



# Crosslinks

INCORPORATED



*Supporting  
Your Life - Your Way  
since 1996*

# ANNUAL REPORT

2017-2018



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Your Life - Your Way  
since 1996*

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

Crosslinks 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 Directors 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 Chief Executive Officer table their annual reports. New Board Directors are elected at this meeting. All employees, families and participants of Crosslinks programs are encouraged and supported to attend the AGM as well as community members 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 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 standards it has established for its participants over the past twenty two 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 patch working and quilting and I am a very keen cook. In my spare time I dabble in the garden and still 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 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 last 22 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 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 employees 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 Crosslinks Inc. will continue to flourish and 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. 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.



## *Christine Grace*

### **MEMBER 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 about 2008/2009 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 working across two areas, Family and Domestic Violence Outreach and Disability Advocacy for people from a CALD 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. For this reason I am happy to be a Board Director actively participating in the development and future direction of Crosslinks.



# Board Member Profiles



*Rosie Davis*

**MEMBER 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 7 years, I have developed a passion for working with Not-for-profit organisations.

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

My husband and I were blessed with a little girl last year who has just turned one. I am currently balancing life as a stay at home mum with private consultancy work and am pleased to continue to bring my knowledge and experience to the benefit of Crosslinks Inc.



*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 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 short time I have been a Board Director I have already 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.





## *Maja Katanic*

### **DIRECTOR OF THE BOARD**

I joined as a Board Director in March 2017, first as an honorary member and was voted in for a full membership by the fellow Directors at the AGM in October 2017.

I am a senior Human Resources and management professional with a working history in diverse industries, across private, government and not-for-profit sectors.

In the last few years I have worked in the Community Services sector, including Disability Services. So when the Crosslinks Board asked for someone with Human Resources skills and background to complement their range of skills, I answered the call.

The shift of the disability services provision to the NDIS model hasn't been without challenges, but it has also provided a great opportunity for organisations to truly reflect on their customer service and sustainable delivery models.

I am impressed as to how well Crosslinks, at all levels, has responded to this challenge and how well supported and involved our participants and their families are in navigating the changes.

I am looking forward to using my broad range of skills in Human Resources, Risk and Governance Management and Strategic Planning to help Crosslinks remain strong and sustainable in the years to come.

Outside of work, any spare time that I can snatch, is spent on writing a historical fiction novel set in World War II, which I believe would one day be a worldwide best seller.



## *Denise Michelsen*

### **CHIEF EXECUTIVE OFFICER**

I commenced working in the disability sector in 1977 for the Disability Services Commission. Over the next 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 Chief Executive Officer for Crosslinks Inc. and have had the honour of continuing in this role.

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 into the changing environment of 2018 and how we can continue providing better services and support to people with disAbility.

# Chairperson's Report

I am again starting the Chairperson's report by thanking all the Crosslinks employees, from those who directly support the participants through to those who work in more administrative areas and those who have management responsibilities, for their continued commitment and hard work. They have again sustained a high level of service provision in their areas of responsibility. The Board deeply appreciates this commitment and effort to ensuring the services provided to participants are of a high standard.



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

I would also like to thank the Crosslinks Inc. Board (the Board) and Denise Michelsen, Crosslinks Chief Executive Officer. They have again worked diligently and effectively to support and guide Crosslinks during this past year which has included both challenges and opportunities.

As well, I would like to acknowledge Denise for her amazing commitment to Crosslinks during the 21 years that she has steered and developed an evolving Crosslinks to the point we have reached today. A major achievement Denise and on behalf of my fellow Board Directors, the Crosslinks Management Team, employees and last but not least, the participants and their families, thank you!

We have two new Board Directors, Maja Katanic and Stewart Sharp who formally joined the Board at the last Annual General Meeting and have added greater diversity to the Board in terms of expertise and experience. Welcome Maja and Stewart.

It has been another very busy year for Crosslinks. Our achievements have included:

- The implementation of phase two of the organisational restructure that was informed by the review of the initial phase of the organisational restructure.
- The continuation of the implementation of the Crosslinks Inc. Strategic Plan and some initial consultations with employees, in preparation for the development of the next three year strategic plan. The final progress report on the outcomes of the current strategic plan is due late 2018.
- The establishment of the Family and Friends Advisory Group. This is a major milestone for Crosslinks and the Board looks forward to supporting and working closely with this group. The Board would also like to acknowledge Elizabeth Small and thank her for supporting this group as they developed from a parents group, who met for coffee and to discuss Crosslinks issues and ways it could be improved, into the formal reference group. This group is an important source of information for Crosslinks, the Board and employees about participant issues, concerns, preferences and future service directions.

Some of the most significant challenges Crosslinks has been managing include:

- Adjusting to the National Disability Insurance Agency's (NDIA) reporting requirements, business systems and evolving funding parameters. The NDIA, through an agreement between The Commonwealth and Western Australian Government, became the agency responsibility for administering the National Disability Insurance Scheme (NDIS) in Western Australia this year.
- The impact of the continued bedding down of the organisational restructure.
- Supporting employees through times of significant change brought on by the organisational restructure and the impact of external factors, including the shift to the NDIA administration of the NDIS.

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

This coming year will also bring a greater focus on scoping and determining the type of the premises required to meet the organisation's future operational requirements.

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

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

**Vicki Caudwell**

*Chair of the Board, Crosslinks Inc.*

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since 1996*



# Treasurer's Report

It is my pleasure to present the audited Crosslinks Inc. 2017-18 Annual Financial Statements. The financial statements have been audited by William Buck WA (registered auditors).

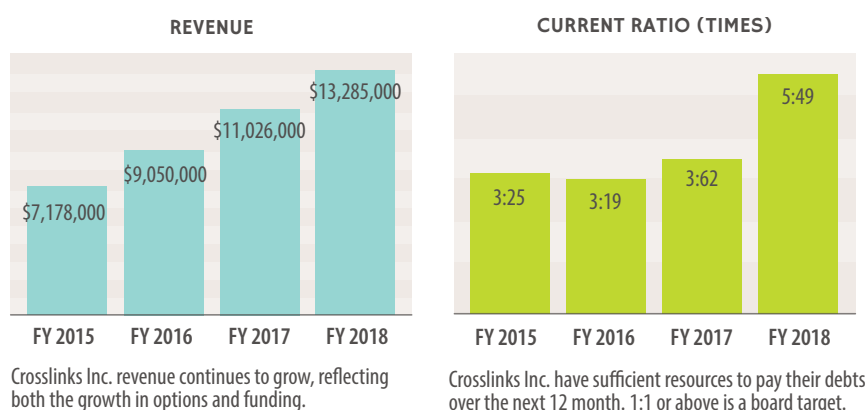


**Alex Watt**  
BOARD TREASURER

The statements are contained in pages 38 to 43 of the 2017-18 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 2018 and of its performance for the year ended on that date; and complying with Australian Accounting Standards – Reduced Disclosure Regime.

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)*.



When comparing 2017-18 to prior years, key ratios are indicative of a stable financial position.

1. Profit is being reinvested to fund future growth.
2. Levels of equity relative to profit are healthy.
3. 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 2017-19 financial periods.
4. 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**  
Treasurer, Crosslinks Inc.

