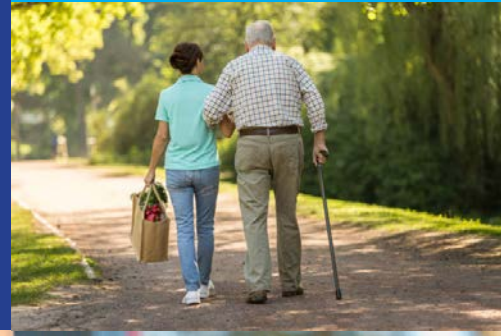




COASTCOMMUNITY  
CONNECTIONS

# Annual Report

2023







## Celebrating every stage of life!

FROM NEWBORNS TO SENIORS, WE'RE ALL IN THIS TOGETHER.

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Journeying together, caring for every age and ability:

**Embrace life's chapters with us**





## OUR PURPOSE

To create caring  
connected communities

## OUR VISION

Providing  
**LIFE CHANGING**  
community services  
**CARING FOR PEOPLE**  
from all walks  
of life across the  
**CENTRAL COAST**





## PRESIDENTS REPORT

2023

### Together, we are pleased to present the President's Report for 2023.

At Coast Community Connections, our passion for community remains the driving force behind everything we do. We believe in the power of strong relationships and actively work to foster connections within our community to ensure everyone feels supported and valued. It is this commitment that guides our efforts to provide effective leadership and governance of the quality services and care that the organisation provides to those most in need.

During 2022-23, the Board oversaw the introduction of a new organisational Constitution. The new constitution amended the membership structure of the organisation as well as ensuring a strong foundation of transparency and accountability, combined with a fit-for-purpose governance structure.

We wish to thank all board colleagues for their tireless efforts to ensure the organisation's sustainability and future. Several Director terms concluded throughout the year and the Board also re-aligned committee structures and appointed new Committee Chairs as part of an effort to improve governance and accountability. Ross Barry concluded many years of service on the Board and as Chair of the Finance, Risk and Audit Committee. We would like to sincerely thank Ross for his stewardship and wisdom of the FRAC Committee and his steadfast support of the organisation over many years. We would like to welcome Amanda Rogers to her new role of FRAC Committee Chair and look forward to her ongoing contributions both to this committee and the Board. Joanne Tracey also retired from the Board at the end of 2022-23. We extend our acknowledgement and thanks to Joanne for her passion for community services and her valuable contributions to Coast Community Connections. We extend a warm welcome to Samantha Crock, who joined the Board during the year. Sam's legal background and passion for quality community services will greatly benefit our organisation as we navigate the complex and evolving landscape of regulatory reform.

In April 2023, the Board appointed Rachel Willis as our new CEO. We are thrilled to have a talented and visionary leader who shares our organisation's values and aspirations. Rachel brings a wealth of experience and expertise in community care services, and we have full confidence in her ability to lead Coast Community Connections into the future. Her dedication to enhancing the lives of others and her innovative approach will undoubtedly contribute to our continued success in meeting the evolving needs of our community.

Finally, we would like to extend our sincere gratitude to our dedicated staff, volunteers, partners, and stakeholders for their unwavering support and collaboration. Without their collective efforts, Coast Community Connections would not be able to make the positive impact we strive for in our community.

The team at Coast Community Connections remain steadfast in our commitment to serving the community with passion, delivering quality services, and practicing good governance. With the dedication of our board, CEO and staff, we are poised for growth, innovation, and ensuring a lasting positive impact on the lives of those we serve.



**Sharryn Brownlee**  
Board President



**Sophie Stokes**  
Acting Board  
President (August  
2022-April 2023)  
& Director





# BOARD OF DIRECTORS

2023



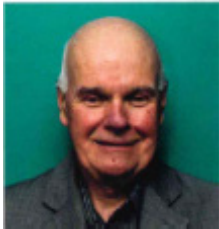
**Sharryn Brownlee**  
Board President



**Sophie Stokes**  
Director



**Ross Barry**  
Vice President



**John Millard**  
Director



**Amanda Rogers**  
Director



**Joanne Tracey**  
Director



**Samantha Crock**  
Director







# CEO REPORT

## 2023



**Sharryn Brownlee**  
Acting CEO

(Sept 2022 to April 2023)

**As the Acting CEO of Coast Community Connections for most of the year, I feel privileged to have led a dedicated team that continually strives for excellence and innovation in meeting the needs of our community.**



### Dear community members,

In line with our commitment to continuously improve and adapt, we embarked on several key initiatives aimed at enhancing our services. Our primary focus was on strengthening our core areas of childcare and home and community care, enabling us to better serve the needs of our community.

Building on this objective, we strategically decided to discontinue our counselling services. By reallocating our resources and expertise to our primary areas of focus, we are better positioned to meet the evolving needs of our community and make a deeper impact in the areas we specialise in.

In addition, we initiated a staff relocation project for our home and community care professionals from Woy Woy. This move ensures a more collaborative working environment with all our team being collocated in a central location improving access and connection with our community. We value our employees tremendously and believe that providing stability and support is instrumental in delivering high-quality care.

In our commitment to technological advancement and efficiency, we continued the process of digitalising record-keeping systems for both home and community care and childcare services. This transition to digital platforms streamlines information accessibility and enhances compliance with industry regulations, making for a more seamless and effective service delivery.

We invested in improving our facilities and resources to meet the growing demands of our community. To support our dedicated tradespeople and create a viable work site, we conducted a fit-out project at our premises in Somersby. This endeavour included the addition of storage areas enabling us to deliver faster turn arounds on our home modifications and maintenance projects and the provision for alternate workspaces during flooding situations at our Ourimbah facility.

Additionally, an organisational review enabled us to identify areas where support was needed. Consequently, we increased Human Resource efforts across the organisation, ensuring that staff receive adequate assistance and guidance. This investment in our workforce enables us to attract and retain talented professionals, fostering a positive work culture and ultimately enhancing the quality of our services.

