



Crosslinks

INCORPORATED



ANNUAL REPORT

2016-2017



*Supporting
Your Life - Your Way
since 1996*

Supporting
Your Life - Your Way
since 1996



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A brief history of who we are...

This year Crosslinks Inc. celebrates 21 years. Crosslinks Inc. was set up 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 Vision, "People of all abilities connecting to their community, realising their potential" has enabled us to provide flexible, innovative, personalised options for 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 160 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 been gradually growing and now supports 41 individuals.

Crosslinks Inc. operates as an incorporated body under the guidance of a Board of Directors. The Board members are volunteers drawn from our local community who have a broad range of experiences and knowledge to oversee the strategic direction of the organisation. The Board meets on a monthly basis or more regularly if the need arises for specific areas of discussion.

An Annual General Meeting (AGM) is conducted in October each year, where the financial statements of the organisation are presented and the Chairperson of the Board along with the CEO table their annual reports. New Board members are elected at this meeting and the Board also selects its Chairperson and Treasurer for the forthcoming year. All employees, families and participants of Crosslinks Inc. programs are encouraged and supported to attend the AGM as well as general members of the community and representation from the funding bodies and organisations who partner with us on our journey.

▽ Crosslinks Inc. 6 Cale Street Midland



Our Vision

People of all abilities connecting to their community, realising their potential.

Our Mission

To provide flexible, innovative and personalised options to individuals.

Our Values

Equality & Inclusion: That all people have the right to be treated fairly and have equal opportunity to be involved in society.

Dignity & Respect: That all people are seen and treated as valuable and important members of society.

Empowerment: To recognise every individual's freedom to make choices and their moral and legal authority to control their life.

Integrity: To be honest, ethical and open in all that we do.

Customer Charter

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



Board Member Profiles



Vicki Caudwell

CHAIR OF THE BOARD

I joined the Board of Crosslinks Inc. 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 Inc. and want to help it maintain the great service philosophies and standards it has established for its participants over the past twenty 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 Inc. services. For both these reasons I want to support Crosslinks Inc. to continue to be an ethical, effective and accountable service. Matt has a lot of fun and learns a great deal on his Crosslinks Inc. outings and I want this to continue.

I live in the hills with my son and husband and we enjoy "the good life". I'm also a fledgling quilter and a very keen cook. In my spare time I dabble in the garden and live in 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 Inc. was adopted, I have been part of the enmeshed fabric of Crosslinks Inc. 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 members and in particular foundation members Doug Carpenter AM, Norma Josephs, Jan Whittome and Paul Rajan I don't think we would have seen Crosslinks Inc. advance as it has over the last 21 years. With Denise Michelsen commencing in 1997 I have witnessed the Crosslinks Inc. 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 members 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 Director Business Management with the Department of Sport and Recreation and I am a fellow of the Australian Society of CPAs. I have remained on the Board of Crosslinks Inc. 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 Kitchin

MEMBER OF THE BOARD

Unlike most of the Board members I have no background in the disability sector so bring a different view to the Board. I do have nineteen years in local government and not-for profit organisation management, specifically in the recreation industry with a Bachelor of Social Science from Edith Cowan University.

I welcome the opportunity to use my broad range of skills and experience to assist Crosslinks Inc. remain sustainable and to continue to achieve its Vision. Whilst this will be challenging in these changing times with the NDIS it is also an exciting time to be involved in this sector. My experience so far with Crosslinks Inc. has given me a deep appreciation of how our wonderful staff seek to improve the quality of life of our participants and their families and I am proud to be part of this great organisation.

My second full year on the Board has been a rewarding one for me personally. The highlights were the excellent working relationships within the board and with the executive team in addition to seeing Crosslink Inc's plans come to life.

I would like to thank Vicki the Chair of our Board for her leadership, commitment and the many hours she puts into Crosslinks Inc. . I would also like to recognise Denise, our fearless CEO, and all her staff for the mountain of work they have done in the past year. Implementing a new strategic plan, rolling out a new operational structure, adopting new reporting standards, successfully dealing with the 'challenging'

NDIS and all the while to be providing an excellent level of service is a truly amazing feat.

The next year is set to be as big a challenge as the last. I am confident that Crosslinks Inc. will continue to flourish and continue do what it does best - meeting its Vision to connect people of all abilities to their community, realising their potential.

In my other life I work full time at the Shire of Mundaring and I have a 10 year old son, 8 year old daughter, 5 year old son and a 3 year old daughter so life certainly doesn't stand still.

*Your Life,
Your Way*

Board Member Profiles



Christine Grace

MEMBER OF THE BOARD

My association with Crosslinks Inc. 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 Inc. CEO 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 Inc. Board in about 2008/2009 and after a number of years as the Board Chair I am now happy to remain as an active member.

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 working across two areas, Family and Domestic Violence Outreach and Disability Advocacy for people from a CALD (Culturally and Linguistically Diverse) background in the South Metropolitan Region. 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 Inc. For this reason I am happy to be a Board member actively participating in the development and future direction of Crosslinks Inc.



Rosie Davis

MEMBER OF THE BOARD

I have just completed my first year as a member of the Crosslinks Inc. Board and 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 originally from the UK and am a qualified accountant and Registered Company Auditor at MGI Parkinson. Through my experience in Australia over the past 6 years, I have developed a passion for working with Not-for-profit organisations. I hope to continue to bring my knowledge and experience to the benefit of Crosslinks Inc. especially within the current changes involving the NDIS and the real challenges it brings.

The Staff and Board members are a wonderful group of people who have been so welcoming to me and I look forward to working with them in the coming year.

My outside interests include playing softball; all things 'crafty', including painting, drawing and sewing; as well as spending time with my husband and our brand new little girl (our first child), at the beach or exploring all the cafes and restaurants Perth has to offer.



Kaye Donec

MEMBER 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 member of the Board 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 more than 30 years. My interests are my family, reading and gardening, with a love of Australian native plants.



Denise Michelsen

CHIEF EXECUTIVE OFFICER

I commenced working in the disability sector in 1977 for the Disability Services Commission. Over the following 20 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 CEO for Crosslinks Inc. and have had the honour of continuing in this role at the current time.

For me, it is a privilege 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. A key focus for the future is to continue the great work being delivered now while working towards an improved person centred and individualised service that is not dictated by group size but by individual choice.

I am looking forward to continuing what I call my 'journey of a lifetime' leading Crosslinks Inc. into the changing environment of 2018 and how we can continue to provide better services and support to people with disAbility.

Retiring Board Members



Margo McAdam

MEMBER OF THE BOARD

I've had a connection with Crosslinks Inc. on many levels for the past 21 years. Initially as a parent whose son Matthew has been a recipient of services with Crosslinks Inc. for 19 of his 40 years.

I felt, as a parent it was important to join the Board as it gave me the opportunity to not only contribute, but also to give me insight as to how the organisation functions and how it meets its values.

Now, after many years as a Board member I have made the decision to stand down as I feel there needs to be a generational change.

I have enjoyed my journey on the Board and the learning curve I have been on with a supportive and amazing group of people.

I continue as facilitator of the Hills Peer to Peer Network. This group and what it represents in the way of support and connectedness between parents with the sharing of knowledge, information and skills is a great passion of mine, especially in this time of enormous change. I feel that striving to make a better life for Matthew provides me with experience and knowledge that I can share with others.