# Chief Executive Officer's Report

On December 12th 2017 WA Labor Premier Mark McGowan announced that Western Australia would be joining the nationally delivered National Disability Insurance Scheme. From July 1st 2018 the National Disability Insurance Agency assumed responsibility for the delivery of disability services in WA. Individuals taking part in the WA scheme commenced transition to the nationally delivered scheme from April 2018 up to December 2018. While this announcement raised some concerns it also gave the Disability Sector further clarity of the enormous amount of work that lay ahead of us all.



*Denise Michelsen*  
CHIEF EXECUTIVE OFFICER

Crosslinks Incorporated is committed to implementing a cycle of continuous improvement to ensure the realignment of our services meets the requirements of the National Disability Insurance Scheme and the Quality and Safeguarding Framework.

We have been diligent in listening and gathering feedback to assist us to understand what is important to you. This has allowed us to continue to advocate for families as the disability sector transforms. This support has assisted many of our participant's transition from a recurrent model of funding to one that embodies a truly individualised approach to helping them turn their aspirations into successful achieving outcomes.

## **Crosslinks 'Family and Friends Advisory Group'.**

Over the past 12 months we have been working to establish a Participant Advisory or support group. This involved sending out invitations to participants, family members, friends and advocates inviting them to get involved. We have been delighted with the development of this. A group of parents and advocates worked together over several months and the Crosslinks 'Family and Friends Advisory Group' was established in March 2018. Lyn Young volunteered to take up the position of the very first Chair and Cherylynn Hunt volunteered to become the Secretary. In May the group finalised their meeting framework and designed their new logo. Unfortunately in June, Lyn Young had to step down as the Chair due to health issues but Kerrian Sale very graciously volunteered to be the new Chair.

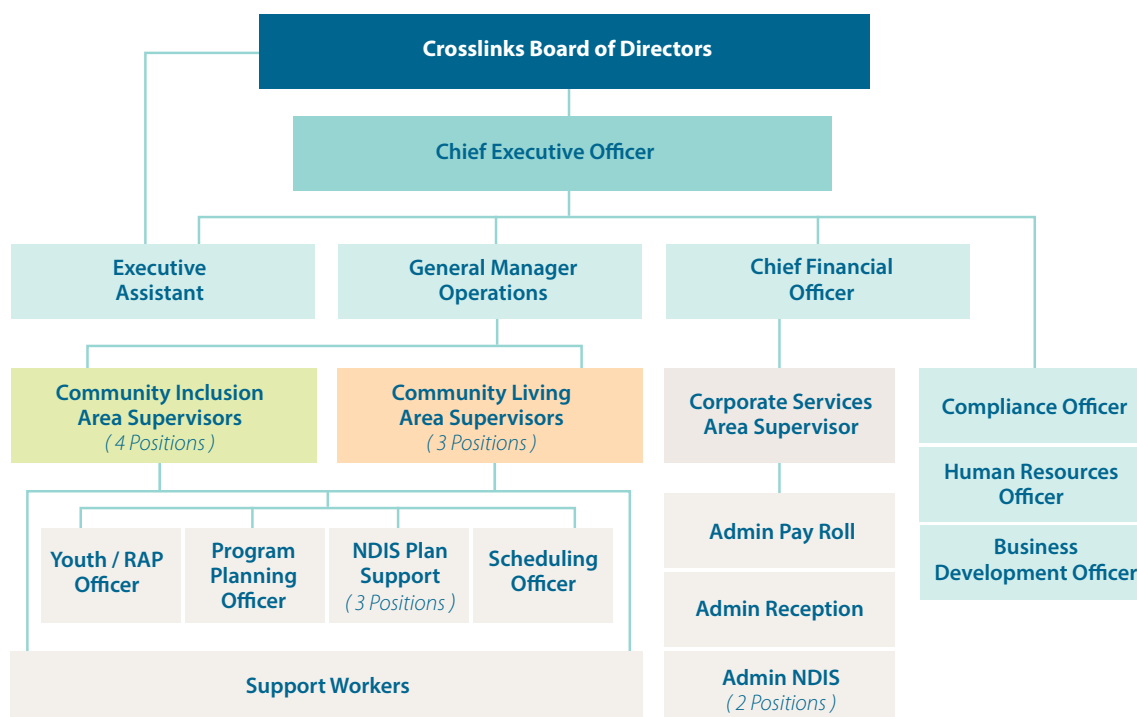
The Family and Friends Advisory Group are a very important part of Crosslinks and have been assisting us to review our policies, procedures and service delivery processes. Their lived experience is a crucial part of our ongoing service improvement work and we thank them for their willingness to be involved.

## **Organisational Restructure**

Last year we commenced phase one of the organisational restructure of our systems and processes. This has enabled us to focus on what is truly important and that is the participant being at the centre of directing their supports. We engaged consultant Sue McDiarmid to survey participants, their families / advocates and the Crosslinks Inc. employees to gain insight into what was working well and what additional changes could be considered.

Phase two of the restructure was endorsed by the Crosslinks Board in November 2017 and our new structure was implemented in January 2018.

## Organisational Structure Overview



This new structure saw several employees leave our organisation to take up other opportunities within the Sector.

Crosslinks has targeted its investment on contemporary service design, that focuses on getting to know our participants better, so that individuals may increase control over how they use their supports, on what a meaningful life is to them.

Transitioning Crosslinks towards contemporary practice is our focus for the coming year. It is imperative that we maintain our momentum to ready ourselves for further reform to our sector. We are clearer about our 'why' and enthusiastic about improving what we do, how we do it and where we offer services.

### Organisational Relocation

Crosslinks continues to investigate options to relocate its main office within the business district of Midland. This initiative continues to present us with many challenges to ensure that the new facilities offer easy access to our participants and contemporary office facilities for our employees. We look forward to being able to update you further over the coming 12 months.

### Change in our Teams

When an organisational restructure is implemented it often means that we say farewell to some and hello to new people joining us. I would like to say farewell to both Marina Malham (Manager Community Inclusion) and David Dougherty (Manager Community Living) who decided to take up other opportunities within the Disability Sector. I extend thanks to them for their commitment and support over the past 8 years. They are leaving the organisation but the hard work that they have done over the past years will now be built on to ensure that our services continue in this changing environment.



**Marina Malham**  
COMMUNITY INCLUSION MANAGER



**David Dougherty**  
COMMUNITY LIVING MANAGER





Finally I would like to thank the following:

- Vicki, Alex, Kaye, Christine, Kirk, Rosie, Stewart and Maja for the time you have given serving on the Crosslinks 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 employee functions. Without your assistance these functions would not have been so successful.
- Lynne Porritt, who has been volunteering and supporting the Crosslinks participants for 15 years. Not only has Lynne continued for another year supporting individuals to maintain contact with their family via emails and worked on the Crosslinks Newslink newsletter, she commenced volunteering on an additional day to assist with the Arts Group every Friday at Lockridge Hall. Thank you never seems to cover how much your assistance enhances the lives of the people we support. It is greatly appreciated.
- The Executive Team: Simone, Kate, Kristy and Helen, thank you for all that you have done to ensure we continue to deliver quality services.
- The Leadership Team: Erin, Chelle, Tom, Dale, Pauline, Lynne and Maty for ensuring that service delivery is about choice, quality of life and enjoyment for every individual that we support.
- The Support Services Team: Marina, Katie, Monika, Tyron, Emma, Zoe and Robyn you are all amazing and without your continued support we would not be able to offer the service we do.