Acknowledging the growing demand for vacation care, we extended our services by introducing on-site vacation care at Kariong, which has contributed to the secure growth of our Before and After School Care program. Additionally, we prioritised safety by purchasing a new bus that adheres to regulatory compliance standards.

To enhance the quality of our facilities, we embarked on an upgrade project at Woy Woy Long Day Care, scoping out the cost and project plan for adding new shade structures and refitting the play area. Regular maintenance is now scheduled through our dedicated Home Maintenance & Modifications team to ensure the upkeep and safety of this facility.

Recognising the importance of staying aligned with technological advancements, we provided new phones and laptops to the majority of our staff members equipping them with up-to-date technology enhances their productivity, communication, and overall effectiveness in delivering services.

As part of our commitment to effective resource management, we identified a number of surplus assets and vehicles and made the strategic decision to sell them. This decision optimises our vehicle fleet and ensures responsible financial stewardship.

Finally, one of the significant milestones this year was the appointment of our new CEO, Ms. Rachel Willis, at the end of April 2023. Ms. Willis brings a wealth of experience and a passion for the Central Coast and delivering high quality meaningful community services. With an extensive background in childcare regulation and child protection, governance, ageing disability and home care we feel very fortunate to have her leading the team into the future. Under her leadership, we are poised for further growth and success, ensuring that Coast Community Connections remains a trusted provider of quality care services.

On behalf of Coast Community Connections, I would like to express my gratitude to our staff, clients, families and community stakeholders for their unwavering support. We remain dedicated to our purpose of serving the community, and we are excited about the opportunities that lie ahead under the leadership of Ms. Rachel Willis. As I return to my role as President of the Coast Community Connections Board I am confident that together, we will continue to make a meaningful difference in the lives of those we serve.

**Thank you for your continued support as we work together to build a stronger and more connected community.**





## Empowering Tomorrow, Leading Today: Our Year of Innovation and Resilience.

Joining at the close of this financial year, I am honoured to have the opportunity to lead this remarkable organisation and make a direct impact in the community that I hold dear, as it is where I have both grown up and am raising my own family.

Firstly, I would like to express my deep gratitude to the previous Acting CEO, Sharryn Brownlee, for her exceptional leadership and dedication during her tenure. Under Sharryn's guidance, Coast Community Connections has flourished, achieving significant milestones and delivering vital services to those in need. I am humbled to build upon her legacy and continue steering this organisation towards even greater heights.

I would also like to extend my heartfelt thanks to the Board Directors for their trust and confidence in me to lead this amazing organisation. Their dedication and strategic guidance have been integral in shaping the success of Coast Community Connections. I am firmly committed to working closely with the Board to drive our vision forward and create a lasting impact within the community.

Coast Community Connections has a rich history of providing exceptional services that positively impact the lives of individuals and families. As I embark on this journey as CEO, I am excited about the possibilities and the potential to further elevate our organisation's contributions. It is my belief that by working collaboratively with our dedicated team, we can make a lasting difference in the lives of those we serve. I am deeply passionate about fostering strong community connections and ensuring that our services cater to the ever-evolving needs of our community. Coast Community Connections represents an organisation that shares my commitment to delivering high-quality care, support, and empowerment for individuals and families. Together, we will continue to build upon our strong foundation and expand our reach to better serve the diverse needs of our community.

With the support and dedication of our talented team, I am confident that Coast Community Connections will continue to grow and innovate, offering comprehensive and impactful services to those who rely on us. I am thrilled to embark on this new chapter with Coast Community Connections. I am deeply grateful for the opportunity to serve as CEO and lead this incredible organisation. Together, let us forge meaningful connections, empower lives, and foster a community that thrives.

**Rachel Willis**



**Rachel Willis**  
CEO

It is with great enthusiasm and anticipation that I address you as the newly appointed CEO of Coast Community Connections.







**Amanda Rogers**  
Finance Risk  
and Audit  
Committee Chair

It is my privilege as the Chair of the Finance Audit & Risk Committee of Coast Community Connections to provide you with an overview of our organisation's performance in the past year, across our childcare and home and community care services.

## Finance Audit & Risk Committee Report (FRAC): A Year in Review.

Dear Community Members,

In the fiscal year 2022/2023, we experienced a modest loss in our operations of \$136,000 compared to a profit in the prior year of \$375,006. The prior year profits included Covid Stimulus income of \$229,000 and gain on disposal of property of \$49,124.

Whilst we did not budget or plan for a loss for 22/23 there are several factors contributing to this result.

A key factor is the transition from block funding to receiving payment as services are delivered. We are pleased that the Service user contributions and fees increased from \$2,027,141 to \$3,737,031 in 22/23 with significant growth in our childcare service income, whilst Government Contributions decreased from \$2,208,970 to \$1,108,519. This transition has been planned but has involved additional regulatory changes requiring a response that has involved increased expenditure on consultancy fees, staff, and computer expenses.

Within our childcare services, we have been committed to providing a nurturing and safe environment for children, ensuring their well-being and development. However, increased operational costs, staff recruitment challenges, and changing market dynamics have impacted our bottom line. Despite these difficulties, we have continued to prioritise quality care and have implemented cost management strategies to mitigate losses.

Our home and community care services have also encountered various challenges throughout the year. We have faced increased competition and regulatory changes, which have affected our revenue streams and contributed to the overall loss. However, we have remained dedicated to delivering personalised care services to our clients, promoting their independence, and enhancing their quality of life.

While our financial result may be a little disappointing and we are budgeting a similar loss for 23/24, it is important to highlight the positive impact we have made on the community. We have maintained our commitment to serving vulnerable individuals and families, ensuring that they have access to essential care and support services. Our dedicated and passionate team has worked tirelessly to deliver these services, even in the face of adversity.