I continue as an active volunteer with Crosslinks Inc. assisting where I can with many events throughout the year all of which provide opportunities to participants and their families.

I wish the Crosslinks Inc. Board all the very best for the future as they respond to the changes and challenges that the NDIS has brought. I would also like to acknowledge the amazing amount of work they do each year that flows down to a better life for the participants they support.



Wendy Stone

MEMBER OF THE BOARD

After a third term on the Board and having had the honour of the position of Chairperson for a short time, I have had to make the very difficult decision to stand down for at least this coming year. This was not an easy decision to make as I can see the work the Board is undertaking is currently fast moving with the changes in the disability sector and the greater number of Board members means being able to spread the load a little better. But, unfortunately work commitments meant the decision had to be made. I continue to be committed and honoured to support Crosslinks Inc. as much as I can and I look forward to being able to offer my services as a Board member again sometime in the future.

The Crosslinks Inc. Board is a group of wonderful people who possess a range of diverse skills and backgrounds and give their time voluntarily. All members have the same commitment to support Crosslinks Inc. as it continues to be a leader in assisting people of all abilities achieve and realise their potential through individualised programs for people of all abilities. The Board are focused on making sure that all participants' needs are met via appropriate and updated processes and policies that support 'Your Life, Your Way'.

The personalisation that Crosslinks Inc. brings to the participants is what I feel sets them apart from other service providers.

Crosslinks Inc. has been a part of my life for over 14 years, as I have a family member who is a participant and during this time I have seen Crosslinks Inc. grow and develop to the organisation it is today.

Around my full time work I try to find time for my hobbies and other involvements such as hockey, cricket, and motorcycles, and I love cooking and spending time with my wonderful family. I am very proud to see my three grown sons keen to be involved with Crosslinks in a voluntary capacity whenever there is an opportunity.

Chairperson's Report

I am starting the Chairperson's report this year with a special acknowledgement and thank you to all the Crosslinks Inc. staff, from those who directly support the participants through to those who work in more administrative areas and those who have management responsibilities. They have maintained a high level of service provision and commitment to helping participants learn and develop so that they can enjoy a good quality of life. Their efforts have been particularly impressive as they have undertaken these responsibilities and duties within the context of organisational change and changing funding structures and demands.



Vicki Caudwell
CHAIR OF THE BOARD

I would also like to thank the Crosslinks Inc. Board and Denise Michelsen, Crosslinks Inc. Chief Executive Officer. They have worked diligently and at times very hard to support and guide Crosslinks Inc. to develop and to address the current challenges that have emerged in relation to changes in how the disability sector is funded and functions.

The third group I would like to thank is the small but growing number of volunteers who have done much over the past twelve months to help organise special events for participants. In particular, thank you to Lee Roberts, Cherylynn Hunt, Margo and Austin McAdam and Russell Small for the many hours of work they have volunteered. Thanks also to Stephen Davis who has given many hours advising the CEO and the Board about Crosslinks Inc. infrastructure developments and to Lynne Porritt who does an excellent job with the Newslink.

It has been another very busy year for Crosslinks Inc. During the first half of the year Crosslinks Inc. completed its 20th year celebrations with a Giant Morning Tea for participants and their families, a "thank you" cocktail party for staff and a dinner for carers. I attended all these events and from my observations it appeared that everyone thoroughly enjoyed these celebrations.

Other achievements included:

- The implementation of the organisational restructure and the subsequent review of its impact to ensure any issues that arose during the restructure could be quickly addressed.
- Crosslinks Inc. has again grown its service delivery this year, with an increase in the number of participants supported in Community Inclusion Services growing by 30, and the number of participants supported in Community Living Services expanding by 14. The number of group homes that Crosslinks Inc. now manages has also grown to meet this need.
- The review of the Crosslinks Inc. Strategic Plan to gauge its progress and also to adjust it in light of the review's findings and any changing circumstances. This review led to a slight modification of the plan to be implemented during the second half of the life of this strategic plan.
- The development and implementation of the Board endorsed formal risk management system that is in line with contemporary best practice.

All the policies and procedures (currently totaling 71) relating to service

delivery and human resources have been revised and implemented following the Board's endorsement.

As well, a group of parents have been holding coffee mornings with the long term plan being to develop a family and participant reference group. The Board is particularly pleased about this development as it is keen to have more direct input from participants and families about how to improve services and to help plan future services.

Some of the challenges Crosslinks Inc. has been managing include:

- Adjusting to the new funding model that has resulted in the need to reduce Crosslinks Inc. vehicle fleet.
- Undertaking a major restructure whilst ensuring participant services continue to operate at a high level.
- Operating in a funding climate where it is not clear who will be the long term funder of disability services in Western Australia.

I would also like to take this opportunity to thank two retiring Board members and wish them the best in their future endeavours.

Margo McAdam has been a member of the Board for many years and has been involved in Crosslinks Inc. since its inception. She provided an invaluable parent's perspective and will be greatly missed. Luckily Margo is still a passionate supporter of Crosslinks Inc. and has taken on another role with her participation in, and encouragement of, the parents coffee mornings.

Wendy Stone joined the Board in 2013 and became the Chair of the Board in 2014. Wendy brought an important mix of organisational and family experience to her role on the Board. Her input was always considered, balanced and informed. Like Margo, we are going to miss her input very much and we look forward to when she is able to rejoin the Board.

The coming year will bring the implementation of the second phase of the current strategic plan, the development of Crosslinks Inc. next three year strategic plan and the consolidation of the organisational restructure. In particular the Board will be seeking input from families, participants, staff and the wider community during the development of the next strategic plan.

I look forward to working with the Board and Crosslinks Inc. staff on these projects so Crosslinks Inc. participants continue to thrive and develop with our support.

May the coming year be a good one for Crosslinks Inc. participants, their families and supporters and for all those who help to deliver Crosslinks Inc. services.

Vicki Caudwell

[Chair of the Board, Crosslinks Inc.](#)

Treasurer's Report

It is my pleasure to present the audited Crosslinks Inc. 2016/17 Annual Financial Statements. The financial statements have been audited by William Buck WA (registered auditors).

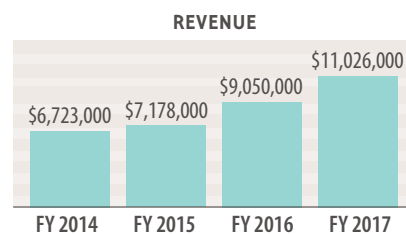


Alex Watt
BOARD TREASURER

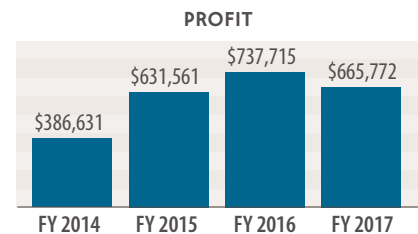
The statements are contained in pages 38 to 43 of the 2016/17 Crosslinks Inc. Annual Report.

After due examination of the accounts and Crosslinks compliance and control procedures, the auditors are of the opinion that the financial report gives a true and fair view of the Crosslinks Incorporated's financial position as at 30 June 2017 and of its performance for the year ended on that date; and complying with Australian Accounting Standards – Reduced Disclosure Regime.