- The Administration Team, Michelle, Rayston, Katrina, Jaime and Sharna, lead by Simone, you have all done an amazing job again this year.



**Joanne Garland**  
EXECUTIVE ASSISTANT

- Joanne Garland my Executive Assistant, for again keeping me organised and for all of the assistance that you offer to the Board and the Executive Team. Joanne your contribution is very much appreciated and I extend a very big thank you from all of us.
- Elizabeth Small our Business Development Officer for ensuring that our communication methods and 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 dedication and 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 and their families, thank you for allowing Crosslinks to continue supporting you to live your life your way.

We look forward to another exciting year and the celebrations of achievements along the way.

**Denise Michelsen**  
Chief Executive Officer, Crosslinks Inc.

## CORPORATE SERVICES

# Chief Financial Officer's Report

The Corporate Services Team is responsible for administrative and operational support, payroll, NDIS processing, information technology and financial services. We ensure support workers have the necessary resources to provide quality services which in turn results in better experiences and outcomes for our participants.



*Simone Kaufmann*  
**CHIEF FINANCIAL OFFICER**

It has been another busy year for Crosslinks, with the announcement made by the State Government after months of uncertainty that WA will join the federally run National Disability Insurance Scheme (NDIS). This means for Crosslinks that the roll out of the NDIS will continue with an increased speed across Perth and we need to ensure that we have systems and processes in place that allow us to efficiently handle and process claims and also to fulfil the requirements of the National Disability Insurance Agency (NDIA).

Crosslinks continues to be 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.

At all times, Crosslinks is fully insured to meet contractual requirements, protect employees and adheres to good governance practices.

*Corporate Services Team* ▶

Back: Rayston Bailey, Michelle Boyd, Simone Kaufmann, Jaime Coomber  
Front: Sharna Lines, Katrina Elliott

We continue to budget for an ever constricting funding environment which focuses not only on maximising program delivery on the ground but also running our services as efficiently as we can. Regular reporting through graphs, forecasts and comparison to budgets and previous periods ensures the Board, Chief Executive Officer and Executive Team are always fully informed and can plan accordingly. We ensure that overall financial management systems meet and comply with the strategic and financial commitments of Crosslinks.

In conjunction with the Finance, Audit and Risk Management Subcommittee the Finance Manual has been updated and the Corporate Services Team has developed work processes for all major responsibilities.

I would like to acknowledge and thank the Corporate Services Team with Michelle Boyd (Area Supervisor), Rayston Bailey (Admin Assistant – Payroll), Jaime Coomber (NDIS & Admin Assistant), Katrina Elliott (NDIS & Admin Assistant) & Sharna Lines (Admin Assistant – Receptionist) for their support and hard work over the last year. I look forward to the next year and everything it may bring in this changing environment.

**Simone Kaufmann**

Chief Financial Officer, Crosslinks Inc.





# General Manager Operations Report

## Overview of new position.

With the implementation of phase two of the Crosslinks restructure a new General Manager Operations position was created superseding two previous management positions. I joined the Crosslinks team in March 2018 taking up this new position. I have worked in the disability sector for over 12 years, commencing as a Support Worker. I have since held a variety of different management positions, in both metropolitan and regional disability support organisations. I am human rights focused, passionate about providing quality support to people with disability and enjoy the challenge of improving organisational systems and processes. I've had a warm welcome to the Crosslinks team and I'm excited by the skills and passion of our workforce.



*Kate McBride*  
**GENERAL MANAGER  
OPERATIONS**

## Operational Development Work

### Culture

Crosslinks has invested a significant amount of time placing a magnifying glass over the culture of our organisation. Culture is of the utmost importance as it determines the quality of service, customer experience and our ability to be agile and resilient under the NDIS. Continually improving our culture for participants, families and employees is crucial. We have engaged an expert external consultant who is supporting us along our cultural change journey. We have already noted positive shifts and are excited for what is to come – we hope you have noticed too.

### Quality & Safeguarding

**Quality** is about receiving good services. **Safeguarding** is about keeping people safe when they are receiving services.

The Quality and Safeguarding Framework has been introduced in Australia. The Framework is new legislation that sets out a standard for how organisations across Australia provide high quality supports for people with a disability receiving NDIS funded supports and services. The introduction of the Framework requires a new government department called the NDIS Quality and Safeguards Commissions that will implement and oversee the legislation. The Framework and the Commission roll out in WA in July 2020 gives Crosslinks time to learn from our Eastern states counterparts who roll out in 2018 and 2019. This will ensure we thoroughly consider and implement service improvements that align us to the Framework.

As an early preparation effort Crosslinks signed up to the National Disability Services (NDS) Quality and Safeguarding Development Program early in 2018. Through this program our Board of Directors, Executive Team and Area Supervisors were briefed on the up and coming legislation changes. NDS also provided training and information to some of our Support Workers. As another early strategy we have invited in an external consultant to visit some of our services and scope out elements of our direct service approach that may need to be fine-tuned.

Over the next 12-18 months we have developmental work, training and consultation processes to work through to ensure we are more than prepared for the 2020 roll out.

## Recruitment

Values based recruitment continues to be a focus within the organisation and this year with the dedication of our Area Supervisors and our Human Resources Officer Kristy Izzillo, we have employed and inducted a large number of Support Workers. There are many new faces around the organisation enabling Crosslinks to deliver consistent and diverse services to our participants and allows them more choice in who provides their support.

## Technology & Software

The technology and software we use is important to the effective running of our business. It ensures we streamline processes, effectively and safely manage data, appropriately schedule supports and track expenses. In the latter half of the year Crosslinks investigated new technology and software that will ensure our organisation continues to operate smoothly under the full roll out of the National Disability Insurance Scheme (NDIS).



## Community Living - My House, My Home

Over the last year our Community Living service expanded, welcoming new participants and a new Area Supervisor position. Pauline Rayner, Lynne Clutterbuck and Maty Graves hold the Area Supervisor positions and are passionate about ensuring participants are supported to exercise choice and control, maximize their independence and meet their individual needs in the home environment.

Phase two of the restructure has meant our Community Living Area Supervisors have been able to increase the time spent in the homes directly leading and managing their support teams and have welcomed the opportunity to become more hands on leaders – leading support teams closer to participant services.

In conjunction with the Human Resources Officer, Pauline, Maty and Lynne have recently invested their time in mentoring and coaching TAFE students on practicum. This has created opportunities for Crosslinks to support the growth of the sectors future workforce and has resulted in employment opportunities for students in the disability sector.

With the continued roll out of the National Disability Insurance Scheme (NDIS) this year we have assisted in transitioning Crosslinks Community Living homes to the NDIS – utilizing the new NDIS Supported Independent Living quoting system. To date we've had largely positive experiences with the process and in the next year we will support a smooth process for those that are still needing to transition.