# FRAC REPORT

## 2023



We are fortunate to have a strong balance sheet, with sufficient funds to make the necessary transitions to ensure the longevity of our services desired by the Central Coast community.

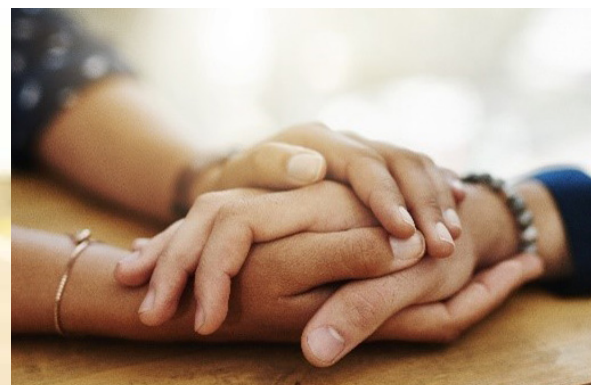
Looking ahead, we are implementing new strategies to improve our financial performance. We are actively exploring partnerships and collaborations to optimise our operational efficiencies and streamline costs. Additionally, we are focused on diversifying our revenue sources to reduce dependency on traditional funding streams.

I would like to express my gratitude to our dedicated staff, volunteers, and board members for their unwavering commitment and resilience during these challenging times. Their hard work and dedication have been instrumental in fulfilling our mission and making a positive impact on the community. I also would like to make special mention of Doug Thomas (CFO) and the finance team for their dedication and professionalism. I also acknowledge the continued work and guidance of the auditors, Bishop Collins.

In conclusion, as the Chair of the Finance Audit and Risk Committee of Coast Community Connections, I would like to acknowledge the challenges we have faced but we remain confident in our ability to adapt, strengthen our operations, and bounce back. We are determined to address these setbacks and channel our efforts towards sustainable growth and financial stability moving forward.

Thank you for your continued support and confidence in Coast Community Connections.

***Amanda Rogers***







## Human Resources: A Year in Review

Coast Community Connections has remained committed to delivering exceptional care and support services on the NSW Central Coast, thanks to our dedicated Board Directors and team members.

The financial year 2022-2023 was another big year for Coast Community Connections. As a leading provider of Childcare, NDIS, and home and community care services on the NSW Central Coast, we remained steadfast in our commitment to providing exceptional care and support to our clients. This report highlights the key Human Resource initiatives and challenges faced by Coast Community Connections during this reporting period.

### Staffing Highlights:

- **Recruitment and Retention:** Despite the ongoing industry challenges in attracting and retaining qualified professionals in the Childcare, NDIS, and home and community care sectors, we have managed to recruit some highly skilled and very dedicated new team members. Our robust recruitment strategies, including targeted advertising, collaboration with local RTO's and educational institutions, and competitive compensation packages, proved successful in attracting suitable candidates.
- **Training and Development:** This year we placed significant emphasis on developing the staff training and development plans for the organisation. We developed a comprehensive training program, workshops, and professional development opportunities to enhance the skills and knowledge of our employees. The training is aimed at providing exceptional care and support to our clients in line with industry standards and regulatory requirements.
- **Employee Recognition:** We implemented various employee recognition programs to acknowledge and appreciate the hard work and dedication of our staff members.

### Challenges and Strategies:

- **Staffing Shortages:** The ongoing challenges associated with attracting and retaining qualified professionals in the industry's we work in continued during the financial year. To address this, we implemented targeted recruitment campaigns, explored collaborations with training institutions, and reviewed our compensation and benefits packages to remain competitive in the job market.
- **Workforce Diversity and Inclusion:** We recognised the importance of promoting diversity and inclusion within our workforce. We developed strategies to attract and retain employees from diverse backgrounds, ensuring our organisation reflects the communities we serve. This included implementing cultural awareness programs, fostering inclusive communication practices, and providing resources to support staff in their interactions with clients from various cultural backgrounds.
- **Staff Wellbeing and Support:** As an organisation committed to employee wellbeing, we have continued to provide comprehensive support programs, including employee assistance programs, mental health awareness initiatives, and work-life balance initiatives. Regular communication channels were established to encourage open dialogue and provide necessary support to address employee concerns.



**Cassandra Bickhoff**  
Human Resources  
Manager

I am delighted to share with you the highlights of our organisation's achievements during the financial year 2022-2023.







# HR REPORT

2023

## Focus for the Future:

Looking ahead, we will continue to invest in leadership development, leverage technology for efficiency gains, and fostering employee engagement initiatives to meet the evolving needs of our workforce. Key areas of focus for the upcoming year include:

- **Leadership Development:** We aim to provide leadership development opportunities to nurture future leaders within our organisation. This will involve identifying and training talented individuals to take on leadership roles in the organization and fostering a culture of continuous learning and growth.
- **Technology Integration:** We recognise the importance of leveraging technology to streamline HR processes and improve operational efficiency. We will explore new tools and systems to automate administrative tasks, enhance communication channels, and support remote and flexible work arrangements when necessary.
- **Employee Engagement:** We are committed to promoting a positive and engaging workplace culture. In the coming year, we will focus on strengthening employee engagement initiatives, fostering teamwork and collaboration among staff, and enhancing internal communication platforms to facilitate meaningful interaction.

We remained dedicated to delivering exceptional care and support services on the NSW Central Coast throughout the financial year 2022-2023. Our Human Resource initiatives focused on attracting and retaining talented professionals, providing ongoing training and development opportunities, and fostering a supportive and inclusive work environment. We are confident that, as we move forward, these efforts will enable us to continue serving our clients and making a positive impact within our community.

