



Crosslinks

INCORPORATED



*Your Life,
Your Choice,
Your Way*



ANNUAL REPORT

2018-2019

*Your Life,
Your Choice,
Your Way*



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A brief history of who we are...

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

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

Support services were originally offered through a Community Inclusion day program to individuals who were 18 years and over and had an intellectual disability and may have an associated physical disability. The Community Inclusion Program has been our core support and we now offer this support to over 120 individuals. In 2007 we made the decision

to open a respite house in Midland. This was in direct response to the constant requests from families. Over the following twelve months more families approached us to assist with their family member moving out into their own home, so a decision was made to develop a Community Living Program. In 2008 our first official Group Home opened to support 4 individuals. This program has grown and is now able to support 41 individuals.

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

“Your Life, Your Choice, Your Way”



CROSSLINKS INC. 6 CALE STREET MIDLAND

Vision Statement

Your Life, Your Choice, Your Way

Purpose

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

Values

Equity & Inclusion: All people are equal and included

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

Empowerment: All people have choice and control

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

Customer Charter

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



Board Director Profiles



Vicki Caudwell

CHAIR OF THE BOARD

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

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

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

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

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



Alex Watt

BOARD TREASURER

Since 1995 which was before the name Crosslinks was adopted, I have been part of the enmeshed fabric of Crosslinks. From a meagre budget of \$189,000 and 30 participants with a premises at 24 Central Road in Kalamunda, Crosslinks opened its doors in May 1996 and was formally launched on 8 October 1996. If not for committed Board Directors, I don't think we would have seen Crosslinks advance as it has over the last 23 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

DIRECTOR OF THE BOARD

I started on the Board in 2015, a short time after the Perth Hills NDIS trial site began. This trial heralded fundamental changes to the sector and presented Crosslinks with significant challenges. These challenges have been met so far through the hard work and commitment of Crosslink's management and staff with the guidance and oversight of the Board. Since the introduction of the NDIS the necessary changes have been made to ensure Crosslinks remains relevant and sustainable into the future.

In the past 12 months the key stand out to me is the embedding of the new organisational structure. It is one thing to make a change, it is another entirely to make this change work. Crosslinks management and staff have undertaken a mountain of work, on top of their day to day responsibilities, to make the new organisational structure work and they should be congratulated.

It is also great to see the recruitment drive for new Board members has come up trumps. I look forward to working with our new Board members and learning from the injection of new knowledge, experience and perspectives.

I am proud to have been part of the Board in the past few years and believe we are on the right track. However the work is not over with the sector continuing to evolve and uncover the realities of seemingly constant changes to policies, procedures and practices. The development of a new home for Crosslinks is a significant project in itself which is daunting and exciting at the same time.

Beyond all these changes, challenges and new projects I am pleased to see one thing hasn't changed – Crosslinks commitment to provide high quality services to its valued clients. I am committed to ensure this is one thing that does not change.



Christine Grace

DIRECTOR OF THE BOARD

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

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

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

Board Directors Profiles



Rosie Davis

DIRECTOR OF THE BOARD

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

I am a qualified accountant and Registered Company Auditor and through my experience in Australia over the past 8 years, I have developed a passion for working with Not-for-profit organisations.

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

We have a beautiful little 2 year old girl and have recently welcomed her new little sister. I am currently balancing life as a stay at home Mum with some private consultancy work and am pleased to continue to bring my knowledge and experience to the benefit of Crosslinks Inc.



Kaye Donec

DIRECTOR OF THE BOARD

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

I have been a Board Director for many years. I have watched Crosslinks Inc. grow and evolve into an important provider of services for people with disability in our region. It has been a privilege to be part of an organisation that has always ensured that its key objective to provide a quality service for people with disability is being met. Crosslinks Inc. faces each challenge and change with innovation and professionalism while maintaining its focus on the needs of the individuals they support.

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



Stewart Sharp

DIRECTOR OF THE BOARD

I joined the Board of Crosslinks in 2017 as an honorary member before being voted in at the 2017 AGM. I come from a Corporate Background, having worked for some of the world's largest retailers across the UK & Australia, therefore bringing a slightly different viewpoint to Board discussions. The challenges facing the not for profit sector and especially organisations undergoing significant change, like Crosslinks, allow me to utilise my experience in a larger organisation in order to have a meaningful impact to families in the local community.

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

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



Denise Michelsen

CHIEF EXECUTIVE OFFICER

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

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

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 the continued growth of the NDIS philosophy of encouraging a more inclusive community that promotes safety and equal citizenship.

Chairperson's Report

It has been another very busy year for Crosslinks with a great deal of consolidation of projects and initiatives commenced in the last financial year, all undertaken whilst continuing to provide services for participants. And again I'd like to acknowledge the tremendous efforts made by all those who are associated with making Crosslinks the effective and ethical service that it is. In particular, I want to thank, on behalf of the Crosslinks Inc. Board (the Board), all of 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. The Board deeply appreciates their commitment and effort to ensuring the services provided to participants are of a high standard.