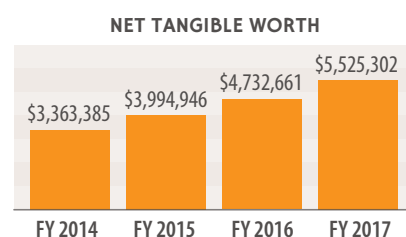
The following is presented in accordance with the Associations Incorporation Act 2015 (WA).



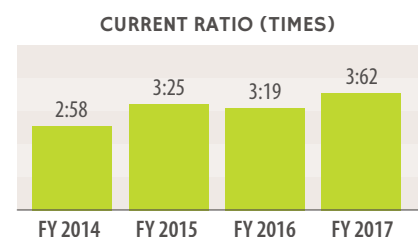
Crosslinks Inc. revenue continues to grow, reflecting both the growth in options and funding.



The 2017 amount includes Government Funding for capital purchases.



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



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

When comparing 2016-17 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 @ 7% return on assets, down from prior years.
3. Levels of equity relative to profit are healthy.
4. Total debt is stable as a proportion of assets, noting that Crosslinks is actively exploring new administrative accommodation options that may impact debt as a proportion of assets in the 2017-18 financial period
5. Noting 4 above, 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 team for their exceptional work in maintaining the financial systems and processes.

I commend the financial statements and auditors opinion.

Alex Watt
Treasurer, Crosslinks Inc.

Chief Executive Officer's Report

There is no doubt, over the last 3 years the opportunities and challenges presented by significant policy reforms, such as the introduction of the National Disability Insurance Scheme (NDIS), have led Crosslinks Inc. into making important changes ensuring we meet the needs of the individuals we support. We are proud of the services we deliver, but are always aware there is room for improvement. This year we have focussed on our commitment to deliver best outcomes for individuals with disability that engage us as their preferred service provider.



Denise Michelsen
CHIEF EXECUTIVE OFFICER

With Crosslinks Inc, working as a team we have embarked on and completed some significant projects over the past twelve months.

Organisational Restructure

Phase one of the restructure was the introduction of Team Leaders into both our Community Inclusion and Community Living programs that commenced from 1st July 2016. These new positions were introduced to provide a closer working relationship between participants, their families or advocates and the Support Worker team to ensure all supports and outcomes were achieved. While the ideas behind the introduction were sound, in practice it's proved to be a little more challenging than we had anticipated. The newly appointed Team Leaders demonstrated their dedication to making sure the new structure could work and this is to be commended.

In March we commenced the evaluation of the restructure to date. We re-engaged consultant Sue McDiarmid to survey participants, their families / advocates and the Crosslinks Inc. employee's to gain insight into how we were progressing and make recommendations as to how we may better meet participant's outcomes in the future. This work is ongoing to make sure we deliver the best service possible.

Community Participation Transport

One of our greatest challenges this year has been to transition our Support Workers away from organisation fleet vehicles to using their own vehicles and claiming a kilometre allowance. This allowance covers fuel and wear / tear on their vehicle. The NDIS funding does not cover the organisations motor vehicle fleet and going forward will not fund the replacement of our Modified Vehicles. This was, and still is of primary concern as it affects everything we do. Crosslinks Inc. Board made a decision to redirect any excess financial resources to fund the Modified Vehicle fleet as a priority. This decision was not taken lightly as the changes would have serious consequences for all involved. This is a change in the way that we had been delivering supports for the past 20 years.

Participants currently receive transport funding within their NDIS plan or through their Mobility Assistance with Centrelink. However, this does not cover the actual costs that are being incurred by Crosslinks Inc. to provide the service. Crosslinks Inc. has had to increase the cost of transport to participants in an attempt to reimburse the Support Workers but even with this increase in

fees the true cost for Crosslinks Inc. is not being met. We all need to recognise that how we used to deliver services cannot continue in the new NDIS funding structure so we have to find new ways to reduce the travel as much as possible but still deliver the outcomes required. As you can understand, a lot more work is to be done over the next twelve months.

Organisational Relocation

The Board has had several in-depth discussions on relocating Crosslinks Inc. main office to an alternative location within Midland. The introduction of the NDIS has seen a change in how support services are marketed. It is now more important than ever for Organisations, Service Providers to be highly visible and commercially viable so individuals and families know about what Services can offer and have easier access to the service supports of their choice. With this in mind we have commenced the search for an appropriate location. We are wanting to stay within the main business district of Midland area as it allows for easy access to public transport and many other community facilities. So keep your eyes on the Crosslinks Inc. monthly Newslink for progress updates.

Service Growth

Community Living welcomed 14 new participants who were previously supported by the Disability Services Commission in 3 Group Homes. They have also welcomed 2 new participants who have been living at home with their families and have now decided to gain independence and move into a home of their own sharing with new friends. Crosslinks looks forward to assisting each participant on their journey to meet their outcomes of living a more independent and fulfilled life.

Community Inclusion and our RAP Program have also grown this year, we have welcomed 30 new participants, offering an individualised support program that enables each person the opportunity to meet their chosen outcomes. The Community Inclusion Team have worked extremely hard to provide a person centred services that's meaningful to each participant.

CRM (Client Record Management)

As reported last year this project is ongoing. It is

actually getting very exciting to see how far the project has progressed. We are currently working on simplifying the data entry process to make it easier for all of the employees to record the information required for compliance purposes.

Review Strategic & Operational Plan

Another very important project this year has been the reviewing of our current Strategic Plan. We are currently 18 months into a 36 month Strategic Plan and need to keep reviewing so we can be better prepared to meet the demands required to implement the full roll out of National Disability Insurance Scheme.

Finally I would like to thank the following:

- Vicki Caudwell who has taken up the role of the Chair Person when Wendy Stone had to step down due to her new demanding role at NDIS. Vicki you have given us an amazing amount of your time and expertise. We appreciate everything you do.
- Wendy Stone for your contribution and good luck with your new work venture. Hopefully we will have the opportunity to welcome you back on our Board should your work commitments ever ease up.
- Margo McAdam for all you have done for Crosslinks Inc. and of course you are still doing whilst contributing to the Reference Group.
- Alex, Kaye, Christine, Kirk and Rosie for the time you have given serving on the Crosslinks Inc. Board this year. It has been an extremely busy year and I look forward to working with you over the next year.
- The volunteers who have assisted us again this year with participant, family and staff functions. Without your assistance these functions would not have been so successful.
- Lynne Porritt, our volunteer who has continued for another year supporting individuals to work on the computer and maintain contact with their family through emails and the work done on the Crosslinks Newslink. Thank You.
- To the Management Team, Marina Malham, David Dougherty and Simone Kaufmann, thank you for all that you have done to ensure we continue to deliver quality services.
- Leadership Team, Erin, Chelle, Robyn, Zoe, Katie, Karen, Victor, Mark, Karly and Karel from

Community Inclusion and Monika, Alexei, Pauline, Deb, Angeline, Kayleigh, Dale, Tyron, Rebecca and Susan from Community Living, for ensuring that service delivery is about choice, quality of life and enjoyment for every individual that we support.