Maty Graves, Pauline Rayner & Lynne Clutterbuck

Community Living  
Area Supervisors



## Community Inclusion

Over the last year our Community Inclusion services grew rapidly and we welcomed two new Area Supervisor positions. Erin Shaw, Chelle Weedon, Tom Kerr-Sheppard and Dale Gordon hold the Area Supervisor positions and are passionate about ensuring participants are truly included in their local communities that include rich social connections.

In January we commenced a process to streamline the provision of our Community Inclusion services. We called this process 'Zoning' and the Area Supervisors spent a considerable amount of time implementing, embedding and improving their zones. The process was completed to ensure the quality of support participants received was improved and that we increased job satisfaction and support mechanisms for our Support Workers. We did this by geographically grouping participants and Support Workers into four zones. Each zone having an Area Supervisor and a dedicated team of Support Workers that know the participants local area and are uniquely matched by Area Supervisors to participants, based on similar skills, interests and hobbies. The outcome of the 'Zoning' process has meant Support Workers have one leader, travel time and costs have been minimised for participants and employees, Support Workers are increasingly matched to participants based on like skills and interests, we have significantly reduce service cancellations and participants are supported by workers who are connected to their local community.

This has been a six month body of work that will continue to be evaluated and improved based on participant, family and employee feedback. A big thank you to those that contributed to the tough going and worthwhile process that has brought about positive results for all concerned.

Crosslinks continues to focus on providing personalised 1:1 support options within our Inclusion service as we believe supports are more effective when they are designed, tailored and delivered to one participant's needs and goals. This is not intended to limit social opportunities, yet makes for more personalised relationships and support networks to be develop within your local community, with and without people with a disability. We have supported a number of people to move to a 1:1 model of service delivery throughout the year and we hope participants are enjoying a more individualised approach to their day.

Our regular Community Inclusion training days have been altered to create opportunities for personal and team development, as well as the traditional need to refresh and improve the skills of employees. Thank you to the participants and families who support these development days.



*Rachel is appreciated for her Volunteering work at the Salvos.*



*Dale Gordon, Chelle Weedon, Tom Kerr-Sheppard & Erin Shaw*

**Community Inclusion  
Area Supervisors**





## RAP Community Social Club

RAP continues to be a popular service that grows exponentially each year. Zoe Mooney facilitates the program and is passionate about people with disability 'kickin-it' around town on the weekends whilst developing friendships and having new adventures. This year the RAP participants grew their friendships while battling it out at laser tag, having a punt at the casino, running amuck at the Royal Show and competing at the bowling alley.

### Crosslinks Activities

Crosslinks continues to offer activities of choice designed to be fun and engaging such as Music, Karaoke, Sport, Art, Dancing & Drumming, where people connect with one another. Crosslinks participants are certainly regular attendees however we continue to grow the participation of new community members. This is a great outcome and assists participants to grow more social connections and keeps the activities alive. Robyn Hansson (Inclusion Officer) facilitates these initiatives and is forever searching out new opportunities that will deliver quality and choice and engage people of all abilities to express their creative flair. This year we have also continued to develop life skill choices for individuals who would like to expand their skills base towards the eventual move out of the family home to live independently or to share with others. This area of skills growth includes money handling, cooking, road awareness, social interaction and volunteering. The success of our activities would not be possible without the engagement and energy of our Support Workers and Volunteers.



Robyn Hansson (Inclusion Officer) &  
Zoe Mooney (Youth & RAP Officer).

### ▽ James & Michael enjoying their Tafe Art course with Artist Si Hummerston







## Δ NDIS Plan Support Team

Back: Marina, Katie (NDIS Plan Support Officers) & Emma (Scheduling Officer)  
Front: Tyron (Scheduling Officer) & Monika (NDIS Plan Support Officer)

### Support Coordination

Under the NDIS Crosslinks continues to offer Support Coordination which differs from our day to day service delivery. Support Coordination is specific capacity building supports that enables participants to strengthen their ability to design, develop and implement their NDIS funded supports whilst also developing resilience within themselves and their personal networks. Because of the capacity building nature of Support Coordination it is time limited and therefore we continue to welcome and farewell participants in this area of delivery.

A special thank you to Erin, Chelle, Tom, Dale, Pauline, Lynne, Maty, Zoe, Robyn, Katie, Monika, Marina, Tyron and Emma for your commitment to delivering and improving the quality of Crosslinks services, for the support you provide to me and to one another. Thank you for the warm welcome to the organisation and I look forward to celebrating the next year with you all.

**Kate McBride**

General Manager Operations, Crosslinks Inc.

# Quality Assurance Officer's Report

**What is Quality Assurance?** Quality Assurance (QA) is a way of preventing mistakes and avoiding problems when delivering solutions or services to customers; Quality Assurance comprises administrative and procedural activities implemented in a quality system that can be demonstrated to provide confidence that a product or service requirements and goals for a product, service or activity will be fulfilled.



**Helen Hewett**  
QUALITY ASSURANCE  
OFFICER

- It is a collection of business processes focused on consistently meeting customer requirements and enhancing Crosslinks continuous improvement.
- It is aligned with Crosslinks purpose and Strategic direction

## How does Quality Assurance fit into Crosslinks?

- By ensuring Crosslinks have policies in place set down by the Board of Directors for the organisation and aligning with Crosslinks Strategic direction;
- By identifying processes that allow Crosslinks to continuously improve the outcome and delivery of a quality service;
- Responding to feedback and taking actions as required, setting collective priorities, and disseminating good practice;
- By identifying needs and resources;

## What has been achieved in last 12 months in Quality Assurance?

At the beginning of the new financial year 2017 a three year cycle register was developed and implemented for the review of all Crosslinks Policies and Procedures, some 80 policies across various sections e.g. Human Resources, OH&S, Participants and Finance. This process is to ensure policies and procedures are current and up to date with Crosslinks current practices and include changes that may have occurred since being endorsed by the Board of Directors at the time of implementation.

Every month the review process targets three policies and procedures for review by Managers, Area Supervisors and Support Workers to ensure our policies are effective and current.

We have developed a number of work processes and forms within Corporate Services for input into the F001 Finance Manual signed off by the Board of Directors in June 2018. This document will be reviewed in January 2021.

A draft House Manual has been developed that is flexible and will be adapted to the needs of each Crosslinks Shared Residence.

Whilst the quality assurance role is about identifying areas of continuous improvement this cannot be completed without the support of all employees.

## The NDIS Quality & Safeguarding Commission's impact on Crosslinks Inc.

While the NDIS Quality and Safeguarding Commission will not come into effect in Western Australia until July 2020. Crosslinks has commenced working with NDS to ensure compliance with all areas of Quality and Safeguarding requirements.

**Helen Hewett**

Quality Assurance Officer, Crosslinks Inc.



# Human Resources Officer's Report

I was extremely fortunate to join Crosslinks Inc. in the position of Human Resources Officer in January of 2018. I bring to Crosslinks a strong background in both Operations Management and Human Resources, working across a variety of industries, although spending a large portion of my career in the retail sector. Due to this, I have had a great deal of exposure to the business model that the NDIS will shift organisations towards, ensuring that I am well placed to align our employees in this time of change, towards a future of growth.



