS services

- Survey clients to ascertain support preferences
  - Market financial and innovative NDIS supports
  - Monitor and report on disability cash flows
  - Monitor and review disability service unit costs
  - Implement effective program reporting mechanisms
- 

- Maximise profit by targeting profitable NDIS services

- Train Coordinators on use of the standard "Agreement"
  - Maximise use of client budgets through effective and efficient supports
  - Manage NDIS transport options and be flexible in service provision
- 

- Comply with NDIS and Aged Care Practice Standards and contract requirements

- Actively coordinate compliance activities to ensure NDIS and Aged Care Practice Standards are met
- Implement Improvement Plans as necessary
- Undertake risk, policy and procedure reviews to schedule
- Develop individualised reports and monitoring processes for all aged care clients
- Develop innovative and flexible aged care services that can be tailored to individuals



## OBJECTIVES

## ACTIONS

- 
- Efficient management of the Commonwealth Home Support Programme

- Manage MyAgedCare registrations
  - Implement effective service monitoring reports and processes
  - Provide robust aged care specific reports to the Board
  - Monitor and report on aged care cash flows
  - Monitor and review aged care unit costs
- 

- Maximise client retention

- Maintain constant engagement of all current clients
  - Market aged care clients through social media and local medical facilities
  - Survey clients throughout the transition
- 

- Efficient transition to and management of Aged Care Packages

- Develop a transition plan for clients moving to Packages
  - Consider options for clients who do not receive Packages
- 

- Contributing Strategies

- Our Clients
- Our Entity
- Our Services

## GROWTH

With reforms across both the disability and aged care sectors, opportunities for growth must be proactively encouraged.

Coastlink understands the imperative for growth through new activities, new clients and geographic expansion.

Capitalising on Coastlink's strong financial position through effective use of equity and the use of low-cost gearing is paramount.

Effective management of corporate strategy will enable Coastlink to identify and capitalise on growth opportunities.





## OBJECTIVES

## ACTIONS

<ul style="list-style-type: none"> <li>Proactively seek geographic growth opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Proactively seek new government grant opportunities in other regions</li> <li>Review and monitor NDIS regional data to identify future disability and aged care support options in other regions</li> </ul>
<ul style="list-style-type: none"> <li>Enable organic growth</li> </ul>	<ul style="list-style-type: none"> <li>Develop innovative and flexible service options for current and new clients</li> <li>Actively pursue accommodation delivery opportunities</li> <li>Market current and new clients</li> <li>Increase our social media footprint</li> <li>Increase support worker capabilities to market to our clients</li> <li>Use blogs and regular web page updates to inform clients of service opportunities</li> <li>Develop strategic partnerships with service providers to share clients</li> <li>Actively engage in strategic partnerships across government and stakeholder groups to increase service opportunities</li> <li>Develop MOUs and other formal arrangements to increase client base and service scope</li> </ul>
<ul style="list-style-type: none"> <li>Develop an income generating property portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strategic plan to maximise income generation from property investments</li> <li>Specifically target SDA and SIL opportunities in both rental and owned properties</li> <li>Liaise with property developers and financial institutions to ensure equity use in property investment supports operational imperatives and priorities</li> </ul>
<ul style="list-style-type: none"> <li>Seek social enterprise opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Proactively pursue social business opportunities outside of our current scope</li> <li>Review business opportunities that can be effectively delivered by our client base to increase their capacity and capability</li> </ul>
<ul style="list-style-type: none"> <li>Contributing Strategies</li> </ul>	<ul style="list-style-type: none"> <li>Our Entity</li> <li>Our services</li> <li>Our Partners</li> </ul>

## WORKFORCE CAPABILITY & CAPACITY

Coastlink is committed to continual improvement across all activities and supports we provide. This KFA focuses on our ability as an organisation to maintain best-in-class systems, processes and innovation, and deliver our services and business functions effectively, efficiently and ethically.

An educated workforce provides security for our clients through world class supports. A focus on a highly capable workforce is one commitment that translates to improved services for our clients, and assurance to management and the Board of quality service provision. Coastlink continues to be an Employer of Choice, supporting all employees to reach their full potential and providing a workplace staff want to work in. Our organisational capability is reinforced through effective governance arrangements.

In line with the NDIS Practice Standards and Aged Care Quality Standards, Coastlink's commitment to corporate governance, robust policies and procedures, supporting a best practice risk management framework assures compliance with standards and legislative requirements and facilitates a customer centric approach to our product.