- Administration Team lead by Simone Kaufmann who joined us this year after David Legge retired. Simone, Michelle, Rayston, Katrina, Jaime and Sharna you have all done an amazing job again this year.
- Special mention of thanks to Steve Davis for the many hours volunteered whilst working on the Crosslinks Relocation Project. Your assistance and attention to detail helped us to ensure all due diligence was covered.
- Joanne Garland my Executive Assistant for not only keeping me organised but for all of the assistance that you offer to the Management Team. Joanne also assists with all of the Organisations recruitment ensuring that the candidates meet all of the pre-employment requirements and the setting up of interview and induction schedules. Joanne your contribution is very much appreciated and I extend a very big thank you from all of us.
- Helen Hewett our Compliance Officer for ensuring that our systems meet all of the reporting requirements.
- Elizabeth Small our Business Development Officer for ensuring that our communication methods & publications are constantly reviewed and updated.
- To all of our Support Workers we know it has been another difficult year of constant changes but without your support, the participants would not have been able to participate in activities of their choice and achieve the outcomes they have.
- Finally, to all of the participants of Crosslinks Inc. and their families, thank you for allowing Crosslinks Inc. to continue supporting you to live your life your way.

Denise Michelsen

Chief Executive Officer, Crosslinks Inc.

Business Development Officer's Report

This year's report celebrates a number of planned 20th Anniversary events that took us through to the end of December. After the excitement of the Crosslinks Inc. participant 20th Anniversary Ball in May 2016 we followed up with these events...



Elizabeth Small
**BUSINESS DEVELOPMENT
OFFICER**

Parent/Carer dinner at the beautiful Riverbank Estate Winery in Caversham

This event saw a number of parents/carers being treated to a beautiful sit down meal where they could catch up with and chat to others who are sharing a familiar journey. The evening was supported by Michelle Roberts MLA for the Swan Region and guest speakers such as Yvonne Parnell, CEO of the Future Planning Trust speaking on families preparing for the future of their child with disability. Wendy Stone spoke of her personal journey in transitioning her brother from her home to a supported community living option and the emotional strain it placed on her. We also heard from Carers WA on what they could offer in the way of support to Parents/Carers.



Kim & Steve



Jan, Denise, Mary Ann & Ian



*Yvonne Parnell
Future Planning Trust*



Doreen (Grandmother)



Michelle Roberts MLA



Lisa



Staff enjoying the Cocktail Party

Staff Cocktail Party – Upper Reach Winery and Vineyard

The 20th anniversary was a time to celebrate and show appreciation to our Staff with a Cocktail Party that provided the opportunity for the CEO and Board members to say 'thank you' and for staff to meet, mingle and let their hair down in a non-work environment.



CEO & Board kicking up their heels





CEO Denise & Treasurer Alex

20th Anniversary AGM and Awards Night

The AGM had 108 guests in attendance this year with Individuals, families, staff and community members that provided a wonderful platform for the Board to extend a sincere congratulations to the CEO – Denise Michelsen for her 20 years of commitment in guiding Crosslinks Inc. to what it is today. Congratulations also went to Alex Watt our Board Treasurer who has been with Crosslinks Inc. since its inception in 1995 so a year prior to our current CEO. As the AGM recognised the achievements of the CEO, Organisation and the Board we also recognised our Support Workers and in particular those who have been with the organisation for 10 years or more, this is a great achievement.



Chad, Rosemary & Danesha



AGM



Austin & Matthew



David & Denise



Zoe, Katrina & Robyn



Hayden & Dad Steve

James, Cherylynn
& Family

Matthew

Maureen & Joanne

20th Anniversary Giant Morning Tea

The Crosslinks Inc. Giant Morning Tea was both in recognition of International Day of People with Disability and a farewell to our 20th year of celebrations. The event included 'Add Another Dabble' a community creative art experience, badge making, Akwaaba Rhythms of Africa Drumming, Jewellery selling, Christmas hamper raffles and a much enjoyed giant morning tea.

The focus of this event was to bring people together and it certainly did that with all ages and abilities mingling, chatting and just having fun.

Brochures and Handbooks

We continue to update information that is made available to interested parties and to give out at festivals and expos throughout the year. This includes an updated organisational brochure, the Community Inclusion Welcome Handbook that was developed using frequently asked questions from new individuals coming to Crosslinks Inc. We have tried to answer the questions that will make the individuals Community Inclusion time with us the best it can be. Sometimes clarification around a simple question can save any escalation in stress both for an individual and their family.

We have also designed an information booklet called 'My House – My Home' your choice in Crosslinks Inc. Community Living.

This handbook links in again with the frequently asked questions by families when they start down the road to transitioning their family member with disability to the best living option they can have. Moving out of home is daunting for anyone but when there is disability involved it means far greater research and trust. This handbook will alleviate much of the stress by answering many questions.



Add a Dabble Art



Matthew McAdam & Family



We launched on Facebook

This has proven to be a wonderful communication tool in the ability for Crosslinks Inc. to share as day to day life happens. Photographs of what participants are doing as they enjoy their day. Other than individual program news it gives us a platform for the sharing of information and a greater connectedness with our families and community.



We're on Facebook

Disability Support Worker Awards Dinner

"As We Are" Art Exhibition

for people who live with an intellectual disability



Disability Support Worker Award
Nominee Tim Paltridge



Matthew on the left supporting
James with his exhibition piece

Parent/Carer Coffee, Tea or Other Monthly Catch Up's.

These catch up's have been most beneficial and informative in an informal and fun way with laughter and amazing story sharing. Friendships have developed and the support for each other grows as people become more familiar. There is so much experience and knowledge in this group. It is hoped that it will evolve into a Parent/Carer Advisory Group for Crosslinks Inc. in 2018.

Looking forward:

- We will provide an opportunity for Carers to catch up during Carers week in October.
- We will establish a Parent Carer Reference Group in early 2018.
- We will support a team in the HBF Run for a reason or similar event.
- We will support a young man to achieve his goal to attend the National Bowling competition in Adelaide in April 2018.
- We will recognise a number of significant ability awareness days during the year including International Day of People with Disability.
- We will provide a number of opportunities for Crosslinks Inc. participants to catch up on a friendship basis.
- We will ensure Crosslinks Inc. is seen as a provider of quality services and is recognised as a service provider of choice for employment.

Nothing can be achieved without the support and assistance of others with a similar mindset so I would like to make a special mention of thanks to our community volunteers Lee Roberts, Cherylynn Hunt, Margo and Austin McAdam. They are there at every event making sure everything is how it should be.

Elizabeth Small

Business Development Officer, Crosslinks Inc.



Volunteers: Lee Roberts, Austin McAdam, Cherylynn Hunt & Margo McAdam.



Monthly Catch Up's Group



Community Living



David Dougherty
COMMUNITY LIVING MANAGER



Pauline Rayner
AREA SUPERVISOR



Alexei Porter
AREA SUPERVISOR

My House, My Home

In the past twelve months we have said a sincere thank you and wished good luck to Area Supervisor Elizabeth Harrison who had been with Crosslinks Inc. for seven years but felt it was time to follow her dreams in another direction. At the same time and due to growth and the organisational restructure we welcomed Pauline Rayner and Alexei Porter to the positions of Area Supervisors with each having responsibility for the development, staffing and smooth running of a number of community living homes. The structure has also enabled the placement of Team Leaders in every home to ensure that the needs of individuals, families and advocates can be met in an effective, more personal and timely manner.

