



Crosslinks  
INCORPORATED



# 2019/2020 ANNUAL REPORT

*"Your Life, Your Choice, Your Way"*



*“Your Life, Your Choice, Your Way”*

# *Contents*

4	A brief history of who we are
5	Our Vision Statement, Purpose and Values
6	Board Director Profiles
9	Chief Executive Officer Profile
10	Chairperson Report
12	Treasurer Report
13	Chief Executive Officer Report
15	Chief Financial Officer Report
17	General Manager Operations Report
25	Milestones & Achievements
26	People & Culture Manager Report
29	IT & Project Manager Report
30	Crosslinks Superstars
34	Your Stories
34	• Corey's Story
36	• Dlanon's Story
38	• Jess' Story
40	• Connor's Story
42	• Luke's Story
44	Annual Financial Statement
48	Auditor Opinion
50	Our thanks to you



# *A brief history of who we are...*

Crosslinks Inc. was originally established as a model agency by the Disability Services Commission in 1996. Approximately two years later we began operating on our own as a private not-for-profit service provider.

Our purpose; 'to connect individuals who receive Crosslinks services to their community and maximise their potential by providing flexible, personalised options', has enabled us to deliver our vision statement, Your Life, Your Choice, Your Way to individuals with disability and their families living in the East metropolitan and surrounding region of Perth.

Support services were originally offered through a Community Inclusion day program to individuals who were 18 years and over and had an intellectual disability and may have an associated physical disability. The Community Inclusion Program has been our core support and we now offer this support to over 170 individuals. In 2007 we made the decision to open a respite house in Midland. This was in direct response to the constant requests from families.

Over the following twelve months more families approached us to assist with their family member moving out into their own home, so a decision was made to develop a Community Living Program. In 2008 our first official Group Home opened to support 4 individuals. This program has grown and is now able to support 37 individuals. We have also expanded our services to include Support Coordination, RAP Community Social Club and Youth Programs.

Crosslinks Inc. operates as an incorporated body under the guidance of a Board of Directors. The Directors are volunteers drawn from our local community who have a broad range of experience and knowledge to establish and oversee the strategic direction of the organisation.

*“Your Life, Your Choice, Your Way”*

**Crosslinks Inc Head Office**

**6 CALE STREET MIDLAND, WESTERN AUSTRALIA**



# Vision Statement

Your Life, Your Choice, Your Way

## Purpose

To connect individuals who receive Crosslinks services to their community and maximise their potential by providing flexible, personalised options.

## Values

**Equity & Inclusion:** All people are equal and included

**Dignity & Respect:** All people are treated with dignity and respect

**Empowerment:** All people have choice and control

**Integrity:** Crosslinks is honest, ethical and open in all that we do

## Customer Charter

*The standards you can expect when accessing our services...*



# Board Director Profiles



*Vicki Caudwell*

## **CHAIR OF THE BOARD**

I joined the Board of Crosslinks as an honorary member in January 2015 and became a full member at the AGM in the same year. In the following year I took on the position of Chair of the Board, a position I currently hold.

I have over thirty years' experience in service delivery, policy development, managing risks at the organisational level, undertaking service evaluations and strategic planning. During those 30 years I worked in the public service in various roles including clinical psychologist, accommodation services manager, policy developer, service developer, evaluator, planner and executive director. I also worked across a number of state government departments with a variety of client groups including people with disability (intellectual, physical and mental illness), offenders and children in need of care and protection.

I bring a strong commitment to the future development of Crosslinks and want to help it maintain the great service philosophies and service standards it has established for its participants over the past twenty odd years.

I also have a lifetime commitment to helping and enabling people in situations of disadvantage to live happy and fulfilling lives and my son Matthew is a very happy recipient of Crosslinks services. For both these reasons I want to support Crosslinks to continue to be an ethical, effective and accountable service. Matt has a lot of fun and learns a great deal on his Crosslinks outings and I want this to continue.

I live in the hills with my son and we enjoy "the good life". I also enjoy patchworking quilting, travelling whenever I get the opportunity and I am a very keen cook. In my spare time I dabble in the garden and still live in the hope of one day producing edible tomatoes in sufficient quantities for us to enjoy.



*Alex Watt*

## **BOARD TREASURER**

Since 1995 which was before the name Crosslinks was adopted, I have been part of the enmeshed fabric of Crosslinks. From a meagre budget of \$189,000 and 30 participants with a premises at 24 Central Road in Kalamunda, Crosslinks opened its doors in May 1996 and was formally launched on 8 October 1996. If not for committed Board Directors, I don't think we would have seen Crosslinks advance as it has over the years. With Denise Michelsen commencing in 1997 I have witnessed the Crosslinks journey and how it has benefitted from committed, dedicated and caring leadership.

My current involvement is as Treasurer and in the past have held other roles including as Chair. Like many other Board Directors both current and past, at one time I was an employee of the Disability Services Commission. Since then I have worked in various roles for the State Government. My current position is as Corporate Services Director with the Mental Health Commission and I am a fellow of the Australian Society of CPA's and a Chartered Accountant (CAANZ).

I have remained on the Board of Crosslinks because I still feel that I can make a difference by offering guidance, opinion and support to address and meet the challenges that now occur because of the fundamental change in the sector through the NDIS.



## *Kirk Kitchen*

### **DIRECTOR OF THE BOARD**

2020 is my fifth year on the Board and the changes and challenges keep coming faster and in greater numbers. It has certainly been a busy year with the continuing evolution of the NDIS, the establishment of the Disability Royal Commission, the ongoing project to create Crosslinks a new home, the preparation for the NDIS Quality and Safeguarding framework and of course the response to COVID-19.

Despite the significant additional workload all this has created our organisation has continued to maintain the highest levels of care and support for our participants. This is a wonderful achievement and has been made possible by being adaptable, innovative and through plain old fashioned hard work by our staff. It demonstrates our organisation's real commitment to our Vision Statement - Your Life, Your Choice, Your Way.

Personally, it is a great experience to be a member of a board made up of people who are knowledgeable, respectful, supportive and allow me to be heard and put my view forward without fear or embarrassment. To me this is a sign of a high functioning board and is something I treasure.

I am proud to say I am part of Crosslinks and am doubly proud of what has been achieved in the past tumultuous year. It gives me great confidence Crosslinks can remain relevant, sustainable and provide high quality programs and services to our participants whatever comes next.



## *Christine Grace*

### **DIRECTOR OF THE BOARD**

My association with Crosslinks started when I was initially employed as a Program Facilitator in or around 2001. I left that role in mid-2004 after becoming the primary Carer for my niece who has an intellectual disability. After a number of years trying to find suitable support for my niece, I approached Crosslinks Chief Executive Officer Denise Michelsen and asked if she would consider accepting my niece as a participant in a Community Living (Accommodation) home, as I knew that the services offered would be consistent with the care I provided at home. I then joined the Crosslinks Board in 2009 and after a number of years as the Board Chair I am now happy to remain as an active Director.

My working background in Community Services includes Disability Advocacy at a Community Legal Service, Inclusion Support Programs, (supporting childcare staff to provide inclusive programs for children with disabilities), Intensive Case Management for adults with mental illness. Currently I am currently work in the not for profit sector, managing a statewide individual advocacy program for people with disability from a Culturally and Linguistically Diverse (CALD) background. I have a keen interest in Social Justice and Equity issues and supporting people to make positive changes to their circumstances.

I am passionate about providing an inclusive community for people with disabilities and am encouraged by the calibre of service provision provided by Crosslinks. For this reason, I am happy to be a Board Director actively participating in the development and future direction of Crosslinks.



# Board Directors Profiles



*Rosie Davis*

**DIRECTOR OF THE BOARD**

I am honoured to continue to be part of a team that is so passionate about its core values and vision for the organisation and community.

I am a qualified accountant and Registered Company Auditor and through my experience in Australia over the past 9 years, I have developed a passion for working with Not-for-profit organisations.

I look forward to working again with the amazing staff and Board directors during this continued period of change, to ensure a bright and stable future for the organisation and all its stakeholders.

We have two beautiful girls, aged 1 and 3 and so I am currently balancing life as a stay at home Mum with some private consultancy work and am pleased to continue to bring my knowledge and experience to the benefit of Crosslinks Inc.



*Kaye Donec*

**DIRECTOR OF THE BOARD**

I have been associated with Crosslinks Inc. since its inception when my son joined as a participant after leaving school.

I have been a Board Director for many years. I have watched Crosslinks Inc. grow and evolve into an important provider of services for people with disability in our region. It has been a privilege to be part of an organisation that has always ensured that its key objective to provide a quality service for people with disability is being met.

Crosslinks Inc. faces each challenge and change with innovation and professionalism while maintaining its focus on the needs of the individuals they support.

I am a physiotherapist and have worked in the Disability sector for over 30 years. My interests are my family, reading and gardening, with a love of Australian native plants.