## OBJECTIVES

## ACTIONS

- 
- Effective leadership, governance and business systems

- Provide ongoing skills development for all staff, management and the Board
- Review and update the Workforce Plan in line with corporate structure to enable staff development and reduce indirect costs
- Monitor staffing needs to ensure service delivery is maintained by capable staff
- Review the Coastlink EBA against relevant awards to improve organisational flexibility and reduce direct service costs
- Regularly review and monitor all strategic risks and undertake audits to schedule
- Update the communications plan to improve buy-in and organisational knowledge

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- Organisational capability reflects service delivery requirements

- Develop innovative and flexible supports that can be individualised below cost
- Develop a comprehensive Coastlink service cost structure
- Develop a non-property asset strategy to maximise asset efficiencies
- Regularly monitor and report on unit costs
- Continue to integrate client and business process systems

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- Strengthen financial position through investments, overhead reduction and use of equity

- Develop an investment strategy that capitalises on the use of equity and low cost gearing for development of a property portfolio that supports Coastlink operations
- Maintain ongoing monitoring and reporting of cash flows
- Monitor unit costs and business practices to minimise indirect costs
- Actively seek philanthropic and sponsorship opportunities
- Seek social grant opportunities from government and non-government sectors

- 
- Contributing Strategies

- Our Entity
- Our Infrastructure
- Our Partners
- Our People





# OUR ORGANISATION

## WHO WE ARE

Coastlink was established in 1985 as a non-profit incorporated organisation for the purpose of providing family-based host and family respite care for children living with disability. Since that time, Coastlink has grown from a single project to a multi service organisation providing quality support services to people of all ages on the Central Coast.

## WHAT WE DO

Coastlink provides family focused and people centred respite care to people at all stages of life that have a physical, intellectual, sensory, social or aged related disability.

Our purpose is to enable lives of choice, opportunity and inclusion. We help to assist people using our services to achieve and maintain independence and connect with the local community.

In line with major reforms in the disability and aged care sectors, Coastlink is strengthening its focus on individual care, providing choice and control to each person through services tailored to suit their needs.

Coastlink is a registered National Disability Insurance Scheme (NDIS) provider, servicing approximately 400 clients living with disability. Coastlink is also funded to provide aged care services through the Commonwealth Home Support Program.

## OUR SERVICES

Coastlink offers a range of services for people living with disability and the aged including:

Community Access

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Social Support

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Day Programs

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Respite

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Weekend Activities

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After School Care

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Vacation Care

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Domestic Assistance

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Personal Care

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Friendship Centres

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Accommodation Support

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Support Coordination

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# QUALITY MANAGEMENT SYSTEMS

Reforms in the aged care and disability sectors have established the need for improved reporting and monitoring processes.

To ensure increased accountability does not increase the red tape burden for providers and for government regulators, quality assurance processes have been implemented across disability and aged care sectors to comply with the NDIS Practice Standards and Aged Care Quality Standards.

In May 2019, Coastlink was assessed for compliance with the National Quality Framework based on the NSW Disability Service Standards, receiving accreditation to operate across Australia.

Coastlink was also accredited in April 2016 as meeting the Home Care Common Standards. Aged care reforms will now see Coastlink undergoing regular assessment against the Aged Care Quality Standards.

Coastlink staff and clients are backed by best-in-class systems, processes and innovative technologies that support an expanding service and deliver real client choice and control.





# OUR BUSINESS MODEL

Coastlink's business model is built around delivery of its core services of disability and aged care supports. Individualised plans are supported through client choice and control.

Over 90 per cent of Coastlink's funding comes from direct NDIS supports. NDIS funding is received after supports have been provided. Disability Day Programs account for around 40 per cent of all income generated through supports. Less than 10 percent of revenue is received through block funding including aged care and continuity of support programs. Aged Care reforms will see this reduce to zero by June 2022. Aged Care Packages will however provide greater market based opportunities over the coming years.

The introduction of the NDIS in 2016 (the year Coastlink commenced operations under the Scheme), provides clients with more choice and control over their funding. This includes the ability to select their service provider. With funding being portable, client choice of provider is intrinsically linked to the value clients place on the supports being offered. Coastlink prides itself on provision of quality supports and its reputation as a premium disability support provider on the Central Coast.

Coastlink's branding and our proposition as a premium disability service is constantly refreshed to ensure supports remain innovative and cost effective for clients.