In last year's report there were a number of points we said we were looking forward to in this coming twelve months and I think we have clearly met these and more.

In brief they were to:

- Embrace the Organisational restructure
- Support the concept of change with the introduction of Team Leaders
- Introduce a mentor program
- Identify and support growth in participant life skills
- Work through the change and challenges the NDIS presents.

Another change due to the outcome of the organisational restructure has seen the management responsibility for the RAP (Recreate & Participate) Community Social Clubs move to the Community Inclusion program.

There has been significant development in our Community Living options from supporting three established homes in Ashfield, Bassendean and Ellenbrook accommodating 16 participants, to homes in Rivervale and Bassendean supporting another 14 participants. This growth is due to Crosslinks Inc's successful tender for Community Living homes transitioning from the Disability Services Commission.



Friendly game of Cricket in the ▽ backyard at Castlefern house

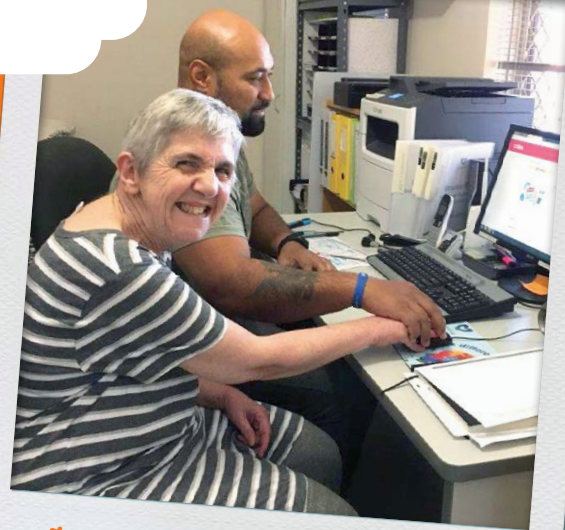
This has also enabled Crosslinks Inc. to grow our staff by inducting, training and employing a number of new Support Workers. Employing new staff is always very positive as it provides opportunities for the sharing of new ideas and interests that can be offered to the house participants.

In the coming twelve months Crosslinks Inc. are continuing to tender for a further number of homes transitioning from the Disability Services Commission and believe we will be successful in our efforts.

With the introduction of the NDIS trial sites Crosslinks Inc. has been fortunate to be amongst some of the first Community Living Homes to transition to the new NDIS pricing and funding. NDIS will be expanding in 2017 and the majority of Crosslinks Inc. Community Living homes will be transitioning from Disability Services Commission funding to NDIS funding.

This transition is not without its challenges. Crosslinks Inc is being proactive in developing systems that will not only manage the support needs of individuals but also meet the increased demands from the NDIS

while at the same time maintain a quality service to the people we support. Crosslinks Inc. Community Living program is embracing the challenges and will continue to develop and adapt with the NDIS to make sure the individuals, their family and advocates have support along their journey towards independence, inclusion and empowerment with dignity and respect.



Deidre doing computer with
Livaliva at Colstoun house



Community Living

Participants

It has been gratifying to see new people, not only transitioning into our Crosslinks Inc. Community Living program through transition from the Disability Services Commission but to also transitioning from the family home to sharing a home with other young people who they are forming friendships with.

When providing opportunities for participants to transition from the family home to a shared home, Crosslinks Inc. takes the time required to make it a positive experience with time designated by the needs of the participant and their family and the pace they need to make this life change. We will actively focus on identifying people who are compatible. We want this to be a positive experience for everyone concerned and we will do what it takes to make this happen.

Family and individual satisfaction can be seen in the testimonials provided in the report.

Staffing

With the implementation of the restructure there has been significant change for our Support Workers. Developing the Team Leader positions at each home has given many of our Support Workers the opportunity to show their skills and willingness to step up to the challenge in applying for these positions.

Looking forward - Future growth

Growth in the last twelve months has been exciting and Crosslinks Inc. looks forward to this continuing into the future. Following requests from families, the Crosslinks Inc. Community Living Program will provide an information evening. This evening will showcase the choices for individuals and families when starting to investigate a transition to a supported Independent Living model. Families who are considering this transition will be provided with information to assist them identify what supported independent living could mean for their family member.

Growth in the Community Living program will result in greater opportunities for the Crosslinks Inc. participants to develop new friendships within the Crosslinks Inc. "family" and the community. The Crosslinks Inc. Community Living Program will continue to grow as a result of the commitment from its team to work closely with families and the local community to provide a service that best supports individual hopes and dreams.

Thank you to the Area Supervisors, Team Leaders and the Community Living Support Workers for your continued commitment to making the lives of the participants we support the best they can be on a daily basis, living their life their way with your support.

David Dougherty

Community Living Manager, Crosslinks Inc.



△ It's a family open day at Moojebing House



MIKYLA'S STORY

Time to Grow

As the parents of Mikyla (born with Cri-du-chat Syndrome) we had always imagined her having a life away from us – her family. We thought at about age 25 it would be time, but I (as her parent) was not ready to let go. The thought of letting her go to someone else's care was momentous. Someone else would be making decisions for her, would they let her grow without taking over? I then met David Dougherty the Community Living Manager at Crosslinks Inc. and he showed us the pathway to a transition that would work for our daughter and for us. He stressed that Crosslinks Inc. was there to support, encourage and advise. He said the home was not the Support Workers home but the home of the individuals.

It was not easy as my son was protective of his sister and thought I was 'just getting rid of her!' Her sister was angry and said, "It's my job to look after her," and her dad became a little emotionally withdrawn. He was caught in the conflict of wanting to protect his little girl, so vulnerable, and yet also knowing he needed to let go. Mikyla needed her own life and to make new friends.

It has now been a year since planning began with David. He organised a very positive transition for Mikyla to move into a Crosslinks Inc. supported home, where she has developed friendships and does things other girls do. I can say Mikyla's life skills have increased greatly in this time. She is more independent, involved in cooking, taking responsibility in sharing house

caring tasks and in her own personal care needs. Crosslinks Inc. provide full support in leading Mikyla towards a more independent life. They don't 'do' for her, they teach her how to 'do'. We still see Mikyla whenever we want to or whenever she wants to see us. We have great mother-daughter days and family outings and when we say goodbye she goes to her house and we go to ours. This is the normality we wanted for her, to grow as a person in her own right with friends. We will always be strong advocates for a child with disability having the opportunity to live their life their way and I am so glad we did not deny this to Mikyla.

Mikyla's sister and brother now understand and support her independence and instead of being carers they are keen advocates for their sisters' wellbeing and for her to have the same opportunities as they have in living their own lives.

The last year has seen me on a rollercoaster of emotions. Suddenly finding out who I am outside the years of being a Mum and in the caring role. Trying to find out what a new 'normal' life is for Graham and I, accepting and not feeling guilty about us as parents having the right to have a life as a couple. For me, I'm also working towards my dreams, dreams I didn't know I had as life as I knew it was always about Mikyla.