**Cassandra Bickhoff**







2023

# HOME & COMMUNITY CARE REPORT



**Dave Wells**  
Operations Manager  
- Home and  
Community Care

I am pleased to present the annual report detailing the activities and achievements of the Home and Community Care Service at Coast Community Connections for the financial year 2022/2023.

## Home and Community Care: A Year in Review.

As the Operations Manager, it is my privilege to share our community-focused initiatives and the challenges we faced during this period. This report highlights our commitment to prioritising the well-being and care of our community members through our NDIS, My Aged Care, and Home Maintenance and Modifications Services.

### Our Commitment to the Community

**NDIS Support:** Our NDIS support service continued to play a vital role in empowering individuals with disabilities to achieve their goals and improve their quality of life. As Coordinators of Support (COS) we developed personalised care plans and we delivered direct care services, ensuring the support services were tailored to meet the unique needs and aspirations of each participant.

**My Aged Care:** We aimed to enhance the overall well-being and independence of our elderly community members through our My Aged Care services. Our dedicated team of care coordinators ensured that their care needs were met, considering their specific requirements and preferences.

**Home Maintenance and Modifications:** We strived to improve the accessibility and safety of our community members' homes through our Home Maintenance and Modifications Services. By providing skilled tradespeople, we ensured that individuals with specific needs could remain in their homes comfortably and securely.

### Our Dedicated Team

**Direct Care Workers:** Our team of 22 compassionate and highly skilled Direct Care Workers demonstrated exceptional dedication in delivering quality care to our community members. Their commitment to providing support and assistance to people across the Central Coast was unwavering.

**Tradespeople:** The expertise and professionalism of our three tradespeople ensured that the home maintenance and modification services met the highest standards of quality. Through their efforts, we improved accessibility and made homes safer for individuals with specific requirements.

**Care Coordinators:** Our team of care coordinators played a critical role in assessing and addressing the care needs of our community members. They facilitated seamless communication and efficient service delivery, ensuring that every individual received the care and support they required.

### Financial Performance

During the 22/23 financial year, we experienced financial challenges, resulting in operating at a loss. These challenges were influenced by various factors, including increased salary expenses, operating costs and regulatory changes. These circumstances impacted our ability to invest in infrastructure, training, and service expansion initiatives.

### Challenges and Strategies

**Financial Management:** We recognise the importance of robust financial management strategies to address the financial loss experienced during this period. Moving forward, we plan to implement comprehensive cost control measures, explore alternative funding sources, and enhance operational efficiencies to mitigate these challenges.





2023

## HOME & COMMUNITY CARE REPORT



**Operational Efficiency:** We will conduct a thorough review of our operational processes to identify areas for improvement and cost savings. By streamlining administrative functions and utilising technology to enhance efficiency, we aim to optimise our service delivery without compromising quality.

**Community Engagement:** We value the input and feedback of our community members and stakeholders. Hence, we aim to maintain open and transparent communication channels to ensure that we are meeting the evolving needs of the community and delivering essential services effectively.

### Future Outlook

Despite the financial challenges faced during the 22/23 financial year, our commitment to the community remains unwavering. Looking ahead, we have developed the following strategies to guide our future endeavors:

**Community Empowerment:** We will continue to focus on empowering our community members by delivering personalised care, support, and assistance through our NDIS, My Aged Care, and Home Maintenance and Modifications Services. Our aim is to enable individuals to reach their full potential and improve their overall well-being.

**Collaboration and Partnerships:** We will seek to forge and strengthen partnerships with community organisations, government agencies, and potential funders to secure financial assistance, grants, and collaborations. This will allow us to expand our services and meet the growing needs of the community in a sustainable manner.

**Continuous Improvement:** We are committed to ongoing process improvement initiatives aimed at enhancing our operational efficiency, reducing costs, and delivering services that meet the highest standards of quality and care.

### Conclusion

In conclusion, the 22/23 Financial Year presented financial challenges for the Home and Community Care Service at Coast Community Connections. Nevertheless, we remain dedicated to fostering the well-being and care of our community members through our NDIS, My Aged Care, and Home Maintenance and Modifications Services.

We extend our heartfelt appreciation to our team of Direct Care Workers, tradespeople, care coordinators, and other staff members for their commitment and resilience in delivering compassionate care and support during financially challenging times. We are also grateful for the continued support and understanding of our community members, funders, and stakeholders.

As we proceed into the future, we are confident that by implementing our strategies, working collaboratively, and embracing continuous improvement, Coast Community Connections' Home and Community Care Service will overcome the financial challenges and continue making a positive impact in our community.