Vicki Caudwell
CHAIR OF THE BOARD

I also want to acknowledge and thank the Board and Denise Michelsen, Crosslinks Chief Executive Officer. They have again worked diligently and effectively to support and guide Crosslinks during this past very busy year, which has seen the successful completion of the Crosslinks Inc. Strategic Plan 2017-19 and the implementation of the Crosslinks Inc. Strategic Plan 2019-21.

Sadly, due to work commitments, the Board farewelled one of its newer Directors, Maja Katanic. Maja made important contributions in the area of Human Resources and Strategic Planning. On behalf of the Board I want to acknowledge her efforts and thank Maja for her support of Crosslinks during the time served as a Director. The Board wishes her all the best in her future endeavours.

I also want to mention that this past year has seen the first full year's operation of the Family and Friends Advisory Group which has been a great boon to Crosslinks and the Board. Their insights and contributions are proving very helpful.

Whilst Crosslinks is still facing the same challenges as last year relating to the National Disability Insurance Agencies (NDIA) management of the National Disability Insurance Scheme (NDIS) and determining the future development of facilities to support Crosslinks services into the future, there have been some significant achievements and developments that I would like to mention.

The workplace culture project overseen by Luisa Wing of Vermelho has proven to be very successful, resulting in a more settled workforce carrying less impacts from the necessary structural organisational changes undertaken in the past few years. The staff worked hard with Luisa and continue to reap the benefits of their hard work and commitment to making Crosslinks an effective, productive and happy work environment.

For some years Crosslinks has been challenged by the need to establish an effective and reliable Customer Relationship Management (CRM) system. Over the past year Denise and the Board took the decision to replace the current system which was under development, with a more efficient system. Flowlogic have been engaged to support this work and the progress to date is very promising. Again, this progress is the result of the hard work and

commitment of Crosslinks staff. The new system to replace the existing CRM has been named the Links. A fitting name given it is about linking all participant records in order to provide up to date service information to both staff and participants and their families. The Links will also generate the data that Crosslinks and the Board will be able to utilise to:

- assess the effectiveness of Crosslinks participant services and
- make evidence based decisions about service and organisational initiatives and challenges.

Crosslinks underwent a formal evaluation this financial year by the Department of Communities – Disability Service. The outcome was that Crosslinks met five out of the six National Standards for Disability Services. This is a commendable outcome and one Crosslinks staff can be rightly proud of. However, the evaluators found that we need to improve our processes under Standard Three – Individual Outcomes. Crosslinks staff are currently working hard to address and implement changes to ensure we meet this standard as soon as possible.

Crosslinks remains financially sound, an achievement of note, in these times of shifting funding models and competing needs for government funds. Bearing in mind the need to maintain this financial stability, the Board plans, in the future, to explore alternative funding sources to augment current funding, consolidate our financial position further and enable new and exciting approaches to supporting participants. Some of these changes may include partnering with other services to expand the types of services Crosslinks is able to provide.

The coming year will bring the completion of the first phase of the current strategic plan and the development of the long term vision for Crosslinks Inc. (our future direction). This future direction, determined by the Board in consultation with Crosslinks participants, families, staff and key community and government stakeholders, will guide the development and implementation of the shorter term strategic plans. Importantly, setting this future direction will best position Crosslinks to continue to provide contemporary services of excellence to participants. The Crosslinks future direction will be available to all stakeholders on the Crosslinks website.

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

Another important focus for Crosslinks will be the development of an effective communication and marketing approach that will

- raise Crosslinks community profile,
- improve Crosslinks reputation through ensuring key stakeholders are well informed about Crosslinks,
- increase Crosslinks capacity to advocate for people with disabilities, and
- enable prospective participants to learn about what support and services Crosslinks provide.

So, it will be another busy year full of exciting possibilities and initiatives that will provide long term benefit to Crosslinks participants, families and staff.

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.

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

Vicki Caudwell

Chair of the Board, Crosslinks Inc.

Treasurer's Report

It is my pleasure to present the audited Crosslinks 2018-19 Annual Financial Statements. The financial statements have been audited by William Buck WA (registered auditors).



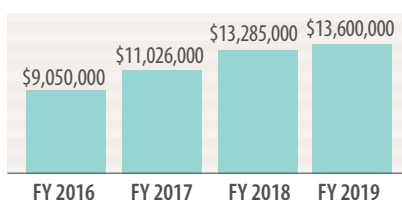
Alex Watt
BOARD TREASURER

The statements are contained in pages 46 to 51 of the 2018/19 Crosslinks 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 2019 and of its performance for the year ended on that date; and complying with Australian Accounting Standards – Reduced Disclosure Regime.