*Stewart Sharp*

**DIRECTOR OF THE BOARD**

I joined the Board of Crosslinks in 2017 as an honorary member before being voted in at the 2017 AGM. I come from a Corporate Background, having worked for some of the world's largest retailers

across the UK & Australia, therefore bringing a slightly different viewpoint to Board discussions.

The challenges facing the not for profit sector and especially organisations undergoing significant change, like Crosslinks, allow me to utilise my experience in a larger organisation in order to have a meaningful impact to families in the local community.

I am currently the State Construction Manager at Coles Supermarkets having previously held a number of Property & Construction leadership roles across several retailers. I am also an Australian Institute of Management 30Under30 Alumni.

In the time I have been a Board Director I have seen the incredible work being done to ensure that the organisation is set up for success and I am extremely grateful for the opportunity to be part of its future journey.





## *Paul O'Connor*

### **DIRECTOR OF THE BOARD**

I joined the Crosslinks Board in 2019. I bring to the Board extensive experience, knowledge, and skills from my career in the Local and State government sectors of WA, mainly in the corporate and/or financial services areas. I retired in March 2019 after 11 years at the Shire of Mundaring and 30 years previously in State Government agencies such as Office of Energy, State Treasury, Premier's Department, Office of Public Sector Standards and Ombudsman's Office including some time in Ministerial Offices. I hold a Bachelor of Business Degree in Accounting and I am a member of two other "not for profit" boards outside of this sector.

Whilst I initially had limited background in the disability sector, I am now more familiar with the industry following my time on the Board and interaction with Crosslinks employees. I am committed to contributing back to the community through the use of my strong experience and knowledge in finance, governance, human resources, information technology, information management and strategic planning which I believe will assist the Board and Crosslinks.



## *Denise Michelsen*

### **CHIEF EXECUTIVE OFFICER**

I commenced working in the disability sector in 1977 for the Disability Services Commission. Over the next 22 years I fulfilled many different roles with varying responsibilities. I now find it hard to think back to a time when I was not involved in the disability sector.

In August 1997, I took up the position of Chief Executive Officer for Crosslinks Inc. and have had the honour of continuing in this role.

Over the last 23 years it has been a privilege for me to witness the personal growth of the individuals we support as they gain the confidence and skills to fulfil their dreams and access activities of choice within their community.

I am focused on providing quality person centred individualised services that are not dictated by group size but by individual choice.

I look forward to leading Crosslinks, as we continue to work toward meeting the requirements of the NDIS Quality and Safeguarding Framework, providing a safe and inclusive environment for people living with disability in Australia.

# Chairperson Report

It has been another very busy and unusually challenging year for Crosslinks.

Firstly, on behalf of the Board, I want to acknowledge and thank all those who have continued their commitment and efforts to ensure Crosslinks participants are well supported to develop their skills and enjoy their lives. It seems to me Crosslinks staff have “travelled that extra mile” this year in response to COVID-19. Their capacity to provide flexible supports and activities in line with restrictions has been impressive. The Board deeply appreciates their efforts in ensuring the services provided to participants continue to be of a high standard.



*Vicki Caudwell*  
**CHAIR OF THE BOARD**

I would also like to mention how impressed the Board has been with Denise Michelsen and her leadership team who have overseen Crosslinks usual demands and services plus determined and implemented Crosslinks responses as the impacts of COVID-19 unfolded. There is no doubt that their timely actions contributed to the protection of both participants and staff.

Whilst COVID-19 caused a major disruption to services of participants, I would like to note that Crosslinks very quickly adjusted to the new social distancing restrictions and during this time provided, among other things, online daily activities for participants and enhanced support services. Crosslinks also used the enforced closure of Community Inclusion services as an opportunity to ensure their workforce undertook a significant amount of training.

This year has also seen a consolidation of the Family and Friends Advisory Group which has been a great help to Crosslinks and the Board. On behalf of the Board, I thank them for their contributions and know that the coming year will be an important one in terms of their continued input into some major projects that Crosslinks will be undertaking.

I also would like to thank my fellow Board members for their continued efforts and commitment to Crosslinks and its participants and workforce. It is a privilege to participate on such a Board.

The Board also noted that the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (the Commission) has extended its deadlines and slowed progress due to the impacts of COVID-19. Crosslinks and the Board remain totally committed to learning from the Commission's findings and making any changes recommended for the improvement of the lives of people with disability.

Among many of Crosslinks achievement this year are:

- the development of the NDIS (National Disability Insurance Scheme) Quality and Safeguarding Framework (the Framework).
- the expansion of Crosslinks Support Coordination services, which are proving to be a useful liaison and support service for families and participants, in particular with the NDIA and Mission Australia and during the COVID-19 Government enforced restrictions.

- sound governance and fiscal management that has enabled, despite the challenges, financial support to Crosslinks workforce, whilst maintaining a sound financial basis and effective service delivery to participants; and
- the implementation of the provision of individualised support services for participants between 13 and 17 years of age.

**The coming year will involve a number of priorities including:**

- the Crosslinks facilities redevelopment project. The Department of Planning rezoned the land that Crosslinks had intended to use to develop a new administrative centre to meet future needs, therefore the search for a suitable location has recommenced. This will be a major focus for the Board and Denise Michelsen during the coming year.
- the management of COVID-19 impacts whilst maintaining core business and service delivery effectiveness.
- the consolidation and the implementation of the Framework, and
- the development and implementation of Crosslinks' communication and marketing strategy to contribute to Crosslinks future effectiveness and viability.

So, it will be another busy year, a mix of exciting possibilities and initiatives and no doubt, some challenges. Our focus and efforts will remain on providing long term benefits to Crosslinks participants, families and staff.

I look forward to working with the Family and Friends Advisory Group, the Board and Crosslinks employees, so that Crosslinks participants continue to thrive and develop with our support.

On behalf of the Board I wish all participants, their families and the staff of Crosslinks a safe, productive and enjoyable year.

**Vicki Caudwell**

Chair of the Board, Crosslinks Inc.



# Treasurer Report

It is my pleasure to present the audited Crosslinks 2019/20 Annual Financial Statements. The financial statements have been audited by William Buck WA (registered auditors).



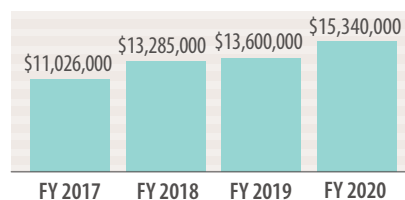
**Alex Watt**  
BOARD TREASURER

The statements are contained in pages 44 to 49 of the 2019/20 Crosslinks Annual Report.

After due examination of the accounts and Crosslinks compliance and control procedures, the auditors have issued an unqualified audit opinion on the Crosslinks Financial Report as at 30 June 2020 for the year ended on that date; and prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements.

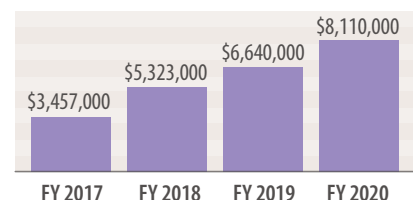
The accounts were prepared in accordance with Division 60 of the *Australian Charities and Not for Profits Commission Act 2012* and comply with the requirements of the *Associations Incorporation Act 2015* (WA).

## REVENUE



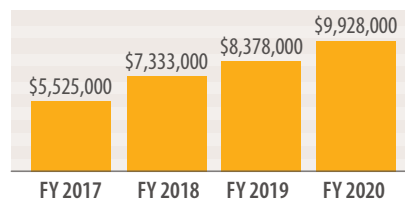
Excluding Job keeper income, Crosslinks revenue grew by 1.0% as compared to 2018-19. The rate of revenue growth in 2018-2020 is stable when compared to growth over the 5 years to 2018.

## WORKING CAPITAL



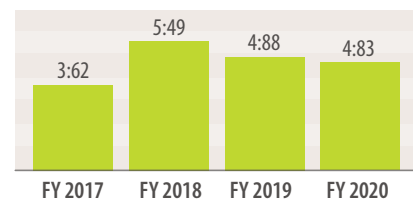
This measures Crosslinks ability to meet short term liabilities. The higher the figure the better but is assessed against our current assets how quickly they can be converted into cash to meet current liabilities.

## NET TANGIBLE WORTH



A measure of Crosslinks physical worth. The higher the figure, generally the better.

## CURRENT RATIO (TIMES)



Crosslinks Inc. have sufficient resources to pay their debts over the next 12 month. 1:1 or above is a board target.

When comparing 2019/20 to prior years, key ratios are indicative of a stable financial position.

1. Profit is being reinvested to fund future growth.
2. Assets efficiency is acceptable @ 13% return on assets which is consistent with a Crosslinks 10 year trend.
3. Levels of equity relative to profit are healthy.
4. Total debt as a proportion of assets is low, noting though that Crosslinks is actively exploring new administrative accommodation options that may impact debt as a proportion of assets in the 2020-21 financial period. Noting this, debt is within modest levels relative to the growth of Crosslinks assets.