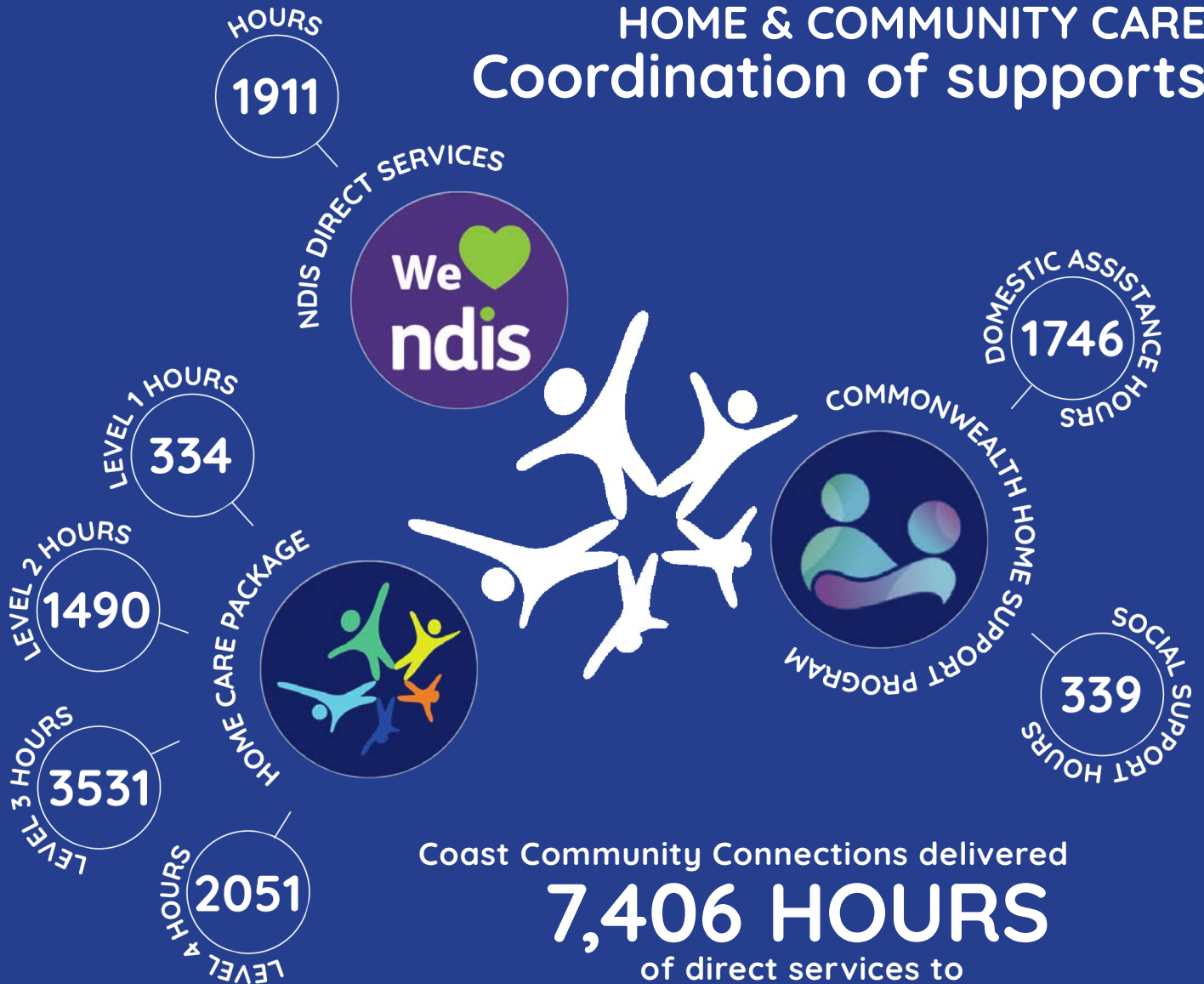
**Dave Wells**

*This report has been prepared by Rachel Willis, CEO due to Dave Wells being on leave at the time.*



2023

# HOME & COMMUNITY CARE Coordination of supports



Coast Community Connections delivered

# 7,406 HOURS

of direct services to

Home Care Package Clients





# CHILDCARE REPORT

2023

## Childcare: Investing in Bright Beginnings and Quality Care

As the Operations Manager, I am proud to highlight the growth and increased community impact we have accomplished by expanding our services to serve more families across the coast.

### Strategic Plan Achievements

Throughout the reporting period, Coast Community Connections Childcare has successfully executed its strategic plan, resulting in growth and improved accessibility within our centers. The strategic objectives focused on enhancing our services, expanding our reach, and providing a comprehensive range of childcare options to meet the diverse needs of families within our community.

### Our Growth

Coast Community Connections Childcare has accomplished substantial expansion across all of our centres. Gosford continues to operate exceptional out-of-school hours care and vacation care programs, ensuring children are engaged in enriching activities outside of school hours. Kariong has also successfully provided high-quality out-of-school hours care and vacation care services, catering to the needs of families in the surrounding area. The Peninsula service, in addition to out-of-school hours care and vacation care, continues to operate a long day care service that has proven to be a valuable resource for families seeking full-day care options. Furthermore, Point Clare reliably operates out-of-school hours care, extending its reach to support families within the community.

### Creating an Impact

Coast Community Connections Childcare recognises the importance of making a positive impact within our community. By increasing the number of families attending our services across the Coast, we have been able to positively influence the lives of more families, build new connections and develop stronger relationships. We firmly believe that high-quality childcare is not only vital for children's development but also contributes to the overall well-being of families and the community as a whole.

### Looking Ahead

Building on the success of the past year, Coast Community Connections Childcare remains committed to continued development and innovation. We will work diligently to improve our services, strengthen our partnerships, and strive for excellence in every aspect of our operations. Our goal is to remain a trusted resource for families, nurturing their children's growth and empowering them to thrive in their daily lives.

The achievements outlined in this annual report illustrate the significant progress made by Coast Community Connections Childcare. We are grateful for the ongoing support of our stakeholders, staff, and the wider community. Together, we will continue to promote the well-being of children, families, and the community as a whole through our dedicated childcare services.



**Denyelle Connolly**  
Operations Manager -  
Childcare

I am pleased to present the annual report on behalf of Coast Community Connections Childcare, summarising the achievements and progress made during the past year in our out-of-school hours care, vacation care, and long day care services.







# CHILDCARE REPORT

2023

## Out of School Hours Care

We support children to be confident learners and communicators through a quality care environment, play-based learning experiences focusing on Nature Play and Natural resources where possible, nurturing relationships, and an inclusive educational program based on the Early Years Learning Framework and the My Time our Place Framework.

We have had a significant increase in enrollments in all our four locations. In May 2023, the Point Clare team, supported by our dedicated Point Clare families, collaborated with our Karingong and Gosford Out of School Hours Care services to contribute to the Woy Woy Community Pantry. This local charity operates biweekly, providing essential groceries to individuals and families in need for a nominal fee of \$10 per bag. The generosity of our Point Clare families significantly contributed to this meaningful initiative, reflecting our commitment to community support and engagement.