Most importantly Mikyla has our ongoing, unconditional love and support in her life.

- Belinda Harrison

▽ Mikyla making her entrance to the 20th Anniversary Ball



▽ Jake making himself a cup of tea



JAKES'S STORY

A life of my own

I'd like to share with you a little bit about my brother Jake. Jake has lived with us for 18 years. He came to live with my family when my Mum died and has been brought up with our own children. Jake has limited speech, he calls me Mum and I love him as my own.

I know I'm not telling you anything you don't already know when I say - as parents and carers - we would pretty much move heaven and earth for the people we love and care for, to ensure they have a good and happy life.

I thought Jake had a good happy life with us... in fact, I know he did. Then something happened that made me sit up and think about endless possibilities!

My work life changed and I no longer had the

flexibility I once had. I needed to work (because I couldn't pick the right lotto numbers) and our other children were getting older and doing their own things.

Our family life had always centred on Jake's care, wellbeing and happiness. Then suddenly I felt at risk of not being able to provide for all of my family (including Jake) in the ways they needed me.

Around this time Jake was accepted into the NDIS scheme and we were able to obtain funding for him. During the planning part of the NDIS for Jake, I was asked some questions I'm sure a lot of us would answer in the following way. The questions were; "What does Jake like to do? What do you need for Jake? And how we can help?" My immediate response



Community Living

was, "We're pretty ok! We get by and help each other out and most importantly Jake is happy and loved."

As a parent or carer I'm sure you would agree this is likely a standard response if you're not used to funding or know what's available to assist you. Plus, having a family member with a disability is a normal day-to-day life for us. We don't have the insight in knowing it could be any different than what it is.

Luckily for me, I had a Crosslinks Inc. Support person with me during the meeting who understood this, and started to break the conversation down focusing on Jake. Crosslinks Inc. know Jake as he attends their Community Inclusion program during the week. The Support person was able to voice his likes and dislikes, hopes and dreams (as best we could considering his disability) or more so I guess, my hopes and dreams for him. They were also able to explain the fears I had about my inability to care for him forever. As much as I like to think I'm invincible, I keep getting reminders that I'm not!

After lots of discussion and several meetings, we had our plan! Jake was able to move into a Crosslinks Inc. Community Living home with other young people. Into an environment that was centred on him and his needs and wants. Jakes transition to his new home was done over a number of months with full support from Crosslinks Inc. so he was comfortable and familiar with his new environment. It began with visits, then extended to overnight stays, then to weekends and in 2016 Jake made the full transition.

Let me say, it was not an easy transition for me. I cried for days! I felt I had let my Mum down in promising her that I would always take care of him. I felt I had let Jake down because I wasn't his main carer anymore. I felt like I failed him. I came to realise in time, it wasn't about me and how I felt, it was about Jake! And Jake needed to have his own life.

Had I known earlier what I know now, I would have tried to do this for Jake many years ago!

Jake has the best of both worlds, he has his own place (aptly referred to by us as the big boys house) and he has our home where he visits most weekends. Jake appears happy to see us and happy to go back to his home, the big boys place! He is more independent learning new skills each day in; self-care, meal preparation, and having more choice about the things he wants to do. Jake is doing what most other young

guys do and that is sharing a house with mates.

We can still see Jake whenever we like and vice versa. He gets the best of both worlds in this way and I have never seen him happier. At the current time he is learning to use a communication device that will assist him to communicate more freely which is very exciting!

Jake enjoys the company of his housemates, he enjoys the interaction with Support Workers and he is more proactive in his life. He makes decisions and choices for himself a year ago that I didn't think was possible.

I guess our story is that as Carers, we need to always be open to change and growth and to the endless possibilities for a person with disability. I am fast learning just how much ability and potential Jake has and how happy it makes him when he is able to show us or communicate something to us that is; new, his own idea, or something he wants or needs. It's absolutely amazing.

- Wendy Stone (Jakes sister).



Wendy with Jake & Family

KATHRYN'S STORY

Finding my home

My name is Stuart Bain and I am Kathryn's Dad. Kathryn will be turning 42 in November this year (2017). Kathryn's Mum (my wife) passed away nine years ago, during the final months of her illness good family friends provided support to Kathryn. As they were an elderly couple this support could not be sustained so Kathryn came back home to be cared for by me.

At this time I took 12 months leave from work to care for Kathryn, but as time progressed I realised I needed to start looking at full time supported accommodation where she could have the support and opportunities she required for a good life.

Looking for supported accommodation for Kathryn was not an easy task. I was taken out to see many homes with most of them being old and small and places I could not see my daughter living in. It was important to me how a house looked and how it felt and very important on my list was what the garden was like and if it was looked after. I also wanted a house that had windows with a nice outlook. A number of the addresses I was asked to look at I actually drove by the houses and turned around as the gardens were so badly looked after. I was about to give up when someone asked if I had spoken to Crosslinks Inc. I rang and was told a purpose designed house was being built in Ashfield and I could have a look at the plans. This was it, this was the house that Kathryn deserved to live in. The set out and design would give all who shared in it the personal space they needed as well as areas where they could come together. Kathryn would have a lovely roomy bedroom and most importantly the gardens were going to be well designed and well maintained.

To commence the transition process for Kathryn, Crosslinks Inc. provided the opportunity for Kathryn to have a trial stay in a house in Ellenbrook.

This house had the Support Workers who would be moving into the new house in Ashfield so a wonderful opportunity for them to get to know Kathryn and her to get to know them. This trial went very well and the



Stuart with daughter Kathryn



Kathryn making herself lunch

new house was completed and fitted out with all new furnishings ready for its new occupants.

On the 15th of May 2012 Kathryn moved into her new home. Kathryn is now in her fifth year sharing with three other young women.

I am invited to drop in at any time and am always warmly received. I can also volunteer to assist with the garden when time permits.

The Crosslinks Inc. Support Workers are very good and are observant to Kathryn's needs. They act as advocates for her best interests. Last year the staff were very proactive with her Doctor regarding her medication not being suitable and advocated for a change. This change in medication has enabled Kathryn to get so much more enjoyment out of life, she is interested in things, offers to do chores in the house, and can make me a cup of coffee when I drop in for a visit, she is more social and has less anxiety than in the past.

Just recently I took Kathryn on a flight to Adelaide where we caught up with her Mums family and her interest and observations were amazing. She also looked after her personal needs and even put her hair in a bun. This was in stark contrast to the previous trip where she needed full support with everything and was terrified of flying. This trip to Adelaide to catch up with Aunts and extended family was a very positive experience and Kathryn pointed out things and places that she had not seen for many years.

The Crosslinks Inc. Support Workers also read to Kathryn at night and on occasions they have called me so I can hear Kathryn singing. This is all very special and I feel she is being well looked after and her individual needs cared for.

I am so pleased with the care provided to Kathryn and am very happy with the communication I have with the House and with Crosslinks Inc. Management. I am confident knowing if I had any queries or questions they will be followed up very quickly.

- Stuart Bain (Kathryn's Dad)



Community Inclusion

The implementation of the organisational restructure from 1st July has seen the Community Inclusion program sit under a Manager with two Area Supervisors and ten Team Leaders.