Crosslinks maintains sufficient levels of liquidity so as to ensure a conservative position regarding payment of employees benefits and all current liabilities.

I thank Simone Kaufmann and her team for their exceptional work in maintaining the financial systems and processes.

I commend the financial statements and auditors opinion.

**Alex Watt** (CA,F CPA)  
Treasurer, Crosslinks Inc.

# Chief Executive Officer Report

Crosslinks successfully adjusted services to navigate one of the most challenging years I have experienced in the 23 years of being the Chief Executive Officer.



*Denise Michelsen*  
**CHIEF EXECUTIVE OFFICER**

In April 2019, the Disability sector welcomed the Australian Federal Government's announcement of a Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Crosslinks has a zero-tolerance policy with regard to disability abuse and wholly support any initiative that provides participants with a strong voice to allow them to be free of abuse, neglect, violence and exploitation. Crosslinks fully supports the Royal Commission and will work with the relevant agencies to ensure an outcome which provides a safe and inclusive environment for people living with disability in Australia

Crosslinks continues to work towards meeting all the requirements of the NDIS Quality and Safeguarding Framework. The Framework Legislation sets out a standard for how organisations provide high quality supports for people with a disability receiving NDIS funded supports and services. The Framework and the Commission were meant to roll into Western Australia in July 2020 however, the Government has delayed this until December 2020. We have been working extremely hard to be ready for the implementation. We have ensured safeguarding training and reporting continue to be a key focus for the organisation. Regular training and a strong reporting culture, coupled with clear policies and procedures, ensure our employees are well-equipped to support our participants and their families.

The major disruptor this year was of course COVID-19. The pandemic had a major effect on how we live and interact with the community. Crosslinks was vigilant in following all the directions issued by the State and Federal Government in managing the pandemic. On the 26th March we made the decision to temporarily close all community access services as the Government advised all non-essential community engagement was to cease. This was a very difficult decision and it had a major impact on participants and our employees. Participants were now home all day and many had difficulty with the isolation and disruption to their usual routines. For the Community Inclusion employees this meant no work and the majority had their employment suspended. We were extremely thankful that we were able to access the Federal Jobkeeper scheme which meant that all employees were still connected to us and were able to receive some financial assistance.

Our Community Living group homes were also impacted. We implemented visiting / outing protocols to keep people safe. We organised additional in-home activities to keep everyone actively engaged.

May 2020, the State Government announced that it was lifting restrictions and Community engagement could reopen. This was great news, so on the 2nd June 2020, we commenced our transition back to full services.



### Executive Team

(LEFT TO RIGHT): SIMONE KAUFMANN, KATE MCBRIDE, DENISE MICHELSEN, JOANNE GARLAND & SUZANNE WOODS

### Thank You

I also extend my sincere appreciation to:

- The Board for their ongoing commitment to ensuring strong governance and strategic guidance.
- Our Family & Friends Advisory Group for your ongoing involvement and collaboration in ensuring Crosslinks offers quality services that promote a good life for all involved.
- Joanne Garland my Executive Assistant, for keeping me organised and the support that you provide to the Board. Your ongoing efforts to ensuring that we meet our timelines is greatly appreciated. Also, a big thank you for the added assistance with our marketing & media requirements whilst we source alternative supports, you have done an amazing job with keeping the communication open and informative.
- The Executive Team, Simone Kaufmann (Chief Financial Officer), Kate McBride (General Manager Operations) & Suzanne Woods (People & Culture Manager) for your efforts and the amount of work undertaken throughout the year.
- All Employees and Team members. This year has been a challenge for us all. We have seen amazing examples of collaboration and creativity so we can continue to promote positive outcomes for our participants, their families and of course each other.
- Finally, to all the participants and their families, Thank You for allowing Crosslinks to be a part of your life's journey.

### Denise Michelsen

Chief Executive Officer, Crosslinks Inc.



## CORPORATE SERVICES

# Chief Financial Officer Report

The role of the Corporate Services Team is to ensure our support workers and the Operations Team have the necessary administrative support to achieve better outcomes for our participants. The team ensures employees are paid on time, have the necessary IT systems in place, calls are answered, invoices are paid and NDIS claims are processed.



*Simone Kaufmann*  
CHIEF FINANCIAL OFFICER

By the end of June nearly all our participants have transferred to the National Disability Insurance Scheme (NDIS). The speed of the roll-out has definitely picked up towards the end of the Financial Year and it is exciting that the majority of our participants now have an NDIS plan.

Crosslinks has again participated in the NDIS WA price review and is part of the NDIA WA Market Advisory Group, this gives us the opportunity to provide feedback and information directly to the National Disability Insurance Agency (NDIA) that administers the NDIS, which hopefully helps to achieve a Scheme that is fair and delivers the best results for our participants.

Our biggest project in the FY2019-2020 was the implementation and roll-out of the Links, our Customer Relationship Management system. The Links has streamlined our processes significantly and gives our support workers access to all required information with the click of a button. Rostering and timesheets are now done in the Links, as well as the NDIS claiming. The Links has been linked with our Accounting system and the NDIA portal, so that unnecessary double entries can be avoided. When the Links was rolled out in September 2019 our employees received intensive training to make them comfortable operating the system on a daily basis.

We also continued to review and improve our financial and operational processes and continuously adapted and improved the Links throughout the year to meet our increasing requirements.

In March 2020, the accelerated outbreak of COVID-19 was a big disrupter for Crosslinks, we had to make the difficult decision that our community participation programs had to be put on hold. Thankfully, we were able to participate in the Government's economic support package JobKeeper which meant we were able to retain our employees and pay them their fortnightly wages. A lot of adjustments to our systems had to happen in a very short timeframe to administer the system while the Corporate Services Team was working from home during this time. In this challenging time our investment in IT over the last year has paid off and we were able to work and deliver all required functions while working remotely. Fortunately, things have improved quickly in WA and our services and supports were able to return efficiently.

The annual Audit has been completed by William Buck Chartered Accountants and we were able to achieve full compliance. In changing and challenging times, the Corporate Services team continues to work together to achieve high professional standards.

Crosslinks employees continue to have the security of working for a financially strong organisation and are assured cash reserves are sufficient to cover employee's entitlements for annual and long service leave. Also, Crosslinks warrants to be fully insured to meet contractual requirements, protect employees and adhere to good governance practices.

I would like to acknowledge and thank the Corporate Services Team with Chris Williams (IT & Project Manager), Michelle Boyd (Area Supervisor), Carina Fu (Accountant), Rayston Bailey (Payroll Officer), Lisa Mueller (Accounts Officer), Emma Mallon (Project Officer), Sharna Lines (Admin Assistant) and Katrina Elliott (Admin Assistant). Thank you and congratulations to Jaime Coomber, previously our NDIS & Admin Officer, for taking on a new role as People and Culture Officer with Crosslinks in November 2019.

**Simone Kaufmann** (CPA)

Chief Financial Officer, Crosslinks Inc.

**Corporate Services Team** (LEFT TO RIGHT:) LISA MUELLER, SIMONE KAUFMANN, CHRIS WILLIAMS, RAYSTON BAILEY, EMMA MALLON, KATRINA ELLIOTT, MICHELLE BOYD & SHARNA LINES



# General Manager Operations Report



*Kate McBride*

**GENERAL MANAGER  
OPERATIONS**

## Operations Reflection

In prior financial years Crosslinks could foresee the pressure NDIS would place on our business structures and the way we deliver services to participants. For this reason, we invested heavily in developing an Organisation that was resilient, responsive and agile in the NDIS world. What we could not foresee was COVID-19 and the global pandemic that followed. In this volatile and uncertain world, I am incredibly grateful that the Organisation invested in its people and technology to enable a pragmatic, compassionate and responsive approach to leadership and services. This investment has enabled Crosslinks to overcome the significant challenges the pandemic presented and creatively rethink the way we deliver services to our participants. The 2019/2020 financial year certainly won't be one we forget.

Despite the obstacles faced throughout the year, the operations team remained positive and committed to designing and implementing many operational improvement projects. There were three notable achievements this year.

- Crosslinks expanded its age demographics of participants to support those aged between 13 and 18 with direct service delivery options including Community Inclusion and a Youth Club. Diversifying our services and welcoming a new generation of Crosslinks participants is exciting and we look forward to this expanding from a handful of current young participants to many more next year.
- The implementation of Crosslinks new Client Management System 'Links'. The implementation involved significant investment of time and creative energy from every corner of the Organisation. The investment improved communication throughout the Organisation, positively impacted participant service delivery and created ease and efficiencies from an administrative perspective.
- A new Goals and Outcomes process was designed and developed by participants, families and Crosslinks employees. This is the first time the Organisation has co-designed a major operational process. The development and design took longer than we anticipated and is set to be fully rolled out next financial year through each participant's annual planning session. Participants and their trusted supporters should see more thorough and relevant information being captured during annual planning sessions. This will ensure Crosslinks Support Workers are well informed, service delivery is focused on each participant's goals and there are clear strategies in place to achieve each goal.