## Vacation Care

Coast Community Connections offer an engaging vacation program utilising the children's interests and voices to plan and prepare activities suitable for the various interests, needs and abilities.

This year the children have participated in a number of different activities such as crafts, plaster painting, carnival days with Go Karting and even trips to the zoo. We offer Vacation Care at Gosford, Karingong and Woy Woy. Coast Community Connections offer an engaging vacation program utilising the children's interests and voices to plan and prepare activities suitable for various interests, needs and abilities.

## Long Day Care

Peninsula long day care at Woy Woy continues to thrive, maintaining full occupancy throughout the year with a substantial waitlist. We continue to build relationships with people and organisations in our community. The Centre's families contributed to a large hamper of personal care items which we donated to The Glen Rehabilitation Centre as part of our NAIDOC Week celebrations. The children have made several visits to the School for Seniors including a wonderful dress up parade during Book Week. We participated in the Wonder Bread Bag collection program in conjunction with the School for Seniors collecting 4 large boxes of bread bags which were sent off to be recycled. The Centre has connected with the local Food Pantry, who now provide us with their left-over bread at the end of the day to share with our families. We also participated in the Central Coast Health-Move like a Mariner Program with the children participating in a designated range of Fundamental Movement experiences over a six-week period. We have had several open days inviting families and grandparents to visit our Service and engage in activities with the children.

Our greatest achievement during 2023 was the incredible improvements to the Centre's outside area. We have been very fortunate to have a new shade structure installed which shades the entire playground and beautiful artificial grass surfacing with a soft fall underlay which provides a soft and inviting surface for the children to play. The sandpit area has also been refurbished with a newly constructed sandpit and surrounds and fresh sand. To complete the transformation our educators and family volunteers created a garden along the fence line to incorporate natural elements into this play area. Our existing garden boxes have been transferred to the grassed area adjacent to the Centre and we are in the process of establishing a Community Garden in this area.

**Denyelle Connolly**





# 2023 CHILD CARE



GOSFORD

GOSFORD  
OUT OF SCHOOL  
HOURS CARE  
**997**  
CLIENTS PER MONTH

VACATION CARE  
**215**  
CLIENTS PER MONTH



KARIONG

KARIONG  
OUT OF SCHOOL  
HOURS CARE  
**575**  
CLIENTS PER MONTH

VACATION CARE  
**87**  
CLIENTS PER MONTH

POINT CLARE

POINT CLARE  
OUT OF SCHOOL  
HOURS CARE  
**1248**  
CLIENTS PER MONTH



PENINSULA

PENINSULA  
OUT OF SCHOOL  
HOURS CARE  
**1113**  
CLIENTS PER MONTH

VACATION CARE  
**258**  
CLIENTS PER MONTH

LONG DAY CARE  
**423**  
CLIENTS PER MONTH







2023

SPECIAL REPORT



## The Survivors' Choir Thank you for the music!

***“The Survivors’ Choir is a source of inspiration comprising individuals affected by Stroke, Parkinson’s, Brain injuries, Dementia, Alzheimer’s, and Trauma.***

Despite the diverse range of challenges faced by its members, the choir is a welcoming community comprised of those directly impacted or with close relationships to these conditions. Everyone is invited to join, including support individuals such as carers, family, and friends, contributing to the overall well-being of all involved.

The therapeutic benefits of singing and music are well-documented in studies, and this holds true within our choir. More than just a musical endeavour, the choir provides a social connection, a sense of purpose, and a place where individuals feel they truly belong. One member aptly described the choir as a ‘big family,’ encapsulating the essence of our community.

It serves as a space for mutual support along each person’s healing journey, where camaraderie and enjoyment play integral roles. The ongoing support from Coast Community Connections has been instrumental in sustaining and expanding this impactful choir to reach more individuals across the Central Coast. For this, we express our heartfelt gratitude.

***Heather Stapley***



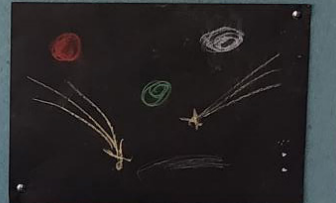


# GALLERY

2023



u berry







# FINANCIAL REPORT JUNE 30

# 2023

## **Coast Community Connections Limited Responsible entities' report 30 June 2023**

The responsible entities present their report, together with the financial statements, on the consolidated entity (referred to hereafter as the 'consolidated entity') consisting of Coast Community Connections Limited (referred to hereafter as the 'company' or 'parent entity') and the entities it controlled at the end of, or during, the year ended 30 June 2023.

### **Responsible entities**

The following persons were directors of the company during the whole of the financial period and up to the date of this report, unless otherwise stated:

Sharryn Brownlee  
Ross Barry (resigned 30 June 2023)  
John Millard (resigned 20 October 2023)  
Amanda Rogers  
Sophie Stokes  
Joanne Tracey (resigned 28 July 2023)  
Samantha Hanham (appointed 12 May 2023)  
Matthew Sonter (appointed 20 October 2023)

### **Principal activities**

The company is incorporated to undertake the following activities:

- Provide life-changing community services caring for people from all walks of life across the Central Coast;
- Coordinate and provide home care services to frail aged people, people with disabilities and their carers;
- Provide home modification and maintenance services to facilitate independence and longevity for aged and disability to remain in their own home; and
- Provide childcare services including long day care, before and after school care and vacation care.

### **Significant changes in the year**

The company ceased providing case management and counselling and youth support services.

Mr. B. Davis, CEO, left the organisation in early December 2022. Ms. R. Willis was appointed as CEO from 17 April 2023.

No other significant changes in the Company's state of affairs occurred during the financial year.

### **Operating results**

The consolidated deficit after providing for income tax amounted to \$136,316 (2022: \$375,006 surplus).