Marketing of events and support opportunities target and attract new clients to ensure long term sustainability and growth. Sector research shows that clients tend to remain with their current providers where there are strong relationships with their front-line workers. It also shows that word of mouth is still the best form of marketing, which is essentially supported in the growth of Day Program activities within Coastlink. As such, a focus on internal culture and a robust staff training program help deliver best practice supports and highly qualified and trained staff.

In addition to business functions long held within the sector, both NDIS Practice Standards and Aged Care Quality Standards must be complied with to remain a registered service provider in the disability and aged care industries. Assurance processes, quality management principles and risk management strategies are maintained, monitored and reported for registration purposes. These are depicted in the Business Plan.

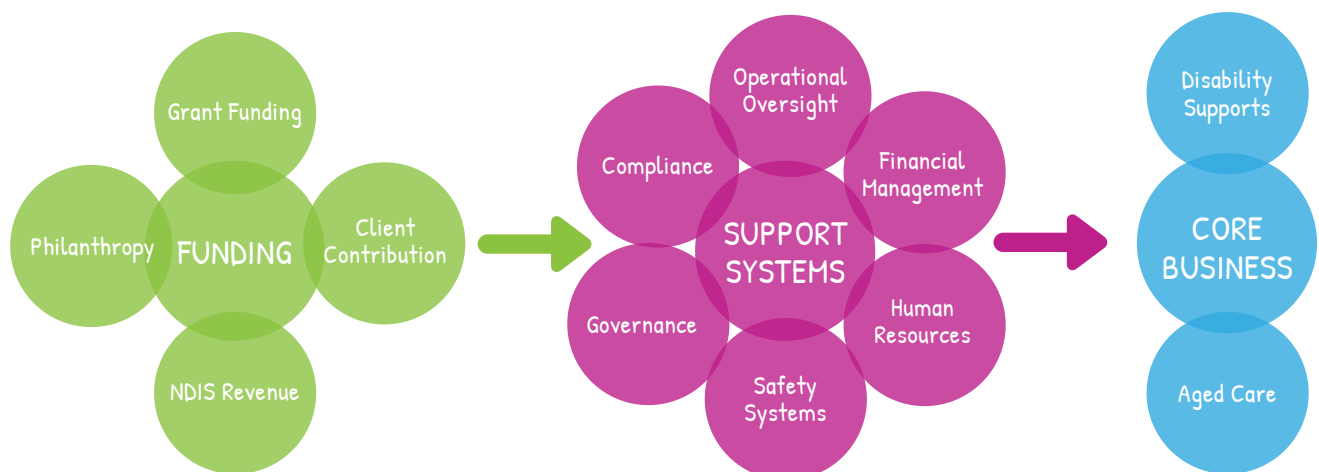
Workforce capability and capacity are at the forefront of organisational sustainability.

Our business model assumes training to be a key factor in maintaining capability, with recruitment and appropriate FTE count being crucial to service capacity. As such additional HR resources have been employed to deliver our capability and capacity needs and ensure Coastlink remains an Employer of Choice.

Current core business will continue over time, however opportunities for scope expansion will become critical over time.

This will provide additional funding sources and allow diversification of activities, potentially to social enterprise development or growth within the disability and aged care sectors as reforms provide geographic, scope and organic growth opportunities.

FIGURE 1 .COASTLINK BUSINESS MODEL



# OUR STRUCTURE

**Coastlink is a human capital-intensive organisation, with limited automation opportunities in its day-to-day supports.**

While assistive technologies are slowly entering the sector, the services provided by Coastlink are primarily delivered via human to human contact.

There are three client facing streams reporting to the CEO, Operations, Accommodation and Aged Care Services together with corporate services. Corporate service functions including finance, human resources and compliance report directly to the CEO through multiple internal channels.

Additional contracted supports complete the corporate service functions by way of an external CFO. An external media provider also reports directly to the CEO, however these technological solutions are used to improve efficiencies in back office and corporate processes. As such, the weighting of staff to operational activities is highly skewed. Around 90 per cent of the organisation reports through the operational arm.

Additional resources and subject matter experts are accessed on a short-term basis to ensure delivery of strategic, operational and regulatory objectives.

Maintaining a relatively flat organisational structure has assisted in limiting indirect costs.

With reforms in aged care and disabilities focused on building efficiencies across the sector, and an ultimate goal of deregulated pricing, this is seen as a competitive advantage over many similar sized organisations.

The organisational structure developed to most effectively achieve the key activity outlined in this plan is shown in Figure 2.



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Coastlink is a registered not-for-profit organisation providing a range of flexible and innovative programs for people living with disability, their carers, and the elderly across the Central Coast.

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