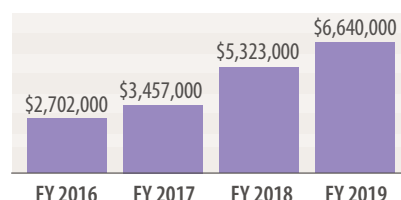
The accounts were prepared in accordance with Division 60 of the *Australian Charities and Not for Profits Commission Act 2012* and comply with the requirements of the *Associations Incorporation Act 2015* (WA).

REVENUE



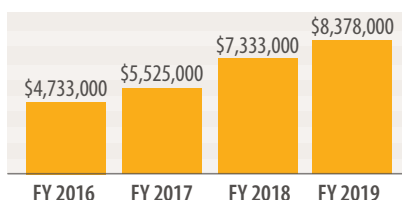
Crosslinks revenue grew by 2.3% as compared to 2017-18. This is a slower rate of revenue growth when compared to growth over the previous 5 years and is reflective of a period of services stabilization.

WORKING CAPITAL



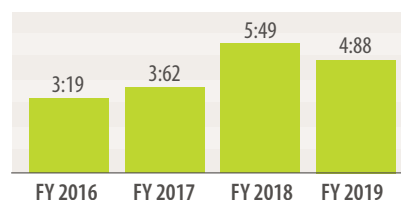
This measures Crosslinks ability to meet short term liabilities. The higher the figure the better but is assessed against our current assets how quickly they can be converted into cash to meet current liabilities.

NET TANGIBLE WORTH



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

CURRENT RATIO (TIMES)



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

When comparing 2018/19 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 @ 10% return on assets which is consistent with a Crosslinks 10 year trend.
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 2020-21 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 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

Crosslinks celebrates another very eventful year which been possible through the ongoing support and generosity of our participants, supporters, partners, friends and the wider WA community. We thank each and every one of you for believing in our vision and helping us achieve our purpose.



Denise Michelsen
CHIEF EXECUTIVE OFFICER

Strategic Plan 2019-2021

On 28th July 2018 representatives from our Family and Friends Advisory Group joined the Board, the Executive and Leadership Team to worked together to develop our 2019-2021 Strategic Plan. This was a very exciting and productive workshop day ensuring that individuals with disability are at the forefront of all decision making. The Strategic Plan is a road map to keep us focused on where we are headed over the next 3 years. With all of the changes brought about by the NDIS and the Quality and Safeguarding requirements it would be easy to be distracted from our purpose which is to provide flexible, personalised options for individuals to connect to their community and maximise their potential.

Organisation Culture

We have also invested a significant amount of time placing a magnifying glass over the culture of our Organisation as it determines the quality of service and most importantly our customer experience. Feedback from our participants and employees has demonstrated a significant improvement in our ability to be agile and resilient under the NDIS. Continually improving our culture for all stakeholders is crucial.

Quality Evaluation

In October Crosslinks was evaluated by the Department of Communities – Disability Service. This Quality Evaluation process is conducted every three years and it measures organisations against the six National Standards for Disability Services.

Crosslinks received excellent feedback regarding our supports / services that we deliver, with special commendation for the programs we offer and the relationships that our Support Workers have with participants, their families and supporters.

At the conclusion of the evaluation, Crosslinks was deemed successful in meeting five out of the six National Standards for Disability Services. In this ever-changing environment, this was a great outcome that all can be proud of. We do however have some upcoming work to ensure we improve our processes under Standard Three – Individual Outcomes. This Standard is set out to ensure organisations services and supports are assessed, planned, delivered and reviewed to build on individual strengths and enable individuals to reach their goals. Crosslinks has a system implemented to achieve this Standard however our review component needs to improve to achieve full compliance for Standard Three.

We have taken this opportunity to design a new goals and outcomes system and more importantly design it together with participants and families. This was to ensure that we design a planning, tracking and review process that is meaningful for participants / families and reflective of best practice