*Kristy Izzillo*  
**HUMAN RESOURCES  
OFFICER**

There has been a large focus this year on attracting and retaining individuals who share the belief in Crosslinks vision and demonstrate the values of the organisation, while aligning employee performance for organisational success. The belief is that if we have like-minded individuals working together to achieve a common goal, great things can happen.

2018 saw the organisation completing the Workplace Gender Equality report and partnering with North Metro Tafe and CCI /Curtin Business School with their student placement programs. These initiatives have allowed us to maintain regulatory compliance and test workforce planning initiatives in the not-for-profit sector without burdening our labour resources.

Crosslinks invested in a new online learning platform 'iInduct', which was introduced and implemented mid-year. This has proven to be an efficient and flexible addition to the onboarding and development process with all new and existing employees completing the e-learning. This enables Crosslinks to introduce and maintain employee knowledge and skills with a flexible approach in keeping up with industry changes.

Crosslinks will continue to invest in its People and Culture with the introduction of a Human Resources strategy that has a strong focus on employee attraction, engagement, development and retention. There are a number of initiatives that sit within this including values based recruitment, the introduction of key performance indicators and reworking the professional development program to support the changes brought on by the NDIS and the evolving needs of the organisation.

I am excited by the opportunities we have currently implemented for our employees and the future initiatives that we have identified. I look forward to driving the focus of People and Culture in the organisation in order to have an engaged, skilled workforce to support our participants.



# Business Development Officer's Report

Another busy year has just concluded. Looking back on the outcomes we planned to meet I feel we have done fairly well.

A number of these achievements include:



*Elizabeth Small*  
**BUSINESS DEVELOPMENT  
OFFICER**

## **Crosslinks Family & Friends Advisory Group**

Crosslinks goal of forming a Parents / Carer reference group saw the establishment in February 2018 of what has now been endorsed as the: Crosslinks Family & Friends Advisory Group. This is a group made up of volunteers representing all Crosslinks individuals over our broad range of services.

**The role of the Advisory Group is to:**

- Provide input in relation to the needs and future direction of the organisation, in accordance with the current Strategic Plan.
- To advise and make comment on initiatives being considered by the Crosslinks Board of Directors.
- To represent the views and opinions of Crosslinks participants, families and significant others on matters relating to Crosslinks services at a general level rather than at the individual participant level.

The advisory group currently meets at Crosslinks on a bi-monthly basis on the second Wednesday of that month. The Advisory Group Logo was designed by the group in consultation with the Chief Executive Officer and Board of Directors.

It is with appreciation that we thank the current Advisory Group Chair, Kerrian Sale, the group Secretary, Cherylynn Hunt and the committee members Susan Wilson, Lorraine Jeffrey and Christine Bell for taking on these positions that add to their busy lives. It is anticipated that as the group develops the membership will grow.





Group on walk leaning about local  
Flora in the area



Cherylynn, Susan and  
walk leader Lee

### Celebrating our Parents / Carers

With support from Carers WA and Lotterywest Crosslinks created two opportunities for our amazing Parents / Carers to catch up for a Bush Walk at the Hills Forrest Discovery Centre in Mundaring followed with a picnic lunch.

This walk was led by volunteer Lee Roberts who at the time was the President of the Eastern Hills Wildflower Association. Lee was able to point out amazing flora specific to the area from brightly coloured and exquisitely delicate to more robust and dense species. Needless to say these walks were thoroughly enjoyed by all who joined in on the day.

The beautiful photographs were taken by Ian Whitehouse who volunteered his time.

One of the most valuable outcomes of these walks was the connection it created between Parents / Carers that has continued throughout the year.



Susan

John







### Discos by popular demand.

The question to individuals and family members was: What would you like to have more of in the next twelve months and we got a resounding response, "Discos."

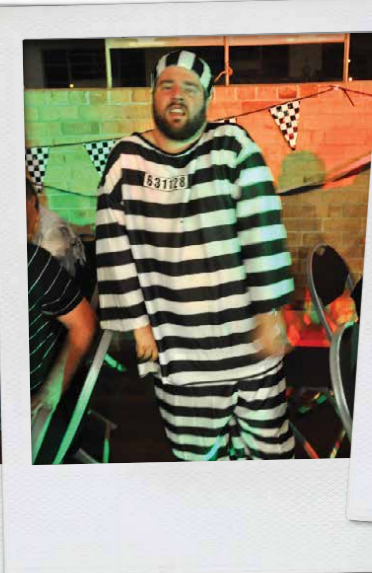
These were a favourite night for many of the individuals we support and for others in the community who came along to catch up with friends and dance the night away.

### Christmas in July Disco at the Guildford Town Hall (pictured above)



### Black & White themed Disco in May 2018 at the Caversham Hall (pictured below)

Similar events will be held throughout next year. Each of these events has seen our hall filled with those who have a love of music, dance and socialising with friends.







CEO Denise Michelsen congratulating Peter Clune for 10 years service to Crosslinks Inc.



## AGM 2016/2017 - 21st AGM and Awards Night

In 2017 Crosslinks Celebrated 21 years supporting people with disability in our community. Once again with over 100 guests in attendance this was a night of celebration and conversation. A chance for the Chief Executive Officer and Board to celebrate achievement and to recognise employees years of service. The AGM also provided the opportunity to endorse new Directors onto the Crosslinks Board.

### Supporting an individual to meet his goal.

Crosslinks were more than happy to assist Scott Bell in his fund raising efforts to reach one of his many goals. Scott was a member of the team that represented Western Australia in the Special Olympics Bowling held in Adelaide in April.

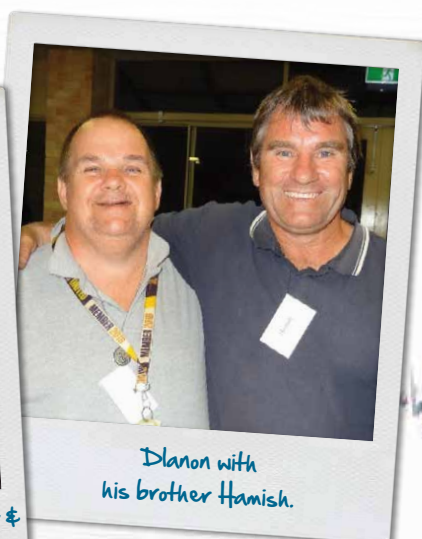
Scott came back proudly displaying a team silver medal. Congratulations to Scott, such a great achievement with so many teams competing.



CEO Denise Michelsen congratulating Michelle Monkhouse for 10 years service to Crosslinks Inc.



Richard, Peter S, Victor, Peter C & Scott having a chat at the AGM.



Danon with his brother Hamish.

Scott arriving back at Perth Airport with his silver medal proudly displayed around his neck.