This change was to ensure smaller teams that would provide more personal contact for individuals, their families and other stakeholders. Adjusting to this new structure has provided opportunities for learning and development for what is promising to be a great team.



Marina Malham

**COMMUNITY INCLUSION
MANAGER**

There have been several other big changes, some related to the restructure of Crosslinks Inc. and others due to the further roll out of the NDIS. Crosslinks Inc. is in the process of selling the majority of its fleet of vehicles due to the associated costs and not being able to access the financial contributions that were available in the past. This has meant a big change for Support Workers who now use their own vehicles and claim reimbursement for that use. A big thank you to everyone who has been part of this transition. Due to the changes in funding, participants have a limited amount of money to pay for transport. Many programs need to be reviewed to reduce the amount of travel and alleviate the cost participants will incur. Crosslinks Inc. is no longer in a financial position to supplement travel costs, thanks in advance to everyone for your cooperation.

While all of these things have been happening, Support Workers continue to provide an excellent service to all of our participants, old and new. Doing their best to ensure goals and outcomes are being met. Some participants are enjoying their favourite activities while others have been trying things that are new to them.

What does Community Inclusion mean to us? It means we work towards every person having the opportunity to become part of events and activities, to volunteer, to develop friendships and to use all the community facilities available to everyone, while continuing to develop skills to facilitate independence.

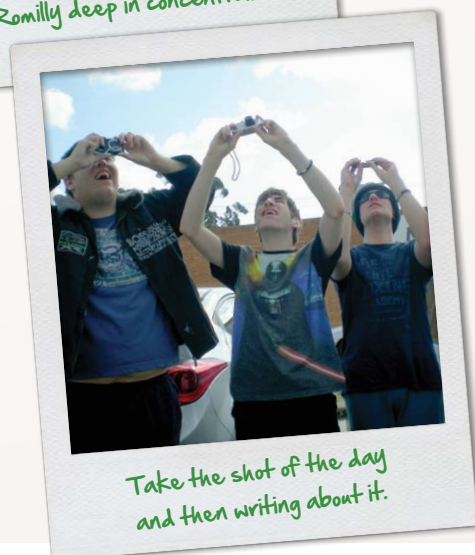
Thanks to the Area Supervisors from both Community Inclusion and Community Living for your work alongside our Compliance Officer in the re-write of the Crosslinks Inc. staff Induction. This was a huge undertaking from everyone involved.

New Programs

We make every effort to design new programs that will develop individual's skill base and offer challenges. One such program we are currently piloting is Photographic Journals. By the end of the trial the individuals involved will be proficient in the use of a camera, how and where to develop photos and how to make comments that can be shared conversationally with others. This program also provides broad community inclusive opportunities. Thank you to the Support staff who are facilitating this trial.



Romilly deep in concentration



*Take the shot of the day
and then writing about it.*

Community Inclusion Team - Back row: Mark, Erin, Robyn, Marina,
▽ Chelle, Karly, Zoe, Victor. Front row: Karel, Katie, Karen, Jessica



Volunteering

Volunteering opportunities are valuable. For participants it gives them an opportunity to develop skills and gain experience in what it's like to have a regular commitment and someone relying on you to turn up.

It's also perfect for developing social skills and developing friendships with a team of volunteers.



Romilly volunteering at the
Kalamunda History Village



Jess volunteering at the
Salvos in Midland

Community Inclusion

Sport & Recreation for fun or fitness

Art, music, bowling and swimming continue to be popular choices for individuals. Giving them the opportunity to develop skills and enhance their fitness through exercise. These activities also encourage socialisation and development of friendships. Swimming is particularly beneficial to those individuals who use a wheelchair as they are unable to undertake most other forms of exercise. It gives them an opportunity to relieve the pressure of being in their chair all day.

Other interesting things that participants have been involved in as part of their weekly programs, have been preparing for and manning a stall at the Balga markets, cooking and gardening.

Thanks again to all of those people who support and encourage each other to keep these activities happening.



Sandro riding high



Jess - preparing for the perfect shot



Chris B with his basketball coach



Rachel & James working up a sweat



Brodie & Gerry having a boxing session



RAP Community Social Club



Sally Rose



Richard & Michael at
the Disco



James visiting the
Fremantle Prison



Corey - King of the disco

RAP (Recreate & Participate) Community Social Club.

Community Inclusion includes the RAP program that operates on alternate weekends, Friday and Saturday evening and alternate Saturday day times. The program is growing as are the differing needs and requests for activities. Thanks to the team for being flexible and ensuring that the participants have an enjoyable experience while developing their friendships and social skills.

Marina Malham

Community Living Manager, Crosslinks Inc.



Dylan, with support from Mark
relaxes into his pool exercise program



Matthew preparing
plants for Balga market



Plants ready for sale



Emmeline hitting the
notes at Karaoke



Jake loves to dance in his community inclusion program and he knows all the right moves! ▷

COMMUNITY INCLUSION

Jakes experience

Jake attends Community Inclusion programs at Crosslinks Inc. 4 days a week. His program is designed around the activities that he enjoys doing and incorporates independence and skill building into the activities.

It's been identified over the last few terms that Jake is a budding artist and loves art, he has even had a few pieces in the 'As We Are' Art exhibition, a state-wide art award and exhibition open to all Western Australian artists who have an intellectual disability. Jake is very proud of his art, and we have his pieces hanging proudly at home! At the moment, Jake is also participating in sports at Altone Leisure Centre and ten pin bowling at Morley. He also goes into South Perth on the ferry once a week. For Jake, these programs keep him; active (and therefore healthy), involve him in the community and develop his fine motor

skills. They teach him life lessons about purchasing everyday items and waiting for his change and how to communicate with people he doesn't know to achieve these purchases. They make him feel important and independent as he achieves what he can on his own or with assistance.

Jake enjoys these programs, and over time it has been great to see his independence grow as a result. Feedback and liaising with Crosslinks Inc. staff ensure that Jake's programs are kept up to date (as far as his interest goes) and changes are made to suit his needs and changing/growing tastes. This means I can be assured that Jake's program is tailored to suit him, and he is supported to be able to choose the things he likes to do. It's great that Jake has input into his program, and he enjoys it so much.

- Wendy Stone

Corporate Services Manager's Report

The role of the Corporate Services team is to ensure the provision and coordination of administration, information technology including payroll, NDIS processing and financial services. This enables our support workers to have the necessary resources to support participants to achieve better outcomes.



Simone Kaufmann
**CORPORATE SERVICES
MANAGER**

David Legge retired in November 2016 as the long standing Finance Manager and has since then enjoyed his retirement by travelling around Asia. I joined the Crosslinks Inc. Team in October and have since then taken over the responsibility of managing the Corporate Services Team. My background is in Finance & Accounting, I worked for more than ten years for one of the biggest banks in Germany and completed a Bachelor in Finance & Management. Before I came to Crosslinks Inc. I worked in the not-for-profit sector with a Community Service provider in Bunbury. I really enjoy working for Crosslinks Inc. and find it very rewarding to be a part of assisting our participants to live 'Your Life, Your Way'.

Crosslinks Inc. is independently audited each financial year by William Buck Chartered Accountants and we were able to achieve full compliance. The Corporate Services team continues to work to high professional standards to ensure this result is repeated again into the future.