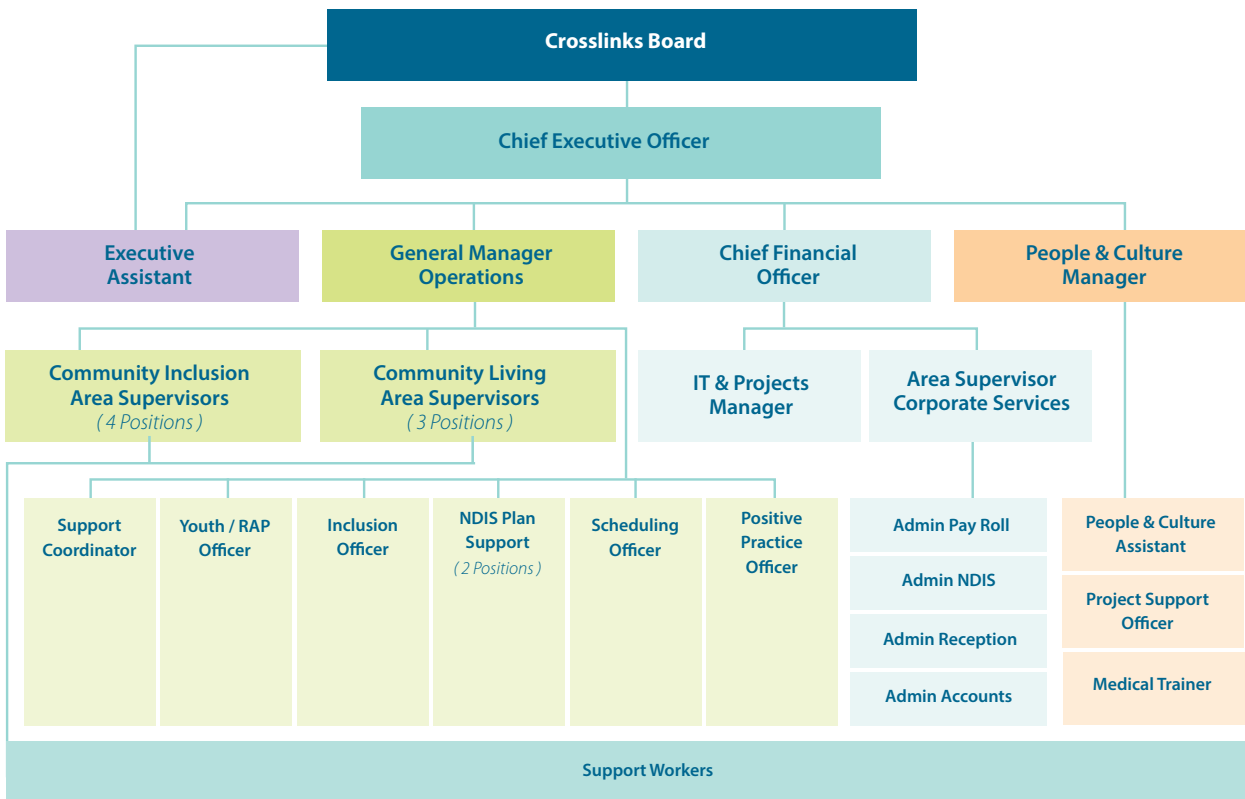
within the context of the NDIS. This co-design process takes a bit longer, but it ensures that the individuals that we support have choice and control over the outcomes they want to achieve.

Organisational Structure

At the beginning of 2018 our new organisational structure was implemented to ensure contemporary service design that focuses on best practice that placed the participants at the front of all decision making and control over the services that they wanted. Over the past year we have adjusted resources to ensure that we can respond to the changing requirements of the NDIS. This brought about several changes to our Teams. Once again saying farewell to some and hello to new people joining us.

I would like to say farewell to both Elizabeth Small and Helen Hewett, both choosing to take up other opportunities within the Community Sector. I extend my thanks to both for all of the amazing things that they contributed to and their commitment to the participants that we support.

We also introduced a number of new positions and have welcomed new members to our Team. These new positions have been introduced to both grow services and to realign our processes to better support participants and employees.



IT and Customer Relationship Management (The Links)

Crosslinks has an ongoing commitment to ensuring improvement in the current participant information and reporting system. We have made a significant investment and purchased a new computerised system that streamlines processes for the support staff and enables quality reporting on participant outcome. We have engaged Chris Williams as our new IT and Projects Manager to work with our teams to review, redesign and implement the new IT protocols and The Links over then next 18 months.



EXECUTIVE TEAM: JOANNE GARLAND, DENISE MICHELSEN, SIMONE KAUFMANN, KATE MCBRIDE & KRISTY IZZILLO

Organisational Relocation

Another twelve months have passed without much progress. We are committed to finding an option that is still located in Midland and meets the requirements of easy access for our participants. We continue to work with Lotterywest with the hope of financial assistance to improve participant focused support areas like our sensory room. I look forward to being able to share the realisation of our new facility in the coming year

Thank You

I also extend my sincere appreciation to:

- The Board for their commitment and incredible work carried out for the betterment of our participants.
- Our Family & Friends Advisory Group for your ongoing involvement and collaboration in ensuring Crosslinks offers quality services that promote a good life for all involved.
- Lynne Porritt for 15 years of Service as a volunteer. Lynne facilitates our computer program on Monday and lends a hand at the Friday Art program. Lynne is also the editor of our monthly newsletter and is currently supporting Narelle Murphy to learn and develop editorial skills. We all greatly appreciate the ongoing commitment to ensuring these programs and services are

available to the individuals that we support. Thank You.

- Joanne Garland my Executive Assistant for keeping me organised and the support that you offer to the Board. Your ongoing efforts to ensuring that we meet our timelines is greatly appreciated.
- Thank you to my Executive Team, Simone Kaufmann (Chief Financial Officer), Kate McBride (General Manager Operations) & Kristy Izzillo (People & Culture Manager) for your efforts and the amount of work undertaken throughout the year.
- All Employees and Team members. This year has seen us work more closely with each other and produce some amazing outcomes for our participants and their families. Remembering that we are one team that creates an environment of respect and trust to achieve our mission. Your ongoing contributions are greatly appreciated.
- Finally, to all the participants and their families, Thank You for allowing Crosslinks to be a part of your life's journey.