A big shout out and thank you to the operations team for their ongoing commitment, dedication and willingness to grow, develop and support participants to live life their way. The thank you extends to all Support Workers and my trusty office crew. Thank you for providing quality supports to our participants. We are all in this together and I can't wait to see what we achieve next year despite the new challenges that will come our way.

To the People & Culture and Corporate Services team, thank you for your expertise, energy and can-do-attitude to make operational improvement projects come to life.



Lastly and most importantly a big thank you to our participants who continue to trust Crosslinks to deliver your supports. We thank you for the year that has been, look forward to the next with you and we hope you enjoy the look back on the year that was - from Crosslinks achievements to your own and all the fun in between!

## Quality and Safeguarding

In order to align Crosslinks systems to the NDIS Quality and Safeguarding legislative requirements the operations team has worked diligently over the financial year to develop and implement key processes and guidelines. Several processes are completely new to the organisation and encourage us to think about services differently and deliver services in better ways. It has been an incredibly busy year in this space and these are our most notable highlights:

- An updated Code of Conduct that guides the behaviour and expectations of Crosslinks employees and officers.
- A new incident management process spanning all levels of the organisation with a greater focus on assessment, prevention and continuous improvement.
- A Quality and Safeguarding Committee which meets regularly to support continuous improvement and implement learnings from past incidents and complaints.
- Review and update of the Complaint Management system.
- Development of new induction and online refresher training opportunities for employees which was developed in conjunction with the People & Culture team to ensure the developments are understood and embedded across the organisation.
- The development of a robust Behaviour Support and Restrictive Practice Guideline which leads employees with simplicity through behaviour support and restrictive practice compliance requirements.
- The formation of a Restrictive Practices Panel and its own Terms of Reference.



**Quality & Safeguarding Lead**  
**MARTIN ALBRECHT**

- A new consultant relationship with Purple Patch Therapy who provide an expert Behaviour Support Clinician to attend Restrictive Practices Panel meetings. Purple Patch Therapy provides us specialised knowledge and helps us make the best decisions.

Together these pieces of the puzzle aim to position Crosslinks for a successful audit and NDIS re-registration when the Quality and Safeguarding Framework rolls out in Western Australia. It is important to note that the Federal Government has delayed the roll out of the Framework until 1st December 2020. This allows Crosslinks plenty of time to put the finishing touches on what is in development and we look forward to sharing this with you next year.



## Community Inclusion

The community Inclusion team currently supports approximately 120 participants from Ellenbrook to Thornlie and Karrinyup to Chidlow.

There have been changes to Area Supervisor team in the last financial year with Chelle Weedon, Erin Shaw and Zoe Mooney being successfully appointed to different positions within the organisation. Donna Moss joined Tom Kerr-Sheppard in the Area Supervisor role for Community Inclusion and Kate Erby (former Support Worker) stepped into an Acting position. Donna, Kate, and Tom bring a wealth of knowledge and passion to the role and are driven to enrich the lives of our participants by achieving their goals and building their social connections.

The most notable event throughout the financial year for Community Inclusion has been the impact of COVID-19. Following all directions issued by the State and Federal Government, Crosslinks temporarily closed community-based supports in a move to safeguard the health and wellbeing of our participants and employees. Through adversity springs opportunity and Crosslinks utilised the Community Inclusion service closure to provide additional support to our Community Living homes during isolation. This was a great opportunity to keep our employees engaged and expand their existing skill sets. This opportunity has enhanced a sense of shared understanding and increased collaboration.

We continue to provide a quality individualised service which through word of mouth and referrals from existing participants has seen our Community Inclusion welcome in 20 new participants throughout the financial year. Along with new participants, we also welcomed many new support workers who have brought new energy and new ideas.

### Community Inclusion Area Supervisors

**FRONT TO BACK: DONNA MOSS, KATE ERBY & THOMAS KERR-SHEPPARD**







## Community Living “My House, My Home”

Our Community Living service currently has 12 homes where between 2 and 5 participants live and share their support with one another, assisted by Support Workers 24 hours a day, 7 days a week. We farewelled Lynne Clutterbuck this year and welcomed Zoe Mooney and Erin Shaw to the team. The Community Living team continues to uphold Crosslinks vision statement – You Choice, Your life, Your way.

The team have experienced several positive changes over the last financial year. With the two most noteworthy changes being:

- The introduction of a fourth Area Supervisor. This increased the Area Supervisors ability to spend more quality time with our participants and enhanced their capacity to respond to their changing needs. It also allowed Supervisors to provide more hands-on support and leadership to our Support Workers;
- The introduction of Crosslinks Quality and Safeguarding Lead – Martin Albrecht has assisted the Community Living team to move towards a more responsive service that has a sound knowledge of the incoming NDIS Quality and Safeguarding regulations around incident management, behaviour support, restrictive practices and complaints management; and
- All Community Living homes have now transitioned to the NDIS, this is a great outcome for our participants and allows access to a wider range of supports and therapies.

Through our successes there have been some challenges, most notably the impact of COVID-19 on our participants and employees wanting to access their community throughout the isolation period. The inevitable cancellation of participants community inclusion service providers had a direct impact to our participants and Support Workers. However, Crosslinks was quick to adapt to this challenge and responded to the needs of the participants by adjusting the way we do business by:

- Quickly improving the technology available within the homes to access a wider range of online applications and keep participants in contact with their loved ones;
- Introducing access to online streaming services to ensure participants had access to an increased variety of TV options whilst they are at home;
- Developing weekly online activities to enable participants to continue to enjoy their weekly activities from the safety of their own home;;
- Area Supervisors relocating their office base to each home to more closely support participants and employees through uncertain times. This helped ensure that life continued as normally as possible, routines were maintained, and employees felt supported.



**Community Living Area Supervisors**

**LEFT TO RIGHT BACK: MATY GRAVES AND CHRISTINA DINEEN  
LEFT TO RIGHT FRONT: ZOE MOONEY AND ERIN SHAW**





### Scheduling and Planning Team

LEFT TO RIGHT: KATIE BILLING, DEB MOORE & MARINA LANE

### Scheduling, Planning and The 'Links'

This financial year brought about the successful roll out the 'Links' to assist Crosslinks to meet the NDIS administrative requirements and the changing needs of our participants. There have been many benefits of the 'Links' to our Scheduling and Planning team which include:

- Ensuring participants have appropriately trained support staff that best meet their specific needs and care requirements. This process is now automated for every rostered shift. When we make a mistake the system flags this so we can quickly correct it;
- A preference option automated within rostering which allows us to know each participants employee preference when rostering their supports;
- Improved rostering functions have enabled more collaboration across services and ensure rosters are created with ease and sent to our employees in a timely manner;
- Immediate electronic input of Participant's updated information on the system during their annual planning meetings. This allows Support Workers immediate access to up-to-date support and goal information;
- Participant costing and budget information included within the Service Agreement and on the spot electronic signatures to reduce paper wastage. This assists our planners to enter and effectively calculate budgets and assists billing information to be efficiently captured into rosters for claiming;
- The budget information also now connects to a budget tracker which at a glance enables Crosslinks to see if a participant's budget is on track or overspent. It also helps us to see which participants have remaining funds and to offer additional supports to reach their goals.

Crosslinks IT & Project Manager Chris Williams is always on the lookout for improvements and tweaks to what is already an incredibly helpful business tool.



## Support Coordinators

LEFT TO RIGHT: REBECCA HARVEY & CHELLE WEEDON

### Support Coordination

Support Coordination is a capacity building support designed to help participants and their families navigate the NDIS as well as community, Government and mainstream supports. Support Coordinators help you to make the most of your NDIS funding, resolve points of crisis and help you find creative solutions to any barriers you may face.

It has been a big year for our Support Coordination team. We grew from one part-time Support Coordinator to two part time Support Coordinators. We farewelled Kate Wilkinson throughout the year and Rebecca Harvey welcomed Chelle Weedon to the team. Chelle is Crosslinks first full time Support Coordinator which is an exciting addition.

Early 2019 NDIS introduced Local Area Coordinators through their Partners in Community initiative. Crosslinks anticipated this new NDIS role would result in a decline of Crosslinks Support Coordination participant numbers as the role was assumed to take on one like that of a Support Coordinator. Fortunately, this has not been the case and this financial year we've seen significant growth in participant numbers.

The challenges presented by COVID-19 and the subsequent Government restrictions led to creative solutions for navigating the Support Coordination space. Our team started used video conferencing for meetings, linked participants to telehealth services and worked with other creative service providers to ensure ongoing and high-quality support remained in place for participants.

The introduction of Crosslinks' new Customer Relationship Management system the 'Links' streamlined administrative processes for the Support Coordination team, allowing better reporting and management of participants funds - leading to better outcomes for our participants as well as improved use of NDIS funded plans.