**Special  
Olympics**







Winners are gridders in our giant raffle

## Giant Morning Tea - National Disability Awareness Week 2017

What a hit this Giant Morning Tea has become. It gets bigger and better every year and is an occasion that is so much enjoyed by everyone who attends. It's hard to believe that just two hours can make such a big impact on so many. Once again assistance was appreciated by a small grant from the Department of Communities Disability Services in recognition of International Day of People with Disability. Also the many items that were donated over six months for the Christmas Raffles and the jumble sale. Every year there is more added to the day giving greater variety and opportunities to people with differing needs and interests and also encourages and attracts people from our local community to come along and join in. We continued this year to have the Akwaaba Rhythm of Africa Drumming, Add-a-Dabble Creative Art Experience with Artist in residence Si Hummerston, Christmas Basket Raffles, Badge Making, Magic Nails and Potted Plants. We were also very lucky to have an original Aboriginal oil painting painted and donated by Artist Mick (Minnan) Adams and the donation of an outdoor Blower Vacuum. These added to the popularity of our raffles with many tickets being sold. On top of this excitement there was of course the opportunity to share a delicious 'morning tea'. Once again this day could only be made possible by the wonderful contribution of time and effort from our team of volunteers. A special thanks must go out to Lee Roberts, Cherylynn Hunt, Margo McAdam, Kerrian Sale, Susan Wilson, Lorraine Jeffery, Shirley Greay, Lyn Young, Russell Small our young volunteers Matilda and Tom Harrison and Crosslinks employees. We know there are many people looking forward to the event being celebrated again this coming December.



Grabbing a bargain at the Jumble Sale



The excitement of checking raffle tickets



Celebrating the value of volunteers

Sharing ideas



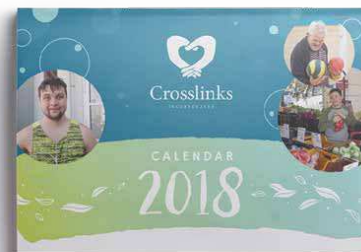


## Calendar

The Crosslinks 2018 Calendar once again provided an opportunity to reflect on the year gone by and space to record daily activities of the current year.

## Music on Wheels

Crosslinks used the opportunity to turn an older trailer into a modern enclosed form of transport for the drumming and music program instruments. The drumming and music program was enhanced greatly this year with a donation of a variety of hand held music instruments donated by Rory O'Sullivan. The program provide hours of sensory opportunities for individuals both supported by Crosslinks and from outside organisations.



Musical Instrument donation



Rory O'Sullivan







### Grill'd supporting their local Community.

Kylie was very happy to be the Crosslinks representative when Grill'd Midland presented us with a \$100 Local matters grant. The funds were put towards new sporting equipment that will provide greater choices for interested Community Inclusion participants.

### Parent / Carer – Tea & Coffee catch ups.

This has become a very popular monthly event. After meeting at different Cafes each month the group have now settled on the Faraway Tree Café and Community Space in Glen Forrest. This venue was chosen because of the available parking, the ambience and space where there is no loud background music to compete with conversation. There is also the opportunity for those who might like to take time to go for a walk along the nearby tracks after their morning tea gathering. These friendship catch ups are open to all Crosslinks parents / carers and have seen the formation of many friendships.

The Crosslinks General Manager Operations, Kate McBride has made a commitment to catch up with the group on a regular basis to update and answer questions and queries.

### NDIS Information Card

New information card designed to provide clear direction to where Crosslinks inc. is situated in relation to the NDIS office in Midland.

### Website Update

Our website was re-designed to make sure it provides the most up to date and relevant news and content reflective of the growth and diversity of the organisation.

### Elizabeth Small

Business Development Officer, Crosslinks Inc.





### MICHAEL'S STORY

# *Rite of Passage*

Michael is a 27 year old warm, caring and engaging young man who has gone through the transition of moving out of his family home and into a Crosslinks Supported Independent Living home that he shares with four other young men of similar age.

Michael also spends time every second weekend with either his Dad, Allan and three brothers or me Grandma Margaret – that's me and I am telling Michaels story of transition.

Michael has been with the Crosslinks Community Inclusion program for many years where he goes out on a daily basis to improve skills in many areas of his life, and in particular skills that would assist him to eventually move out of home. Michael also attends the Crosslinks RAP (Recreate & Participate) Community based social club and this continues to be one of the most looked forward to activities that he does.

Sadly Michael lost his mother to illness when he was 23 years of age and this created a turning point in his life and those around him. There were promises made to his mother that we would all look after him as long as possible. Michael was splitting his time living between sharing with me and his Dad and brothers for about four years. We were not sure how much Michael understood about death. He had always had a fascination with the stars and the moon and will often look at the night sky. When his mother died I told him she was gone to the moon for a long time.

With me not getting any younger and his Dad and three brothers all working full time things had to change. How could his Dad and I make the best decisions that would support Michael for the years ahead? This was not an easy subject to talk about.

Through many conversations, and the support and connectedness we had with Crosslinks the idea of Michael moving into a home to share with others had to be further explored. It took some time for myself

and Michaels Dad to look at this option and consider it from Michael's perspective. The idea that most young people eventually move out of the family home and share with others, a sort of rite of passage. But, is it the same rite of passage for a person with an Intellectual Disability?

So the adventure began and over a twelve month period Michael, with constant support from Crosslinks did an unhurried transition to his new home. Through a progression of day and evening visits, overnight and eventually weekend stays, Michael moved into his Castlefern home full time two years ago.

This change for Michael was also a change that I myself had to learn to embrace. I was suddenly not his go to person when decisions had to be made. His appointments were made through his new home, reports and mail went to his new home. It took me some time to realise this was what a full transition meant. Thankfully Crosslinks keeps Michaels Dad and I fully informed and as involved as we would like to be in his life.

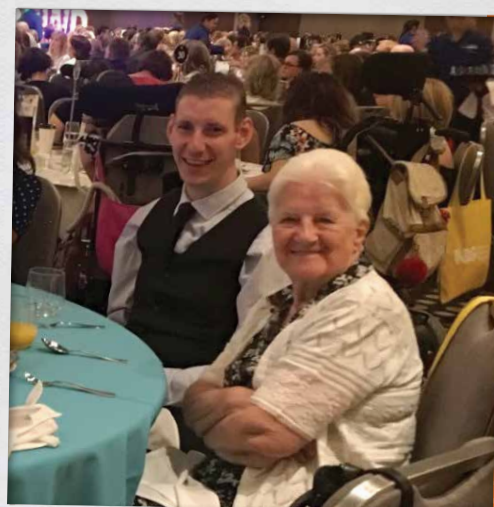
In the time since Michael moved into a Crosslinks run home I have seen him develop in his speech and interactions. The move has been so good for him. He loves nothing more than having activity and people around him and I was not able to provide that. He loves to swim, go bowling, dance and be involved in all that is happening in and around his home. Some of his favourite music is from ABBA, The Seekers, André Rieu and ACDC, what a diverse mix.

Michael still comes to stay with me or his Dad and brothers every second weekend where he likes nothing more than having a 'BBQ out the back' or heading off in the boat catching crays or just fishing. When with me, he likes to assist with the cooking and still loves to have a story read to him at night time.





Michael prepares his breakfast



Michael & his Grandmother

Crosslinks guests at the NDS lunch to recognise International Day of People with Disability 2017

I still feel emotional when Michael is picked up by Crosslinks Support Workers' at the end of his weekend stays but for Michael, he just gives me a hug, waves goodbye and is happy to be heading off to see his house mates again.

I have nothing but the utmost praise and appreciation and consider it a blessing that Crosslinks stepped up with the suggestion of a transition to a Supported Independent Living option for Michael. The Area Supervisor and in particular the Support Workers have, and continue to be fantastic. They update myself and Michael's Dad on what Michael has been up to and involve us as much as we can be.