Denise Michelsen

Chief Executive Officer, Crosslinks Inc.

CORPORATE SERVICES

Chief Financial Officer's Report

Together with the Corporate Services Team we ensure on a daily basis that our Operations team has the necessary administrative support to deliver better outcomes for our participants. The team ensures employees are paid on time, calls are answered, invoices are paid and NDIS claims are processed efficiently.



Simone Kaufmann
CHIEF FINANCIAL OFFICER

With the announcement that WA will move to the federally-run National Disability Insurance Scheme (NDIS) most of our Community Living homes have now been transferred to NDIS funding. The speed of the roll-out has been slower than expected as participants previously funded through the WA NDIS scheme were transferred as a priority to the federal NDIS system. Crosslinks has also participated in the NDIS WA price review in March 2019 to provide information to NDIA to help with the developments that are required to ensure the NDIS achieves the best results for people with disability.

Internally we identified early in the Financial Year that our current Customer Relationship Management (CRM) system was not providing us with the necessary functionalities we require for an efficient administration of the NDIS. We therefore started to investigate alternative products that provide the system functions we were looking for. After extensive due diligence we have found a system that fits the requirements and our needs.

In November 2018 we therefore recruited Chris Williams to manage the project implementation of the new CRM we had chosen which was named

by our employees 'The Links'. Chris has been working together with the software development company that supplies the product to adapt the software to our specific requirements. It is planned to roll-out 'The Links' in September/October 2019 and we are very excited for the possibilities it will bring to streamline the administration and recording of services provided.

The annual Audit has been completed by William Buck Chartered Accountants and we were able to achieve full compliance. The Corporate Services team continues to work to high professional standards so this result can be achieved again in the future.

Crosslinks employees continue to have the security of working for a financially strong organisation and are assured cash reserves are sufficient to cover employee's entitlements for annual and long service leave. Also Crosslinks ensures to be fully insured to

meet contractual requirements, protect employees and adheres to good governance practices.

I would like to acknowledge and thank the Corporate Services Team for their hard work and support throughout the year. I would like to welcome Lisa Mueller and as already mentioned above Chris Williams to the Team. Lisa has taken on the role as Accounts Officer and Chris has taken on the IT & Project Manager function. Katrina Elliott has started university and is only joining us now for 1 day per week. The other members of the team remain consistent with Michelle Boyd (Area Supervisor), Rayston Bailey (Payroll Officer), Jaime Coomber (NDIS & Admin Officer) and Sharna Lines (Admin Assistant-Reception).

Simone Kaufmann
Chief Financial Officer, Crosslinks Inc.

BACK ROW (LEFT TO RIGHT): SHARNA LINES, SIMONE KAUFMANN, JAIME COOMBER & KATRINA ELLIOTT
FRONT ROW (LEFT TO RIGHT): LISA MUELLER, RAYSTON BAILEY, MICHELLE BOYD & CHRIS WILLIAMS



General Manager Operations Report



Kate McBride
**GENERAL MANAGER
OPERATIONS**

Quality & Safeguarding

Crosslinks has spent a significant amount of time this year preparing for the introduction of the NDIS (National Disability Insurance Scheme) **Quality** and **Safeguarding** Framework. **Quality** is about receiving good services. **Safeguarding** is about keeping people safe when they are receiving services.

The NDIS Quality and Safeguards Commission has been established to implement and oversee the NDIS Quality and Safeguarding Framework across Australia. The Framework is legislation which sets out a standard for how organisations provide high quality support for people with a disability receiving NDIS funded supports and services. A number of other states and territories have rolled into the Framework and are already reporting to the Commission. The Commission will commence operating in Western Australia as of 1st July 2020.

Throughout the year our leadership team have attended a range of training opportunities, conferences and networking events to better understand our future Framework requirements and have the opportunity to learn from the experiences and challenges that our Eastern States counterparts faced during roll out.

An external Behaviour Support Consultant, Joanna Davis assisted Crosslinks to conduct observations and assessments of participants Behaviour Support needs and identify any practices occurring that need improvement or alteration under the new Framework. Joanna also assisted Crosslinks to develop a contemporary Behaviour Support training session for our employees and conducted train the trainer sessions to enable our Area Supervisors to deliver the training in-house.

The Area Supervisor team conducted a planning exercise to analyse and interpret legislation to broadly identify the systems and processes Crosslinks would need to change, improve and or develop in order to ensure Framework compliance. This process highlighted that whilst we have many positive practices and processes occurring, we need robust systems in place to ensure our processes are streamlined and standardised across the organisation. These systems need to be more accessible to both our employees and our participants.

As a result of the planning exercise Crosslinks has employed a Positive Practice Project Consultant – Martin Albrecht. Martin will assist Crosslinks to develop robust and accessible Quality and Health Management Systems across the organisation over the next financial year to continue our preparation efforts for July 2020.