There are more exciting opportunities for growth next year, so watch this space.



## Social Group Supports

Crosslinks continues to provide several community-based group support options where participants with similar interests come together to get out and about in their community, build friendships and have plenty of adventures along the way. Eimear Boland facilitates these services which include RAP, Youth Club and Crosslinks weekly group activities. She is passionate about inclusive communities, wellness and creativity.



## RAP (Recreate & Participate) Community Social Club

RAP is a community based social club for those aged over 18 and it continues to be a popular service amongst Crosslinks participants. RAP participants are supported to venture out and about the town every second weekend immersing themselves in community events and fun social activities.

This financial year there were more crazy fun events than ever. Some events included participants immersing themselves in a Broadway experience when attending CATS the musical, watching the fiery and daring performance of Fuego Carnal at Fringe World, having a win at the casino, carving up the ice around the ice-skating rink and putting their way through the Fluro glow mini golf rooms – a day dream for kids of the 90's.

Our biggest RAP highlight was a trial overnight camping adventure to Point Walter where participants completed many activities including archery and a flying fox. It was such a success and we will look to do this again on a wider scale.

RAP occurs on a fortnightly basis with options on a Saturday morning from 9:00am to 2:00pm and a Saturday evening from 5:00pm to 10:00pm. Two participants are supported by one employee although individual needs can be catered to should the NDIS funding be available in your plan. Travel and transport to and from the activities is provided.

**Activities Coordinator**  
**EIMEAR BOLAND**





## Youth Club

Youth Club is a community based social club for those aged 13-17. This is a new service offering for Crosslinks and is starting to grow. Youth Club participants are supported to build friendships and their self-esteem, explore their community, learn a few life skills along the way and of course have way too much fun doing it all.

Some of the highlights of the year included visiting and taking selfies at Sculptures by the Sea, hanging out with friends for dinner without the parentals in sight, driving like mad men on the go-kart track and of course always catching the latest movie at the cinema.

Youth Club occurs on a fortnightly basis with options on Saturday morning from 9:00am to 2:00pm and 1:00pm to 6:00pm. Two participants are supported by one employee although individual needs can be catered to should the NDIS funding be available in your plan. Travel and transport are provided to and from activities.

### Weekly Group Activities

Crosslinks continues to offer activities of choice designed to be fun, engaging and in short bursts throughout the week. Activities range from Music, Karaoke, Art, African Drumming, meditation and Bingo. Crosslinks participants are certainly regular attendees however we continue to offer these activities to the broader community. This assists participants to grow broader social connections and keeps the activities alive. Attendance fees range between \$5.00 and \$10.00 per session.

If you haven't joined all the social group fun on offer you should definitely get in touch with Eimear to find out how!





## COVID-19 Silver Linings

### Online Activities

During the COVID-19 service closure Crosslinks started online activities through Zoom to connect participants isolated at home to their regular weekly activities. Once we had figured out the technology, the online sessions became popular and it was a way for everyone to remain connected. We sang our hearts out with Groove Karaoke, attended meditation with Donna, stretched and moved with the OmniFit West team, anxiously awaited our bingo numbers to be called by Richard, drummed our hearts out with Kawaka and got inspired and creative with Tami at Art.

### Rainbow Trail

Crosslinks Community Living team got behind Rainbow Trail Australia and coloured the streets, homes and driveways with colourful chalk to bring a little life to the community during dark times.

#### Kate McBride

General Manager Operations, Crosslinks Inc.

## *Milestones & Achievements*

**25 Years** – Alex Watt (Board Director - Treasurer)

**20 Years** – Kaye Donec (Board Director)

**10 Years** – Chelle Weedon (Area Supervisor / Support Coordinator)

**10 Years** – Annamarie Canosa (Support Worker)

**5 Years** – Jessemy Miller (Support Worker)

**5 Years** – Marina Lane (Support Officer)

**5 Years** – Rayston Bailey (Payroll Officer)

**5 Years** – Bhavenkumar Patel (Support Worker)

**5 Years** – Maro Kareko (Support Worker)

**5 Years** – Sukhvendra Singh (Support Worker)

**5 Years** – Vishal Lila (Support Worker)

**5 Years** – Kirk Kitchen (Board Director)

**5 Years** – Vicki Caudwell (Board Director - Chairperson)

# People & Culture Manager Report

The People and Culture team works together to deliver a better service for one of our most important assets, our people. Over the last year the team has supported our people through a range of change programs, implementation of new systems and the unique pandemic situation we find ourselves in as a community.



*Suzanne Woods*

**PEOPLE & CULTURE  
MANAGER**

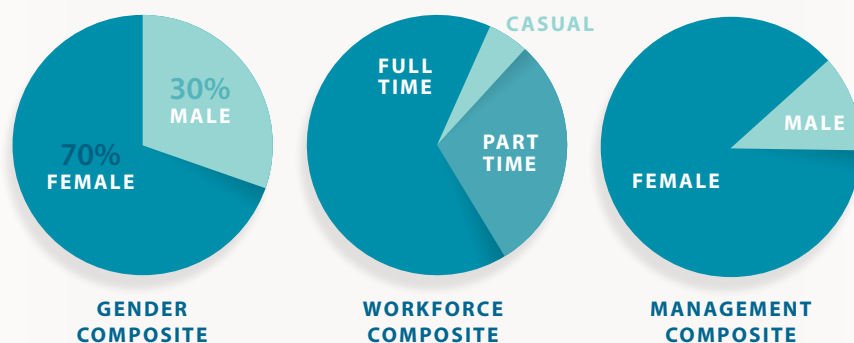
Our attention has been on continual improvement and accountability to ensure our people understand what is expected of them in their roles and empowering them to make decisions for the betterment of participants. Programs have been offered to engage, train and develop so we are first and foremostly compliant and offering a level of service to our participants which is best practice.

We are excited about the coming twelve months as we navigate our way out of the pandemic and continue to keep the participant at the centre of everything we do.

## Diversity and Inclusion

Crosslinks is committed to building an inclusive culture that acknowledges and embraces difference in all its forms. Just like our participants, our people are all unique in their life experiences, skills and abilities. We respect this and will continue to build a culture that supports their physical and mental wellbeing. We champion diversity and inclusion at Crosslinks and support work life balance.

Crosslinks workforce demographics remained stable throughout the last year. The workforce increased in August 2019 in response to a roster alteration, however the recent pandemic quelled recruitment as we concentrated on consolidating our efforts to be sustainable.



## Flexible Work Arrangements

Crosslinks recognises building an inclusive culture means we need to have a workplace that is flexible. The pandemic altruistically moved us to remote working from an administration perspective. This created a workforce that adapted and changed to the situation with an appreciation for what could be achieved remotely. Flexible working has led us to a more engaged and empowered workforce, which in turn drives better outcomes for our participants.

## Continuous Improvement

In late September 2019 the introduction of "The Links" provided much needed reporting and a centralised system for our people to access information. The implementation has been very successful and has allowed for better communication, greater accountability and reporting for our people. It has allowed us to respond quickly and efficiently as an organisation.

We continue to focus on improving the way we do things at Crosslinks and this focus will continue to ensure we have all the compliance checks and balances in place for future growth.