The most important thing to us is that Michael appears to be happy and living a fulfilling life. He has the best of both worlds in being regularly able to spend time with his Dad and brothers and with me. He is fully supported by Crosslinks and their employees who care about him and all aspects of his welfare. We trust them completely.

Once again I would like to say 'thank you' to Crosslinks and in particular to the Castlefern Support Workers. Michael's family and I are so appreciative of the care our lovely Son / Grandson receives.

Margaret Sells (Grandmother to Michael).



### ROMILLY'S STORY

# *Finding my Community*

Romilly (Romy) is a beautiful 25 year old young woman who is a much loved daughter, sister, granddaughter, cousin, niece and best friend to her cats, Gertie and Roxy as well as the family dogs, chooks and pink & grey Galah.

Romilly lives with us, her parents Kerrian and Russell in the Mundaring hills.

As well as being a wonderful young woman Romilly lives with a very rare and moderate condition known as 'Ring Chromosome 22'.

Ring Chromosome 22 is typically characterised by having an intellectual disability associated with low muscle tone, poor motor coordination that can include an unsteady walking gait. Some individuals may also have severe delays in speech and language comprehension with difficulty concentrating and social withdrawal.

Romilly attended the Eastern Hills Senior High School Education Support Unit for five years and in her 18th year it was time for us to look at what options were available to her after school.

We came across Crosslinks at what was then called the Disability Post School Options Expo where agencies who provided skills development activities were all pedalling their wares. One of the Crosslinks Coordinators at the time had been an Education Support officer at Romilly primary school and knew her and we saw this as a positive. We wanted what was best for Romilly and with the choices of agencies in the area at the time Crosslinks appeared to offer what we thought would be best suited to Romilly and what we considered would meet her best interests.

In the seven years Romilly has been with Crosslinks she has grown in many areas and especially in her acceptance of change and approaching people around her. She is more aware that she has money in her purse even though she is not aware of its value.

Romilly loves being a member of the Crosslinks RAP (Recreate & Participate) Community Social Club where she meets up with friends and does socially inclusive activities. Often when Romy and I are out about in the community we come across people she has met through her volunteer program at the History Village in Kalamunda this is really wonderful for us because we know that she is appreciated and accepted. We would also like to say that since Romilly has been at Crosslinks she has had amazing Support Workers involved on her journey in life, and we appreciate all the effort involved in continuing this into the future.

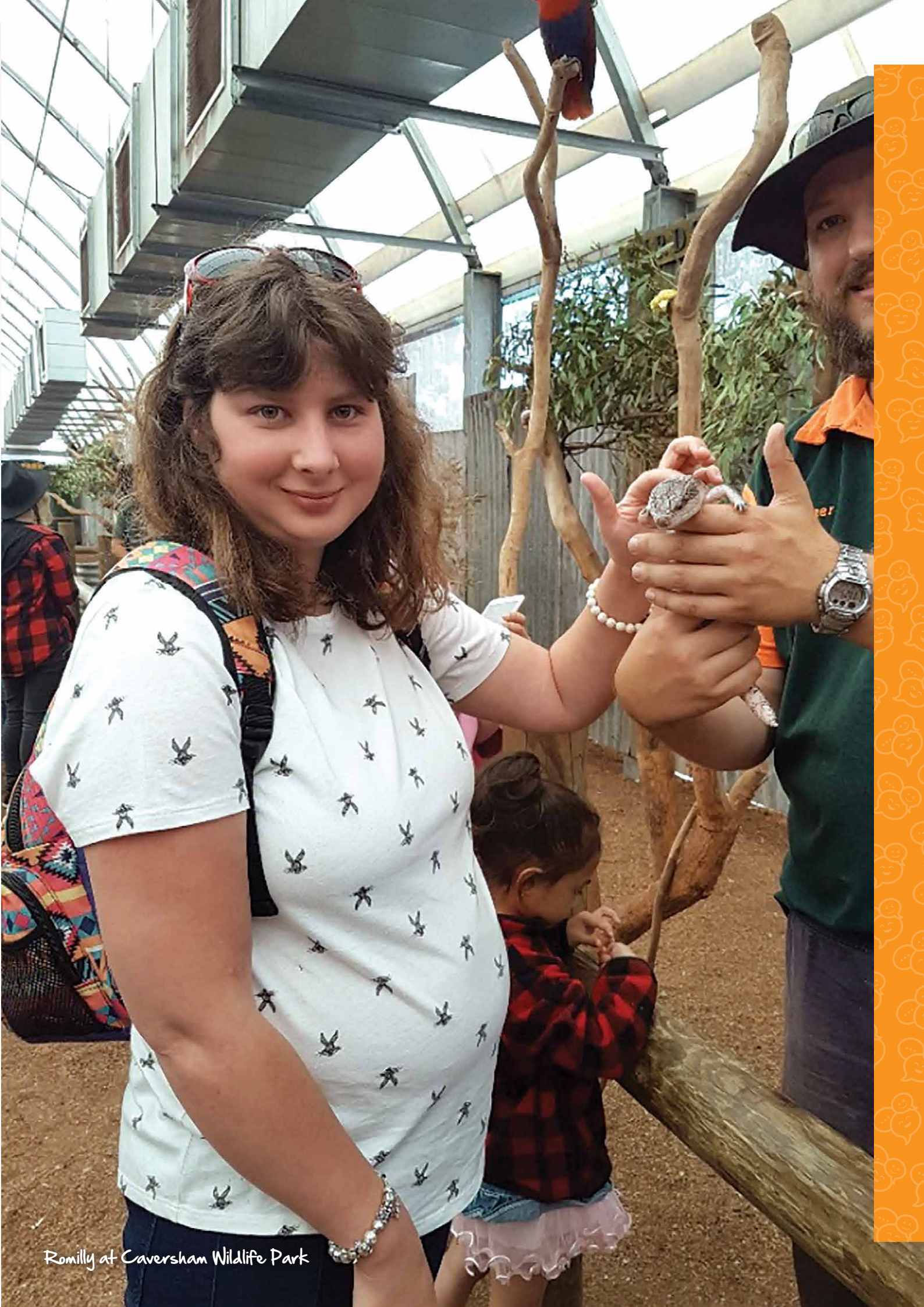
There are many things that Romilly likes but the one that stands out above all the rest is her love of live stage productions and musicals. She also really enjoys swimming and trampolining and as well as being lots of fun, these activities are great exercises for her to be involved in. To name something Romilly dislikes it would have to be ball sports of all kinds.

One of our aims is for Romy's program with Crosslinks to contain regular wellness activities that include regular fitness through things she enjoys.

Looking to the future we are aware that the time will come where Romilly will need to move out of her loving home environment and into some form of shared space. We would like this to be a positive experience for her and at the current time it is hoped that she may share a unit with her cousin and maybe a third person of their choice. We would like her to be able to have her pets and for there to be whatever support is necessary for her to live the best and most fulfilling life she can. She will always have family members there for her, looking out for her best interests and supporting her through life.