Safer Services

Crosslinks is a member of National Disability Services (NDS) who are a peak advocacy body for disability service organisations across Australia. NDS sought funding to help make services safer for people with disability by supporting organisations to have access to the right tools and training to support best practice. NDS set out to develop the Safer Services Toolkit and invited Crosslinks to play an integral part in developing and testing these tools within our organisation.

The toolkit was launched in February 2019 and can help organisations to build their internal capabilities and ensure all stakeholders including people with disability, families, staff and managers are part of the process. The toolkit includes:

- guidance on the development of a Safer Services Plan
- a suite of useful tools to assist safeguarding in practice, and

- a suite of tools to assist organisations to be change ready and resilient

Crosslinks is eager to support sector initiatives such as the Safer Services Toolkit and will be ensuring best use of the tools as we progress with our Quality and Safeguarding preparation work.

Culture & Leadership

Last financial year Crosslinks invested a significant amount of time understanding the culture of our organisation. This enabled Crosslinks to determine a range of initiatives that would improve the quality of our services by enhancing employee job satisfaction and working as one trusting and respectful team.

Through this investment of time, Crosslinks has heard from its employees and participants that they feel an enhanced sense of connection to the organisation, are feeling more informed and have a happier relationship with the organisation. This is a sign that we are on the right track to becoming a more resilient, responsive and agile organisations under the NDIS.

Culture change is a journey and it takes involvement from all levels of the organisation over a significant period of time. If you believe there is more we could be doing I would love to hear from you!

Throughout the year Crosslinks also engaged Sarab Singh from Corporate-Sherpas to enhance the leadership skills and position of the organisation. Whilst this leadership development journey is not yet over for our teams, we are truly grateful for the results experienced to date. Our teams are more open, reflective and confident. We welcome further learnings and improvements moving into the new financial year.

LEFT TO RIGHT: REBECCA, LYNNE, MATY, CHELLE, TOM, ERIN, MICHELLE, ZOE, ROBYN, SIMONE, SARAB, PAULINE & KATE



Royal Commission

The Federal Government has announced the establishment of a Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. A Royal Commission is an official way of looking into a big problem that is a matter of public importance. It helps the Government work out what went wrong for people in services and what they need to do to prevent problems occurring into the future. The Disability Royal Commission is expected to run for three years and a significant amount of Government funding has been allocated to the Royal Commission to ensure people with disability are supported to have their voices and experiences heard.

Crosslinks is deeply committed to upholding the human rights of people with disability and we fully welcome and support the Royal Commission. Crosslinks will participate in the Royal Commission as requested and will support participants to share their experiences should they wish to.

If any of Crosslinks participants, their supporters or stakeholders would like further information about the Royal Commission please visit the Commissions website where you will find the terms of reference, Letters Patent and easy read information about the Royal Commission.

www.disability.royalcommission.gov.au

Technology & Software

The technology and software we use is essential to the effective running of our organisation. It ensures we streamline processes, reduce administrative time, effectively and safely manage peoples data, appropriately schedule supports and track expenses.

This year we identified a new Customer Relationship Management (CRM) software to implement – internally known as The Links. This software will ensure our organisation continues to operate smoothly under the National Disability Insurance Scheme.

The Links was designed and tested throughout the year and we anticipate roll out to employees at the end of 2019. Phase two of The Links project will see the design and development of a participant portal. This will enable participants and their supporters to access The Links to independently track their budget, rate their service satisfaction and view the supports provided through notes and photos. Stay tuned to our newsletter for updates on this throughout next year.

We also purchased Microsoft Surface Pros for all office based employees. This will enable all office employees, particularly our Area Supervisors and Planners to work remotely with participants and employees out in the Community and our Community Living homes.



Community Living “My House, My Home”

Our Community Living service currently has 12 homes (including 3 duplexes) where between 2 and 5 participants live and share their homes with one another, assisted by Support Workers 24 hours a day, 7 days a week

Community Living has experienced a number of positive changes over the last year. With the most noteworthy change being the move from rotating rosters to the implementation of static rosters. This has meant that our employees working in Community Living have a set schedule of work and can better plan their lives around their designated shifts. This results in improved work-life balance and we hope improves employee job satisfaction.

We have also welcomed a new Area Supervisor into the Community Living Area Supervisor team. Lynne Clutterbuck, Maty Graves and the newly welcomed Christina Dineen hold Area Supervisor positions. The team are passionate about ensuring participants are supported to exercise choice and control, maximise their independence and meet their individual needs in the home environment.

With the roll out of the NDIS this year we have continued to assist Community Living Participants to transition to the NDIS – utilising the new NDIS Supported Independent Living quoting system. The Governments transition timelines have been somewhat slower than anticipated and we await the transition of a couple of our Community Living homes.