### **Objectives**

The company continues to pursue its objectives of providing community welfare activities, home modifications and maintenance, childcare and children's activities, adult education, and support and assistance to frail, aged, disabled and other Australians through its community aged care and disability programs.

### **Short Term Objectives**

- To meet the essential needs of the community while ensuring our clients and our staff's health are treated at the highest priority in all that we do;
- Extend the reach of aged care assistance; community welfare and childcare services;
- Address sector-wide workforce shortages by ensuring wellness training, flexible working conditions, environment as well as reward and recognition for employees is best practice
- Reinforce staff engagement and accountability and develop our team skills and resilience; and
- Manage the Company's resources to ensure the ongoing financial viability of the Company.



# FINANCIAL REPORT JUNE 30

# 2023

**Coast Community Connections Limited**  
**Responsible entities' report**  
**30 June 2023**

## **Long Term Objectives**

- To provide life changing community services caring for people from all walks of life across the Central Coast;
- Deliver high quality, accessible and affordable care that has life-changing impact on people from all walks of life but particularly this living in adversity;
- Services that have a focus on providing positive impact, improve quality of life and wellness for families and youth across the Central Coast;
- Offer a safe, diverse workplace where our people are valued, empowered and deeply proud of their organisation. To ensure our people are committed, engaged and advancing the welfare of all stakeholders;
- Build and leverage our brand and financial strength to provide certainty and grow our footprint on the Central Coast;
- To continue providing targeted and accessible early intervention services and programs that are of high quality and affordable; and
- Balanced and sustainable growth of the Company's operations including financial resources to achieve our Purpose and ensure a high impact, much valued community resource.

## **Strategy for achieving the objectives**

To achieve these objectives, the Company has adopted the following strategies:

- Reinforce the Company's vision, purpose and values to all stakeholders at every opportunity;
- Implementation of 2019-2024 Strategic Plan;
- Measure and assess social impact. Differentiate our services, focus our resources on high impact areas;
- Strengthen staff engagement and accountability. Develop our teams' skills and resilience;
- Develop our brand. Broaden our funding sources. Make disciplined decisions to build scale in targeted areas;
- Maintain and grow strong organisational partnerships ensuring much needed care solutions;
- Forecasting and measuring income and expenditure expectations based on prior results and identified industry and local trends;
- Communicate with people at all levels of the organisation;
- Review and reduce where possible current unit costs; and
- Undertake regular training for Board and Management.

## **Events subsequent to reporting date**

No matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect the consolidated entity's operations, the results of those operations, or the consolidated entity's state of affairs in future financial years.

## **Future developments**

Disclosure of information regarding likely developments in the operations of the company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the company.

## **Environmental issues**

The directors believe the company has complied with all significant environmental regulations under a law of the Commonwealth or of a state or territory.

## **Dividends**

The Corporations Law prohibits a Company Limited by Guarantee from paying dividends.

**Coast Community Connections Limited**  
**Responsible entities' report**  
**30 June 2023**

This report is made in accordance with a resolution of the responsible entities.

On behalf of the responsible entities

Sharryn Brownlee  
President and Board Director

Sophie Stokes  
Vice-President and Board Director

17 November 2023





# FINANCIAL REPORT JUNE 30

# 2023



**HEAD OFFICE**  
Unit 1, 1 Pioneer Avenue  
Tuggerah NSW 2259

**OFFICES**

- Sydney CBD
- Drummoyne
- Erina

**BISHOP COLLINS**  
**AUDIT PTY LTD**

ABN: 98 159 109 305

**ALL CORRESPONDENCE**  
PO Box 3399  
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W: <https://www.bishopcollins.com.au>

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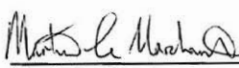
T: (02) 4353 2333

F: (02) 4351 2477

## INDEPENDENT AUDITOR'S DECLARATION TO THE MEMBERS OF COAST COMMUNITY CONNECTIONS LIMITED

We hereby declare that to the best of our knowledge and belief during the year ended 2023, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

<b>Name of Firm</b>	Bishop Collins Audit Pty Ltd Chartered Accountants
<b>Name of Registered Company Auditor</b>	 Martin Le Marchant
<b>Auditor's Registration No.</b>	431227
<b>Address</b>	Unit 1, 1 Pioneer Avenue, Tuggerah NSW 2259
<b>Dated</b>	17 November 2023



LIABILITY LIMITED BY A SCHEME APPROVED UNDER THE PROFESSIONAL STANDARDS LEGISLATION



Directors: Glenn A Harris CA, Martin Le Marchant CA,  
Johan Van Der Westhuizen CA

Associate Directors: Cecille Capucão CA



# FINANCIAL REPORT JUNE 30

# 2023

## Coast Community Connections Limited Statement of profit or loss and other comprehensive income For the year ended 30 June 2023

		Consolidated	
	Note	2023	2022
		\$	\$
<b>Revenue</b>	5	6,449,712	6,011,498
Other income	6	34,735	279,721
Interest received		66,968	1,549
Total revenue		<u>6,551,415</u>	<u>6,292,768</u>
<b>Expenses</b>			
Advertising and marketing expenses		(14,894)	(725)
Bad and doubtful debts		(19,042)	(47,732)
Board governance expenses		(39,229)	(39,193)
Computer expenses		(200,489)	(129,247)
Contractor payments		(875,906)	(808,046)
Consultancy fees		(157,184)	(50,373)
Depreciation and amortisation expenses	14	(257,722)	(171,022)
Employee benefit expenses		(4,126,593)	(3,867,215)
Finance costs		(32,760)	(24,582)
Insurance expenses		(232,579)	(216,045)
Legal fees		(115,761)	(278)
Materials and equipment expenses		(115,515)	(125,637)
Motor vehicle expenses		(45,246)	(36,265)
Printing, postage and stationery expenses		(26,478)	(18,983)
Rent, rates and utilities expenses		(48,290)	(34,057)
Repairs and maintenance and replacement equipment expenses		(27,348)	(11,554)
Service user consumable expenses		(70,605)	(60,297)
Sanitation and cleaning expenses		(35,108)	(27,243)
Other expenses		(246,982)	(249,268)
Total expenses		<u>(6,687,731)</u>	<u>(5,917,762)</u>
<b>Surplus/(deficit) before income tax expense</b>		(136,316)	375,006
Income tax expense		-	-
<b>Surplus/(deficit) after income tax expense for the year</b>	22	(136,316)	375,006
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income for the year</b>		<u>(136,316)</u>	<u>375,006</u>