Reporting to the Board and the CEO, the Corporate Services Team ensures that



*Joanne Garland (Executive Assistant)
& Helen Hewett (Compliance Officer)*

overall financial management systems meet and comply with the strategic and financial commitments of Crosslinks Inc. This is done by working within the financial policies, planning mechanisms and monitoring budgetary and financial reporting. The Corporate Services Team prepares the annual budget within the guidelines set by the CEO and the Board. We support the Executive Team with forecasts and regular feedback in regards to income and expenses.

The roll out of the National Disability Insurance Scheme (NDIS) has continued in the Perth Hills trial site. Additional administrative and reporting requirements needed to be developed and streamlined to ensure efficient handling and processing of the claims and also to fulfil the requirements of the National Disability Insurance Agency (NDIA).

I would like to acknowledge and thank the Corporate Services Team with Michelle Boyd (Area Supervisor), Rayston Bailey (Admin Assistant- Payroll), Sharna Lines (Admin Assistant-Reception), Jaime Coomber (NDIS & Admin Assistant) & Katrina Elliott (Admin Assistant) for all their support and hard work over the last year. A thank you and farewell goes out to Craig Hannagan who left Crosslinks Inc. in April. I look forward to the next year and everything it may bring in this changing environment.

Simone Kaufmann

Corporate Services Manager, Crosslinks Inc.

▽ Back: Simone, Sharna, Katrina, Front: Rayston, Michelle, Jaime



Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2017

Profit or Loss & Other comprehensive income

	Note	2017 \$	2016 \$
Revenue	2	11,026,029	9,050,595
Employee benefits expense	3	- 8,386,445	- 6,463,532
Depreciation and amortisation expenses		- 367,428	- 360,423
Supplies and Services	3	- 1,568,398	- 1,461,759
Sundry expenses		- 37,986	- 27,166
Net current year surplus		<u>665,772</u>	<u>737,715</u>
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
Gain on revaluation of property	8	126,869	-
Total other comprehensive income for the year		<u>126,869</u>	<u>-</u>
Total comprehensive income for the year		<u>792,641</u>	<u>737,715</u>
Net current year surplus attributable to members of the entity		<u>665,772</u>	<u>737,715</u>
Total comprehensive income attributable to members of the entity		<u>792,641</u>	<u>737,715</u>

The accompanying notes form part of these financial statements

Financial Position

	Note	2017 \$	2016 \$
ASSETS			
Current Assets			
Cash and cash equivalents	5	4,348,374	3,695,351
Accounts receivable and other debtors	6	293,504	214,239
Other current assets	7	133,025	28,543
Total Current Assets		4,774,903	3,938,133
Non-Current Assets			
Property Plant and Equipment	8	2,386,364	2,373,085
Total Non-Current Assets		2,386,364	2,373,085
Total Assets		7,161,267	6,311,218
LIABILITIES			
Current Liabilities			
Accounts payable and other payables	9	408,008	408,222
Other liabilities	10	264,234	358,609
Employee provisions	11	645,934	468,900
Total Current Liabilities		1,318,176	1,235,731
Non-Current Liabilities			
Employee provisions	11	317,789	342,826
Total Non-Current Liabilities		317,789	342,826
Total Liabilities		1,635,965	1,578,557
NET ASSETS		5,525,302	4,732,661
Equity			
Reserve	13	559,648	432,779
Capital grants reserve		2,111,853	1,960,318
Retained surplus		2,853,801	2,339,564
Total Equity		5,525,302	4,732,661

Note: This 2016/2017 Financial Report is an abridged version with the full report being available on our website: www.crosslinksinc.org.au

The accompanying notes form part of these financial statements

Changes in Equity

	Note	Retailed Surplus \$	Capital Grants Reserve \$	Asset Revaluation Reserve \$	Total \$
Balance at 1 July 2015		1,725,962	1,836,205	432,779	3,994,946
Comprehensive income					
Net surplus for the year		737,715	-	-	737,715
Transfer to Capital Grants Reserve	4	- 124,113	124,113	-	-
Balance at 30 June 2016		<u>2,339,564</u>	<u>1,960,318</u>	<u>432,779</u>	<u>4,732,661</u>
 Balance at 1 July 2016		 2,339,564	 1,960,318	 432,779	 4,732,661
Comprehensive income					
Net surplus for the year		665,772	-	-	665,772
Other comprehensive income for the year:					
Asset revaluation	13	-	-	126,869	126,869
Transfer to Capital Grants Reserve	4	- 151,535	151,535	-	-
Balance at 30 June 2017		<u>2,853,801</u>	<u>2,111,853</u>	<u>559,648</u>	<u>5,525,302</u>

For a description of each reserve, refer to Note 13

The accompanying notes form part of these financial statements

Cash Flows

	Note	2017 \$	2016 \$
Cash Flows from Operating Activities			
Contributions (members) received		999,036	738,328
Grants (state) operating received		9,544,312	8,279,940
Lotterywest & other grants		118,373	20,878
Donations received		300	5,025
Payments to suppliers and employees		- 9,985,447	- 7,738,983
Interest (unrestricted) received		78,752	74,070
Net cash generated from operating activities		<u>755,326</u>	<u>1,379,258</u>
Cash Flows from Investing Activities			
Proceeds from sale of property, plant and equipment		237,030	146,599
Purchase of property, plant and equipment		- 339,333	- 503,945
Net cash used in investing activities		<u>- 102,303</u>	<u>- 357,346</u>
Cash Flows from Financing Activities			
Net increase in cash held		653,023	- 357,346
Cash and cash equivalents at beginning of financial year		<u>3,695,351</u>	<u>2,673,439</u>
Cash and cash equivalents at end of financial year	5	<u>4,348,374</u>	<u>3,695,351</u>

The accompanying notes form part of these financial statements

Auditor's Opinion

Independent Auditor's Report to the Members of Crosslinks Incorporated

Opinion

We have audited the financial report of Crosslinks Incorporated, which comprises the statement of financial position as at 30 June 2017, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and Responsible Persons declaration.

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

- a) giving a true and fair view of the Crosslinks Incorporated financial position as at 30 June 2017 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards - Reduced Disclosure Regime.

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 Crosslinks Incorporated in accordance with the auditor independence 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.

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 Australian Charities and Not-for-profits Commission Act 2012 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 Crosslink Incorporated'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 Crosslink Incorporated or to cease operations, or has no realistic alternative but to do so.

The Board are responsible for overseeing the Crosslink Incorporated'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.

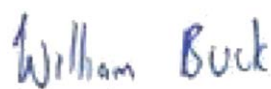
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material

misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Crosslinks Incorporated's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Crosslinks Incorporated's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Crosslinks Incorporated to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with The Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



William Buck Audit (WA) Pty Ltd

ABN: 67 125 012 124



Conley Manifis
Director

Dated this 13th day of September, 2017

The logo for William Buck, featuring a stylized blue and yellow icon to the left of the company name "William Buck" in a bold, blue, sans-serif font.



Crosslinks

INCORPORATED

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*See what we've been up to on Facebook
www.facebook.com/CrosslinksInc*

www.crosslinksinc.org.au

Our thanks to you

We express our sincere thanks for your support.



JASON RUSSO
FIXING SOLUTIONS SECURITIES