Lynne Clutterbuck, Maty Graves,
& Christina Dineen

Community Living Area Supervisors





Community Inclusion

Our Community Inclusion service currently supports approximately 120 participants in and around their local communities. This year Zoe Mooney finished up in her RAP Officer position and joined the Community Inclusion Area Supervisor team. Erin Shaw, Chelle Weedon, Tom Kerr-Sheppard and Zoe Mooney hold the Area Supervisor positions and are passionate about ensuring participants are meaningfully included in their local communities, have rich social connections and are valued citizens.

Last year our Community Inclusion team were embedding the 'zoning' process to streamline the provision of our Community Inclusion services. We believe the hard work has really paid off this year. 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 reduced service cancellations, participants are supported by workers who are connected to their local community and we have increased flexibility with the times supports are provided.

Our regular Community Inclusion training days continue 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.

Community Inclusion Area Supervisors

LEFT TO RIGHT: ERIN SHAW, ZOE MOONEY, CHELLE WEEDON & TOM KERR-SHEPPARD





RAP (Recreate & Participate) Community Social Club

RAP continues to be a popular service that grows each year. Donna Moss facilitates RAP having previously worked with Crosslinks as a Support Worker. Donna is passionate about people with disability living their best life in and 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, silently rocking out at the Fringe World Silent Disco, visiting and critiquing Sculptures by the Sea, lounging about at the Rooftop Movies and having a putting good time at Holey Moley!

Donna has also spent time this year developing a network of people who might be interested in attending a Youth Club. Crosslinks is committed to expanding services to a youth market between 13 and 18 years of age. If you or someone you know might be interested in a Youth Club please get in touch with Donna at our head office. Stay tuned in our Newslinks newsletter for upcoming events and information relevant to new youth services



Robyn Hansson & Donna Moss

Inclusion Officer

Youth / RAP Officer

Crosslinks Activities

Crosslinks continues to offer activities of choice designed to be fun and engaging such as Music, Karaoke, Sport, Art, African Drumming, Zumba and our ever popular discos, where people connect with one other. 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. The success of our activities would not be possible without the engagement and energy of our Support Workers and Volunteers.

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 support 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 service delivery.

This year Crosslinks experienced considerable growth within our Support Coordination service and employed a dedicated, part-time, Support Coordinator – Rebecca Harvey. Rebecca currently supports 70 participants who require Support Coordination services and she is passionate about ensuring people with disability have their own voices heard and have easy access to the supports and services they require to achieve their goals.

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



A special thank you to Erin, Chelle, Tom, Zoe, Lynne, Maty, Christina, Donna, Robyn, Katie, Marina, Deb, Emma, Rebecca and Martin for:

- your commitment to delivering and improving Crosslinks services
- challenging and supporting each other
- all the laughs and jokes which makes the office a welcoming space
- your commitment to provide positive and proactive leadership to Support Workers and the participants they support
- your resilience and eagerness for change

We love our Volunteers

Thank you to Lynne Porritt and Narelle Murphy who each month ensure that the Newslink newsletter is created to enable us to share updates and newsworthy stories with our participants and families.

Kate McBride

General Manager Operations, Crosslinks Inc.



Volunteers

ABOVE: LYNNE PORRITT
BELOW: NARELLE MURPHY



Rewards and Recognition

WA Support Worker Awards

National Disability Services (NDS), in partnership with the Department of Communities, held at a gala dinner at Crown Perth on Saturday 11th May 2019, for the WA Disability Support Awards.

The WA Disability Support Awards celebrate the significant contribution of individuals and teams who support people with disability to achieve their goals.

The Awards recognise and reward people who go beyond ordinary standards of service and provide the highest standard of individualised support to people with disability. The Awards also provide an opportunity to recognise excellence in leadership and innovation to continuously improve disability supports and create better outcomes.

Crosslinks has several representatives nominated for recognition;

- Award Nominee for Excellence in Leadership - Kate McBride
- Award Nominee for Excellence in Home & Family Support - Neil Wakeford
- Award Nominee for Excellence in Home & Family Support - Moojebing Team (Kim Taripe, Emma Harris, Erin Townsend, Maro Kareko, Tiffany Stuart, Manisha Kapil & Jaimee Graham)

Milestones / Achievements

- 15 Years – Laurette Murrell Barrow (Support Worker)
- 15 Years – Lynne Porritt (Volunteer)
- 10 Years – Robyn Hansson (Inclusion Officer)
- 10 Years – Michelle Boyd (Area Supervisor Corporate Services)
- 10 Years – Grant MacMurchie (Support Worker)
- 10 Years – Christine Grace (Board Director)
- 5 Years – Gabriel Tiamo (Support Worker)
- 5 Years – Deb Moore (Scheduler)



Neil Wakeford, Kim Taripe, Kate McBride & Denise Michelsen

People & Culture Manager Report

During 2018/2019 the People and Culture team has played a key role in driving Crosslinks cultural change program. Guided by our Human Resources Strategy which is focussed on employee attraction, engagement, development and retention, we have strived to shape a workforce that understands the Crosslinks purpose, lives our values and is proud to be part of our team.