# FINANCIAL REPORT JUNE 30

# 2023

## Coast Community Connections Limited Statement of financial position As at 30 June 2023

	Note	Consolidated	
		2023	2022
		\$	\$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	7,542,754	8,265,592
Trade and other receivables	8	707,980	494,151
Inventories	9	19,034	21,295
Financial assets	10	5,000	5,000
Other	11	63,362	76,442
Total current assets		<u>8,338,130</u>	<u>8,862,480</u>
<b>Non-current assets</b>			
Property, plant and equipment	12	1,497,787	1,534,960
Right-of-use assets	13	497,494	390,235
Total non-current assets		<u>1,995,281</u>	<u>1,925,195</u>
<b>Total assets</b>		<u>10,333,411</u>	<u>10,787,675</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	15	386,387	324,263
Lease liabilities	16	140,299	81,102
Employee benefits	17	402,700	558,973
Other	18	1,164,793	1,493,470
Total current liabilities		<u>2,094,179</u>	<u>2,457,808</u>
<b>Non-current liabilities</b>			
Lease liabilities	19	380,477	321,031
Employee benefits	20	66,592	80,357
Total non-current liabilities		<u>447,069</u>	<u>401,388</u>
<b>Total liabilities</b>		<u>2,541,248</u>	<u>2,859,196</u>
<b>Net assets</b>		<u>7,792,163</u>	<u>7,928,479</u>
<b>Equity</b>			
Reserves	21	730,014	730,014
Retained surpluses	22	7,062,149	7,198,465
<b>Total equity</b>		<u>7,792,163</u>	<u>7,928,479</u>



# FINANCIAL REPORT JUNE 30

# 2023

## Coast Community Connections Limited Statement of changes in equity For the year ended 30 June 2023

<b>Consolidated</b>	<b>Reserves \$</b>	<b>Retained surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2021	730,014	6,823,459	7,553,473
Surplus after income tax expense for the year	-	375,006	375,006
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	-	375,006	375,006
Balance at 30 June 2022	<u>730,014</u>	<u>7,198,465</u>	<u>7,928,479</u>

<b>Consolidated</b>	<b>Reserves \$</b>	<b>Retained surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2022	730,014	7,198,465	7,928,479
Deficit after income tax expense for the year	-	(136,316)	(136,316)
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	-	(136,316)	(136,316)
Balance at 30 June 2023	<u>730,014</u>	<u>7,062,149</u>	<u>7,792,163</u>





# FINANCIAL REPORT JUNE 30

# 2023

**Coast Community Connections Limited**  
**Statement of cash flows**  
**For the year ended 30 June 2023**

	Note	Consolidated	
		2023	2022
		\$	\$
<b>Cash flows from operating activities</b>			
Receipts from grants, clients and customers (inclusive of GST)		6,092,387	6,001,045
Payments to suppliers, clients and employees (inclusive of GST)		<u>(6,712,089)</u>	<u>(6,080,272)</u>
		(619,702)	(79,227)
Interest received		66,968	1,549
Interest and other finance costs paid		(32,760)	(24,582)
Receipts from Government Covid-19 stimulus measures	6	<u>-</u>	<u>229,028</u>
Net cash from/(used in) operating activities	23	<u>(585,494)</u>	<u>126,768</u>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment	12	(152,705)	(299,446)
Proceeds from disposal of property, plant and equipment		<u>111,773</u>	<u>50,273</u>
Net cash used in investing activities		<u>(40,932)</u>	<u>(249,173)</u>
<b>Cash flows from financing activities</b>			
Repayment of lease liabilities		<u>(96,412)</u>	<u>(119,217)</u>
Net cash used in financing activities		<u>(96,412)</u>	<u>(119,217)</u>
Net decrease in cash and cash equivalents		(722,838)	(241,622)
Cash and cash equivalents at the beginning of the financial year		<u>8,265,592</u>	<u>8,507,214</u>
Cash and cash equivalents at the end of the financial year	7	<u><u>7,542,754</u></u>	<u><u>8,265,592</u></u>



**Coast Community Connections Limited**  
**Responsible entities' declaration**  
**30 June 2023**

In the responsible entities' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and New South Wales legislation the Charitable Fundraising Act 1991, the Australian Charities and Not-for-profits Commission Regulation 2013 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the consolidated entity's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable;
- the financial report gives a true and fair view of all income and expenditure with respect to fundraising appeals; and
- the internal controls exercised by the company are appropriate and effective in accounting for all income received applied by the company from all fundraising appeals.

On behalf of the responsible entities

Sharryn Brownlee  
President and Board Director

Sophie Stokes  
Vice President and Board Director

17 November 2023



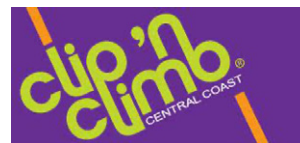


# SPECIAL THANKS

2023



Education





RESPECT INTEGRITY CO OPERATION COMMITMENT CREATIVITY



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WE ACKNOWLEDGE THE TRADITIONAL CUSTODIANS OF THE LAND ON WHICH WE LIVE AND WORK AND WE PAY OUR RESPECTS TO ELDERS PAST, PRESENT AND EMERGING.

ABN 52 114 400 301