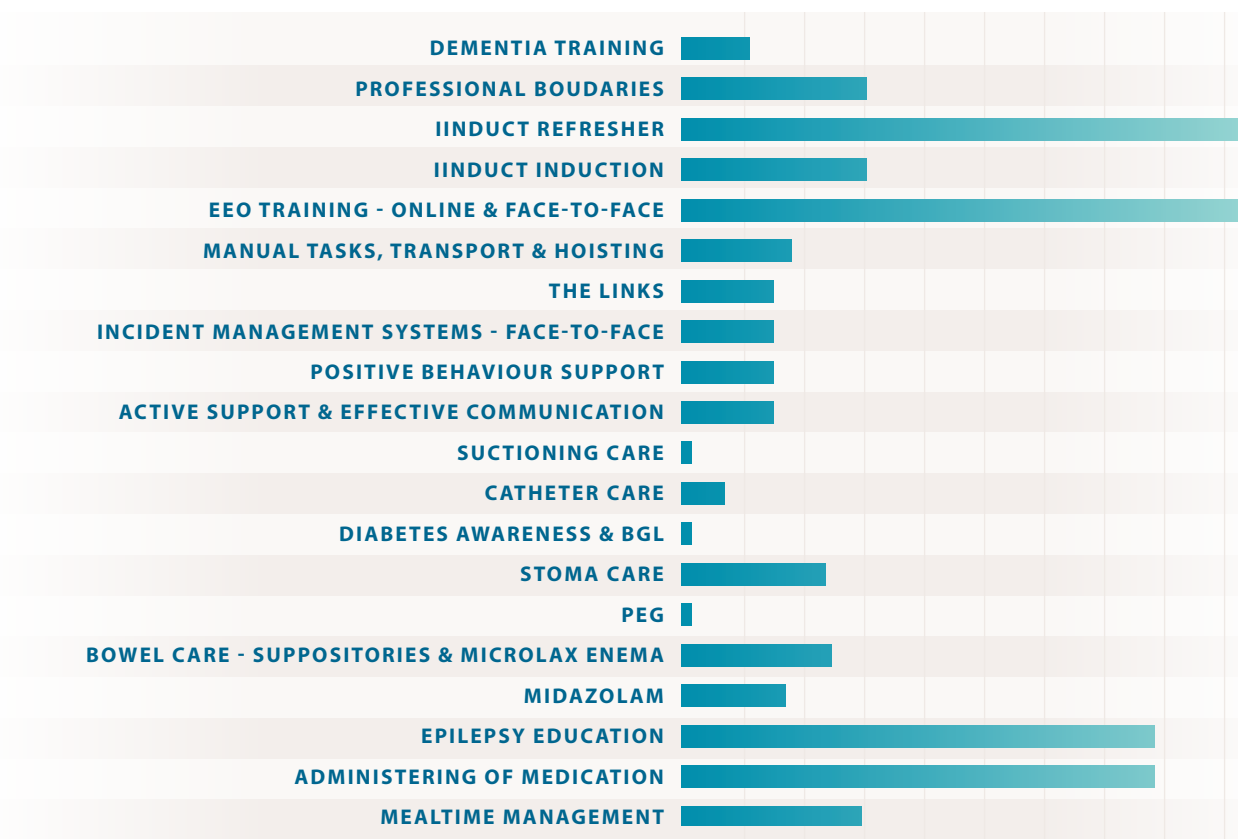
## Training and Development

Since December 2019, the emphasis has been on offering targeted and role specific training to our people. Our Trainers, Gretta Lane and Philomena Johnson have ensured our people have received development and compliance training in specialised care to support our participants. The introduction of a streamlined onboarding and induction program has also been well received.

The time during the pandemic was used to promote a transition to online learning platforms and create tools which assist our people to be the best they can be, reducing time away from our participants. Those employees displaced in Community Inclusion were offered opportunities to upskill which has seen a reduced number of incidences across the organisations and allows Crosslinks to remain compliant through the virus suppression stage.

The diagram below illustrates where the main focal points were.

### TRAINING & DEVELOPMENT FOCUS



## Engagement

We regularly engage with our people, both formally and informally, to check in on what it is like to work at Crosslinks and to gain insights into what is working well and how we can do better. Communication was crucial during the pandemic and keeping in touch with those isolated was imperative to keep the culture alive.

We undertook our Engagement Pulse Survey in August 2019 with a 64% satisfaction rate with a good sample size response. Areas of improvement continue to be highlighted as we continue the change journey with our people.

## Health, safety & wellbeing

Crosslinks remains committed to providing a healthy and safe workplace that supports the physical and mental wellbeing of our people through health promotion, injury prevention and early intervention. Focus on infection and prevention practices remains active and all employees have been trained on the incident management system to report incidences and accidents.

During the year Crosslinks employees had access to an Employee Assistance Program provided by Relationships Australia, a full medical assessment upon employment and Free Flu Vaccinations.

## Acknowledgement

I would like to acknowledge the work of Kristy Izzillo who previously held the People and Culture Manager position until February 2020. Significant work has been completed focusing on continually improving the culture of Crosslinks.

The People and Culture team; Jaime, Gretta, Philomena, Emma and Jessi (extended leave) are to be commended for their professionalism, integrity and diligence during the past year and their support, compassion and kindness during the pandemic toward all people in unprecedented times.

### Suzanne Woods

People & Culture Manager, Crosslinks Inc.

### People & Culture Team

LEFT TO RIGHT: JAIME COOMBER, PHILOMENA JOHNSON, GRETTA LANE & SUZANNE WOODS





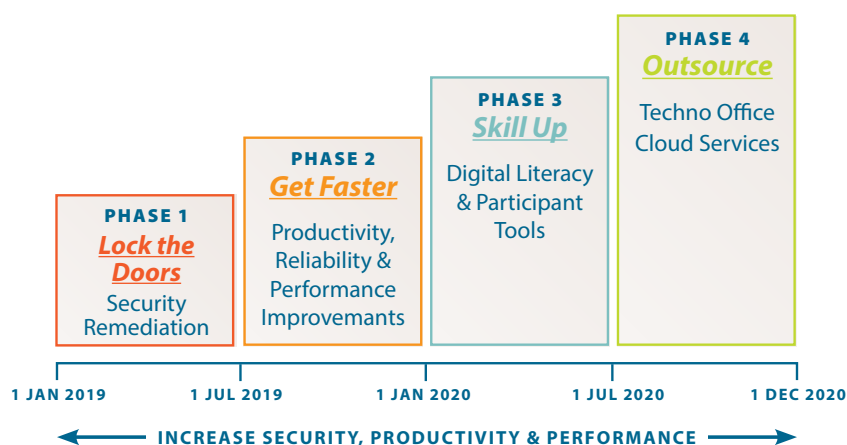
# IT & Project Manager Report

Throughout this last financial year, Crosslinks has continued to rollout projects which underpin the Technology Strategy. The flagship project has been the rollout out of a new CRM and rostering system, The Links. This project has moved into a phase of continual improvement, where new features are rolled out at the end of every month. Improvements have included the introduction of a restrictive practice register, a peer nomination scheme, a careers board, and Group Activities information.



*Chris Williams*  
IT & PROJECT MANAGER

We have also started a pilot of the CONNECT Participant Portal, which takes information from The Links. The CONNECT Portal allows participants and family members to see photos and commentary about daily activities, as well as funding spend and weekly rosters. Feedback has been very positive, and we will roll out the Portal to all interested families in 2021.



As well as delivering software projects, there have been several IT infrastructure projects in the last 12 months. The ageing terminal server has been decommissioned and replaced with modern laptops and the Office 365 software suite. In addition, a new server and backup system was implemented, which will provide greater stability and up-time.

Finally, there have been many innovations and technology experiments over the last year, particularly during the COVID-19 lock down. Some of these tests have been very successful; for example, all administration staff are now using the Microsoft video conference and collaboration tool, Teams, which has improved productivity for remote meetings. We have also extended the technology options at each of the group homes, with the rollout of Zoom for online activities, and other enabling technologies such as Netflix and tablet devices.

The fourth and final phase of the Technology Strategy will be completed by the end of the 2020 calendar year. Over 60 projects will have been delivered, which have improved the security and stability of Crosslinks IT network and infrastructure, and increased productivity and business processes. Once that juncture is reached, a new strategy will be developed, which will focus on keeping the system secure and efficient.

**Chris Williams**  
IT & Project Manager, Crosslinks Inc.

# Crosslinks SUPERSTARS

Name: Donald

Participates in: Community Living, Community Inclusion & RAP

Receiving Support from Crosslinks Since: 2016

Q: What is the best thing about Crosslinks?

A: All the exciting activities I get to do, with people I like, which also includes going to work (Activ).

Q: If you could choose a superpower what would it be and why?

A: Shoot webs and swing around like Spiderman.

Q: What is the best thing you have ever learned?

A: The day to day routines looking after my health unassisted, i.e. Showering, dressing etc.

Q: What is your all time favourite song?

A: 'Only the Lonely' by Roy Orbison.

Q: If you could do anything you wanted to, you would...

A: Become a chef and then go onto the TV show – My Kitchen Rules.



Donald



Jamie

Name: Jamie

Participates in: Community Living

Receiving Support from Crosslinks Since: 2010

Q: What is the best thing about Crosslinks?

A: Going to watch the aeroplanes land at Perth Domestic Airport from the viewing platform and on Wednesday I see Sharna when I do the petty cash

Q: If you could choose a superpower what would it be and why?

A: I would to be like Spiderman and shoot webs to climb the walls

Q: What is the best thing you have ever learned?

A: Making pancakes, doing all of my housework, vacuuming, doing the washing, making my bed, I do everything.

Q: What is your all time favourite song?

A: I have 3 favourite songs.  
Weather with You – Crowded House, Six Months in a Leaky Boat – Split Enz and Don't Rock the Boat Baby – Hues Corporation

Q: If you could do anything you wanted to, you would...

A: Go on the Ghost Train at the Perth Royal Show at Claremont Showgrounds

Name: Jess

Participates in: Community Inclusion & RAP

Receiving Support from Crosslinks Since: 2005

Q: What is the best thing about Crosslinks?

A: The people.

Q: If you could choose a superpower what would it be and why?

A: Lots of them, super strength, to fly and go fast and I would have a steel suit.

Q: What is the best thing you have ever learned?

A: Writing.

Q: What is your all time favourite song?

A: Shake that by Eminem (feat Nate Dogg).

Q: If you could do anything you wanted to, you would...