Kerrian and Russell Sale





Romilly at Caversham Wildlife Park





### JAMES' STORY

# *Part of the Tribe*

This is James. James is my only son and the youngest of my four children. He lives with me and one of his three sisters. James spent his primary and high school years at the Kalamunda Senior High School Education Support Unit. James is now 27 years of age.

Not long after birth James was diagnosed with the rare chromosome disorder called Cri-du-chat syndrome (CDC). Called Cri-du-chat because it resembles the cry of a cat! James is small in stature for his age this being another characteristics of CDC. This syndrome affects James' speech and upper respiratory system resulting in a low immune system and therefore the reoccurrence of infections. He has a very high pain threshold so there are times he can have a severe infection and I am totally unaware until it has taken hold. James also has in-toeing of the feet and this is the cause of balance issues that may then lead to falls. James requires constant support from me as he is unable to do up zips, shave, tie up his shoe laces, does not know the value of money or how to cross a road safely. If James is unsure of what's happening in his day he can become very agitated and pick at his fingers until they bleed. But James is unique and brings with him a wonderful 'out there' infectious happiness to his life and to those who come in contact with him. He loves his PlayStation, Music, and Dancing, Movies, YouTube and using Google to search out places of interest he would like us to visit. James has travelled to Singapore, Bali and the Gold Coast with me in recent years.

The many life skills I am teaching James at home get reinforced with his Community Inclusion Program at Crosslinks. With the Community Inclusion Program James is able, with the Support Worker support to progress the skills necessary to reach his goals and he can do this while socialising with his friends. This program also provides the opportunity for a busy

social life through the Recreate & Participate (RAP) Community Social Club. James also has the ability to give back to his community with many years of volunteering at the Kalamunda History Village where he is a valued and participating member of their volunteer group.

I was told James would never walk, never talk, never be able to understand 'sign language', so would have limited means of communication. I was told to be prepared for James to have a life of high and complex support needs!

With all of the above being said, those who know James can contest to the fact that he never stops talking, and 'yes' until you get to know him he can be a little hard to understand but in his own way of communicating he gets his message across. The fact that he is hard to understand is the cause of much distress to James because he knows what he is trying to communicate. If you add to the CDC that James also has ADHD you can only imagine the bundle of energy and hyperactivity that he exudes. James can often be heard in the corridors of the Crosslinks building singing at the top of his voice and strumming his air guitar. Those who suggested a life of high and complex support could not have got it so wrong.

We enjoy our family home and life. James loves spending time with his sisters and his young nephew Thomas who thinks 'Uncle James' is just the greatest. As his mother I also consider James to be the greatest and I learn so much from him every day.

Cheryllynn Hunt





# Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2018

## Profit or Loss and Other Comprehensive Income

	Note	2018 \$	2017 \$
Revenue	2	13,285,468	11,026,029
Employee benefits expense	3	-9,564,772	- 8,386,445
Depreciation and amortisation expenses		- 342,359	- 367,428
Supplies and Services	3	- 1,555,294	- 1,568,398
Sundry expenses		- 15,637	- 37,986
<b>Net current year surplus</b>		<u>1,807,406</u>	<u>665,772</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Gain on revaluation of property	8	-	126,869
<b>Total other comprehensive income for the year</b>		-	-
<b>Total comprehensive income for the year</b>		<u>1,807,406</u>	<u>792,641</u>
Net current year surplus attributable to members of the entity		<u>1,807,406</u>	<u>665,772</u>
Total comprehensive income attributable to members of the entity		<u>1,807,406</u>	<u>792,641</u>

*The accompanying notes form part of these financial statements*

## Financial Position

	Note	2018 \$	2017 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	5,990,808	4,348,374
Accounts receivable and other debtors	6	465,790	293,504
Other current assets	7	51,795	133,025
<b>Total Current Assets</b>		<b>6,508,393</b>	<b>4,774,903</b>
<b>Non-Current Assets</b>			
Property Plant and Equipment	8	2,142,931	2,386,364
<b>Total Non-Current Assets</b>		<b>2,142,931</b>	<b>2,386,364</b>
<b>Total Assets</b>		<b>8,651,324</b>	<b>7,161,267</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts payable and other payables	9	297,131	408,008
Other liabilities	10	130,491	264,234
Employee provisions	11	757,669	645,934
<b>Total Current Liabilities</b>		<b>1,185,291</b>	<b>1,318,176</b>
<b>Non-Current Liabilities</b>			
Employee provisions	11	133,325	317,789
<b>Total Non-Current Liabilities</b>		<b>133,325</b>	<b>317,789</b>
<b>Total Liabilities</b>		<b>1,318,616</b>	<b>1,635,965</b>
<b>NET ASSETS</b>		<b>7,332,708</b>	<b>5,525,302</b>
<b>Equity</b>			
Reserve	13	559,648	559,648
Capital grants reserve		2,179,165	2,111,853
Retained surplus		4,593,895	2,853,801
<b>Total Equity</b>		<b>7,332,708</b>	<b>5,525,302</b>

**Note: This 2017/2018 Financial Report is an abridged version with the full report being available on our website: [www.crosslinksinc.org.au](http://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 2016		2,339,564	1,960,318	432,779	4,732,661
<b>Comprehensive income</b>					
Net surplus for the year		665,772	-	-	665,772
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>
 Balance at 1 July 2017		 2,853,801	 2,111,853	 559,648	 5,525,302
<b>Comprehensive income</b>					
Net surplus for the year		1,807,406	-	-	1,807,406
Other comprehensive income for the year:					
Asset revaluation	13	-	-	-	-
Transfer to Capital Grants Reserve	4	- 67,312	67,312	-	-
Balance at 30 June 2018		<u>4,593,895</u>	<u>2,179,165</u>	<u>559,648</u>	<u>7,332,708</u>

For a description of each reserve, refer to Note 13

The accompanying notes form part of these financial statements



## Cash Flows

	Note	2018 \$	2017 \$
<b>Cash Flows from Operating Activities</b>			
Contributions (members) received		1,396,776	999,036
Grants (state) operating received		11,451,267	9,544,312
Lotterywest & other grants		1,409	118,373
Donations received		1,100	300
Payments to suppliers and employees		- 11,273,091	- 9,985,447
Interest (unrestricted) received		96,588	78,752
<b>Net cash generated from operating activities</b>		<u>1,674,049</u>	<u>755,326</u>
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		45,758	237,030
Purchase of property, plant and equipment		<u>- 77,373</u>	<u>- 339,333</u>
<b>Net cash used in investing activities</b>		<u>- 31,615</u>	<u>- 102,303</u>
<b>Cash Flows from Financing Activities</b>			
Net increase in cash held		1,642,343	653,023
Cash and cash equivalents at beginning of financial year		<u>4,348,374</u>	<u>3,695,351</u>
<b>Cash and cash equivalents at end of financial year</b>	5	<u><u>5,990,808</u></u>	<u><u>4,348,374</u></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 (the organisation), which comprises the statement of financial position as at 30 June 2018, 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 organisation's financial position as at 30 June 2018 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 organisation 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 organisation's annual report for the year ended 30 June 2018, but does not include the financial report and our 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 organisation'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 organisation'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.



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

ABN: 67 125 012 124



**Conley Manifis**  
Director

Dated this 6th day of September, 2018

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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## *Our thanks to you*

We express our sincere thanks for your support.