A: I would do a night tour of the Fremantle prison again or I would meet Miley Cyrus or I would drive the Batmobile really fast.



Jess



Meredith

Name: Meredith

Participates in: Community Inclusion

Receiving Support from Crosslinks Since: 2006

Q: What is the best thing about Crosslinks?

A: Music Time & Belly Dancing.

Q: If you could choose a superpower what would it be and why?

A: Invisibility or to be able to talk to animals.

Q: What is your all time favourite music?

A: ABBA or Pink

Q: What is your favourite thing to do at home?

A: Watching TV and hanging out with my family.

As Meredith is non-verbal, questions were modified slightly and communication aids used.

Name: James

Participates in: Community Inclusion & RAP

Receiving Support from Crosslinks Since: 2010

Q: What is the best thing about Crosslinks?

A: Going out with my friends and having fun.

Q: If you could choose a superpower what would it be and why?

A: More energy to dance, sing and play my air guitar.

Q: What is the best thing you have ever learned?

A: I have learned to cook, do washing and help Mum clean.

Q: What is your all time favourite song?

A: OMG that's hard. I do like "Psycho" by Post Malone.  
"Peace on Earth / Little Drummer boy" by David Bowie / Bing Crosby or "White Christmas" by Louis Armstrong are my favourite Christmas songs.

Q: If you could do anything you wanted to, you would...

A: Go on another holiday and work at an Op Shop.



James

# Crosslinks **SUPERSTARS** continued ...

Name: **Sadie**

Participates in: **RAP**

Receiving Support from Crosslinks Since: **2006**

Q: What is the best thing about Crosslinks?

A: **The RAP program.**

Q: If you could choose a superpower what would it be and why?

A: **To have the same skills as Harley Quinn; to keep fit and have fun.**

Q: What is the best thing you have ever learned?

A: **Dancing! Because I love to dance.**

Q: What is your all time favourite song?

A: **Gangnam Style - Psy.**

Q: If you could do anything you wanted to, you would...

A: **Be a dancer.**



*Sadie*



*Tristyn*

Name: **Tristyn**

Participates in: **Youth program**

Receiving Support from Crosslinks Since: **2019**

Q: What is the best thing about Crosslinks?

A: **Meeting new people.**

Q: If you could choose a fairground ride what would it be and why?

A: **Merry-Go-Round, it is not too fast and scary and it's a lot of fun!**

Q: What are you most proud of achieving?

A: **Overcoming my fear of loud noises and riding on my uncle Clint's Harley motorbike! It's so much fun.**

Q: What is your all time favourite song?

A: **I have lots of favourite songs! One is Shotgun by George Ezra.**

Q: If you could do anything you wanted to, you would...

A: **Visit my extended family! I love seeing my family.**



Name: Peter

Participates in: Community Living

Receiving Support from Crosslinks Since: 2016

Q: What is the best thing about Crosslinks?

A: Meeting people and going out to do things like have a coffee or go to Men's Shed.

Q: If you could choose a superpower what would it be and why?

A: I'd choose the power to make annoying people disappear. It's got to be worth a try. Ha, Ha!

Q: What is the best thing you have ever learned?

A: Woodworking and fishing. Did I tell you the story about the time I went fishing and accidentally caught a duck? Ha, ha!

Q: What is your all time favourite song?

A: It is hard to choose, (Peter is a music aficionado) I just heard Sweet Caroline by Neil Diamond on the radio and I like that one.

Q: If you could do anything you wanted to, you would...

A: I would go to visit my friends in Margaret River.



*Peter*

Name: Maureen

Participates in: Community Living, Community Inclusion and RAP.

Receiving Support from Crosslinks Since: 2011

Q: What is the best thing about Crosslinks?

A: Going out on RAP with my friends

Q: If you could choose a superpower what would it be and why?

A: Play soccer really well, because I love soccer and wanna be the best.

Q: What is the best thing you have ever learned?

A: How to play soccer and cook.

Q: What is your all time favourite song?

A: Dancing Queen by ABBA.

Q: If you could do anything you wanted to, you would...

A: Have a big party with everyone I like and have lots of cake.



*Maureen*

Name: Des

Participates in: Community Living & Community Inclusion

Receiving Support from Crosslinks Since: 2011

Q: What is the best thing about Crosslinks?

A: Fun, fun, fun!

Q: If you could be a superhero, what would you be?

A: A flying puppy dog.

Q: What is the best thing you have ever learned?

A: To buy things at the shop.

Q: What is your all time favourite song?

A: We wish you a Merry Christmas.

Q: If you could do anything you wanted to, you would...

A: Open a shirt and tie shop.



*Des*



### YOUR STORIES

# Corey's Story

Hi, I'm Corey, I'm 40 years old and live at home with my mum, my dog Phoebe and my ginger cat, Possum. I have a cheeky personality and a funny sense of humour. I have a sister named Renae that lives in Quinns Rocks and a brother Daniel that lives in Streaky Bay South Australia and I have a very good relationship with my Auntie Margaret. I also have two nieces and love going to see them on special occasions like my birthday.

I have also visited Hobart, Tasmania and participated in the 10-pin bowling Special Olympics, where I brought home a silver and bronze trophy. I love the footy and am a huge Fremantle Docker's supporter. I like to watch the games on TV and would really like to go to a match and see them play one day

I have been with Crosslinks since 2015 and I really enjoy my time out with Des (support worker).

I love to attend the different programs that Crosslinks run throughout the week and have made some great friends along the way. My absolute favourite thing to do is go to Karaoke on Wednesday. I rock the microphone to my favourite band AC/DC and you will usually hear me singing TNT.

I enjoy being active and going to the park to kick the footy. I have a pretty good kick on me! I also like to shoot hoops with some of the friends I have made at Crosslinks - I like to win!

One of my goals is to learn to use a computer and become tech savvy. I go to the library each week and with help from support staff I log onto the computers. I am learning different programs like Word and PowerPoint and I can browse things that I like on the internet. At the moment I like playing games on my iPad when I'm not out with Crosslinks and I'm currently at level 43 on candy crush! I am very patient, and I think before every move. I enjoy looking through photos and love re-watching videos of myself at karaoke. I enjoy swimming and splashing in the pool. I am very independent and have and use my own bank card.

In 5 years, I want to be a star. But I already know I am a Crosslinks Star.



Corey wearing his favourite band shirt







### YOUR STORIES

# Dlanon's Story

Hi, my name is Dlanon but most of you would know me by my nickname DJ. I come from a very big family, with nine children. I have four brothers and four sisters. I am very close to my sister Justine and brother Hamish and they help me out a lot. They are my favourites but don't tell anyone! As you can imagine for my parents bringing up nine of us was quite a handful and we often drove my parent's crazy by always getting into trouble!

When I was 24 years old, I took a brave step and moved out of home (or maybe my parents kicked me out). I lived by myself for about 20 years. There were both good and bad points about living on my own. Unfortunately, the bad points outweighed the good. I was broken into several times, I would have people knocking on my door in the middle of the night and even had my window smashed, this helped me make the decision to move in with Crosslinks.

In 2017, I took a massive step that made me feel extremely nervous and moved into a share house with three other men in Caversham. I had not lived with anyone for over 20 years and found it difficult having to share a house. I remember it like it was yesterday. Dave came to pick me up in the minivan. We had a good laugh as I had a lot more stuff than what they thought I had, but we squeezed it all in and set off on my new adventure. We unpacked and set up my new room. I was very excited when I met my new housemates Desmond, Phillip, and Chris (deceased).

Living with Crosslinks has offered me new experiences in life. I really enjoy pottering around the garden and I have just started a veggie garden. I enjoy helping around the house with chores like washing dishes, preparing dinners, hanging out washing, food shopping and cleaning the bird cage. One of the best achievements since moving in, is my weight loss journey. When I first moved in, I weighed about 140kg. With the right diet and lots of exercise I have managed to lose almost half my body weight.

One of my favourite things to do is art and craft. This year I have learned how to make jewellery and I am currently running a beading class at Crosslinks every Wednesday afternoon.

The most important thing in my life is my wonderful family. Some of the best memories I have is of time spent with them. Believe or not I am a party animal! I love a good party whether it be at one of my family's homes or at my house. I love helping to fire up the BBQ and burning a few snags, taste testing all the desserts and having a great long chat with everyone. I would be lost without my family and Crosslinks support. They have made me the person I am today. I am happy with my life and feel I am blessed with all these wonderful people around me.







### YOUR STORIES

# Jess' Story

Jess has been a part of Crosslinks for over 10 years. Jess lives with his Mum (Rose) and Dad (Mark) and their two dogs Charlie and Wallace. Jess is a fun loving natured man who has a great sense of humour. He has a passion for music and you often hear Jess humming along or singing his heart out, be it sitting around or during Karaoke. Jess is active and enjoys various sports especially Basketball, Footy and swimming, along with watching tv and video games.

Jess has a kind nature and is always willing to help out wherever he can. He really likes laughing with the guys, playing air guitar and dancing along to music. Jess loves his hip hop dancing and busting out breakdancing moves. Jess always has CD's on hand to play his favourite tunes in the car.

Jess attends the RAP program which is a community based social club. Jess enjoys various activities such as playing pool, walking, dinners, discos, mini golf, pizza nights, singing along, movies, karaoke and sculpture by the sea.

Jess really enjoys dressing up and attending the Discos run for RAP program. The Halloween Disco is one of his favourites. He really likes going out on RAP.

Jess also attends the Community Inclusion program and works two days a week but always stores his energy for a RAP night out.

Jess is a massive fan of AC/DC and he recently attended The Australian AC/DC Experience (AC/DC Tribute show) at the Grand Hotel in Midland. Jess explained how much he loved the concert and was able to attend the Karaoke program the following week and sing the songs again finishing the song like a Rockstar.

The RAP program is really important to Jess as he not only gets to see his friends he gets to engage in the community socialising at a variety of events.







### YOUR STORIES

# Connor's Story

Connor lives with his mother Lorena and father Anthony and younger brother Thomas.

Connor attends Burbridge school where he is supported in a small group.

Connor enjoys a lot of outdoor activities and is very active, he is especially interested in cricket.

Connor enjoys watching TV, playing at the park, swimming, horse riding and watching Monster Jam. Connor will give anything a go!

Connor is a very happy, talkative young man that engages well with positive praise.

Connor's other interests involve catching public transport, buses and trains on adventures in the community.

Connor has enjoyed his travels with his family to Queensland and Singapore.

Did someone say "ice-cream" yes please!!!! Connor loves ice cream and hamburgers.

Connor has enjoys attending the Youth program so that he can attend activities with other young people and have fun with a variety of different activities.

Connor's most recent outing with Youth Program was a trip to the movies and then a walk on the beach.







### YOUR STORIES

# *Luke's Story*

Luke has been a participant with Crosslinks' Support Coordination service since 2017. Luke has a passion for tinkering with cars and bikes. He has always dreamed of finding a career where he can use his passion every day.

Luke and his Support Coordinator engaged with a fantastic support team including a mentor and an Occupational Therapist. Luke led the way and everyone pitched in to make a massive step toward his goal.

Since then Luke has successfully completed his Certificate II in Automotive Services and is currently working to find a work placement. His Support Coordinator is assisting to find a placement that can provide him with the workplace support he requires.

After his work placement, Luke plans to engage with a disability employment service in the hopes of obtaining an apprenticeship or other role in a workshop setting.

Congratulations Luke and good luck with the job hunting!





# Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

## Profit or Loss and Other Comprehensive Income

	Note	2020 \$	2019 \$
Revenue	2	15,340,015	13,599,597
Employee benefits expense	3	- 11,974,422	- 10,819,077
Depreciation and amortisation expenses		- 495,934	- 297,832
Supplies and Services		- 1,196,160	- 1,417,414
Financial costs	3	- 18,199	-
Sundry expenses	3	- 16,726	- 20,373
<b>Net current year surplus</b>		<u>1,638,574</u>	<u>1,044,901</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Loss on revaluation of property	8	-88,123	-
<b>Total other comprehensive income for the year</b>		<u>-88,123</u>	<u>-</u>
<b>Total comprehensive income for the year</b>		<u>1,550,451</u>	<u>1,044,901</u>
Net current year surplus attributable to members of the entity		<u>1,638,574</u>	<u>1,044,901</u>
Total comprehensive income attributable to members of the entity		<u>1,550,451</u>	<u>1,044,901</u>

The accompanying notes form part of these financial statements



## Financial Position

	Note	2020 \$	2019 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	9,109,250	7,882,584
Accounts receivable and other debtors	6	1,078,027	417,627
Other current assets	7	42,684	51,224
<b>Total Current Assets</b>		<u>10,229,961</u>	<u>8,351,435</u>
<b>Non-Current Assets</b>			
Property Plant and Equipment	8	1,750,608	1,904,698
Right-of-use Assets	9	707,887	-
<b>Total Non-Current Assets</b>		<u>2,458,495</u>	<u>1,904,698</u>
<b>Total Assets</b>		<u>12,688,456</u>	<u>10,256,133</u>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts payable and other payables	10	421,158	304,842
Other liabilities	11	223,147	137,948
Lease liabilities	12	227,048	-
Employee provisions	13	1,248,795	1,268,717
<b>Total Current Liabilities</b>		<u>2,120,148</u>	<u>1,711,507</u>
<b>Non-Current Liabilities</b>			
Lease liabilities	12	508,185	-
Employee provisions	13	132,062	167,017
<b>Total Non-Current Liabilities</b>		<u>640,247</u>	<u>167,017</u>
<b>Total Liabilities</b>		<u>2,760,395</u>	<u>1,878,524</u>
<b>NET ASSETS</b>		<u>9,928,061</u>	<u>8,377,609</u>
<b>Equity</b>			
Reserve	14	471,526	559,648
Capital grants reserve		2,179,165	2,179,165
Retained surplus		7,277,370	5,638,796
<b>Total Equity</b>		<u>9,928,061</u>	<u>8,377,609</u>

**Note: This 2019/2020 Financial Report is an abridged version with the full report being available on our website: [www.crosslinks.org.au](http://www.crosslinks.org.au)**

*The accompanying notes form part of these financial statements*

## Changes in Equity

	Note	Retained Surplus \$	Capital Grants Reserve \$	Asset Revaluation Reserve \$	Total \$
Balance at 1 July 2018		4,593,895	2,179,165	559,649	7,332,708
<b>Comprehensive income</b>					
Net surplus for the year		1,044,901	-	-	1,044,901
Asset revaluation	14	-	-	-	-
Transfer to Capital Grants Reserve	4	-	-	-	-
Balance at 30 June 2019		<u>5,638,796</u>	<u>2,179,165</u>	<u>559,649</u>	<u>8,377,609</u>
Balance at 1 July 2019		5,638,796	2,179,165	559,649	8,377,609
Adjustments for change in accounting policy (note 1)		-	-	-	-
Balance at 1 July 2019 - restated		5,638,796	2,179,165	559,649	8,377,610
<b>Comprehensive income</b>					
Net surplus for the year		1,638,574	-	-	1,638,574
Other comprehensive income for the year:					
Asset revaluation	8,14	-	-	- 88,123	- 88,123
Transfer to Capital Grants Reserve		-	-	-	-
Balance at 30 June 2020		<u>7,277,370</u>	<u>2,179,165</u>	<u>471,526</u>	<u>9,928,061</u>

For a description of each reserve, refer to Note 14

The accompanying notes form part of these financial statements

## Cash Flows

	Note	2020 \$	2019 \$
<b>Cash Flows from Operating Activities</b>			
Contributions (members) received		1,378,119	1,388,493
Grants (state) operating received		12,126,357	12,231,793
JobKeeper, ATO CFB & Other Grants		1,155,363	-
Donations received		100	682
Payments to suppliers and employees		- 13,119,159	- 11,803,253
Interest and other finance costs paid		-18,199	-
Interest (unrestricted) received		106,704	133,660
<b>Net cash generated from operating activities</b>		<u>1,629,285</u>	<u>1,951,375</u>
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		-	8,783
Purchase of property, plant and equipment		-204,434	- 68,382
<b>Net cash used in investing activities</b>		<u>- 204,343</u>	<u>- 59,599</u>
<b>Cash Flows from Financing Activities</b>			
Net increase in cash held		1,424,851	1,891,776
Repayment of lease liabilities		-198,185	-
Cash and cash equivalents at beginning of financial year		7,882,584	5,990,808
<b>Cash and cash equivalents at end of financial year</b>	5	<u><u>9,109,250</u></u>	<u><u>7,882,584</u></u>

*The accompanying notes form part of these financial statements*



# Auditor Opinion

## Independent Auditor's Report to the Members of Crosslinks Incorporated

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Crosslinks Incorporated (the association), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and Responsible Person's declaration.

In our opinion the financial report of Crosslinks Incorporated has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- a) giving a true and fair view of the association's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards – Reduced Disclosure Regime and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

#### Basis for Opinion

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

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

#### Other Information

The members of the Board are responsible for the other information. The other information comprises the information included in the association's annual report for the year ended 30 June 2020, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the Board and Those Charged with Governance for the Financial Report

The members of the Board are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Regime and the ACNC Act and for such internal control as the Board determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

The Board are responsible for overseeing the association's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of these financial statements is located at the Auditing and Assurance Standards Board website at:

[http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our independent auditor's report.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

*William Buck*

**William Buck Audit (WA) Pty Ltd**

ABN: 67 125 012 124

*CM*

**Conley Manifs**  
Director

Dated this 11th day of September, 2020

 **William Buck**



**Crosslinks**  
INCORPORATED

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*Our thanks to you*

We express our sincere thanks for your support.