Kristy Izzillo
**PEOPLE & CULTURE
MANAGER**

We are making progress. During the year, 40 % of our new hires came from an employee referral, evidence of the value people place on working at Crosslinks. We have also been delighted by the calibre of people joining the organisation from related sectors, bringing deep knowledge and experience to our team.

A major initiative was the introduction of the Change Team, which I am very proud to support as the Executive Sponsor. Comprised of 8 people representing a broad cross section of the organisation, the Change Team's role is to help build trust and respect by promoting transparency and accountability. They serve as a litmus test of the organisational culture and a gateway for employee feedback. For me, the team provides strong connections with the employee group, helping to ensure our initiatives reflect the needs of the organisation and employees alike.

Across the year Crosslinks have placed significant emphasis on training and development with the aim of ensuring our support workers not only meet the minimum requirements of the NDIS but are equipped to meet the evolving needs of our participants. We have made a significant investment in this area with over 5500 hours specifically utilised to develop our employees. To help

LEFT TO RIGHT: JESSI SUTHERLAND-BRUCE, PHILOMENA JOHNSON, KRISTY IZZILLO & EMMA MALLON



meet the demand, we engaged a Medical Support Trainer, Philomena Johnson. As a Registered Nurse and qualified trainer, Philomena is well placed to deliver swift, diverse, flexible training, specific to the requirement of our participants.

Recognising and celebrating employees' achievements is key to building an engaged workforce, which ultimately results in improved productivity and greater dedication to the Crosslinks purpose. With this in mind we implemented a range of recognition initiatives including the new Crosslinks Champion program, where Area Supervisors recognise employees who have consistently demonstrated behaviour that is aligned to the values of the organisation. To date, there have been 15 employees featured within internal and external communication channels.

We also held an all employee appreciation event. Our team gathered for a night of barefoot bowling, strengthening connections and celebrating the difference our team make in the life of people with disability.

Looking ahead we will continue to build on our significant progress, The People and Culture Team are a strong, cohesive group who value participants and employees alike.

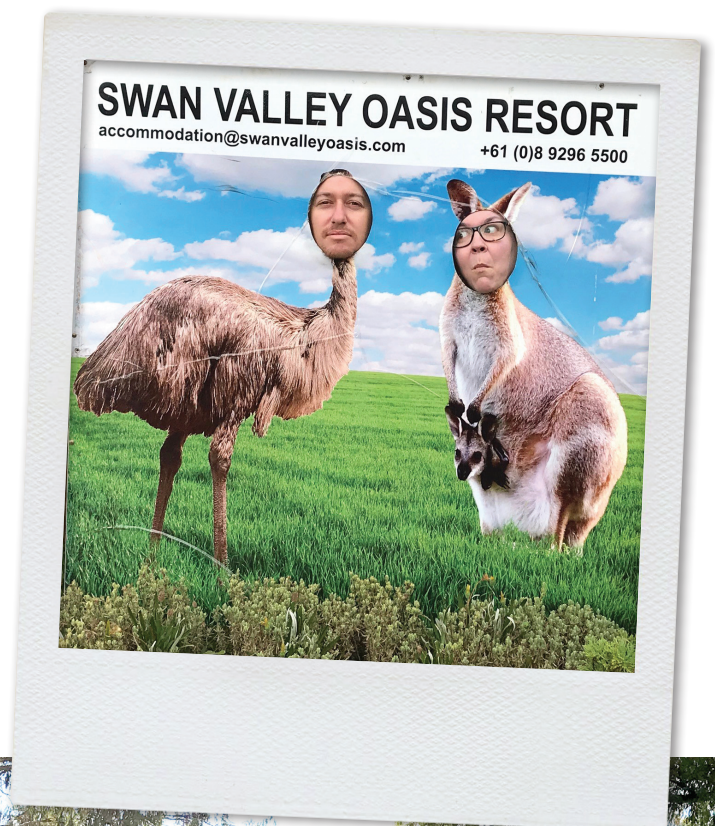
I would like to thank the People and Culture Team, Jessi, Philomena & Emma for their hard work throughout the year.

Kristy Izzillo

People & Culture Manager, Crosslinks Inc.

5500

Dedicated Training
& Development
hours invested in
the Team





(LEFT) CROSSLINKS EMPLOYEES GATHERED FOR A NIGHT OF BAREFOOT BOWLING, (RIGHT) BAILEY & CHELLE



Kate & Marina



Kate, Victor & Denise



Kate, Neil & Maty



Denise & Sharni

Change Management Team

Crosslinks has been focusing on organisational culture change to help ensure we can deliver a quality service.



Sharna Lines
CHANGE TEAM CHAIRPERSON

To help reach our full potential we have implemented a Change Management Team tasked with reviewing employee feedback and making suggestions on how their input can be used to improve and strengthen the culture for our participants, families and employees.

It has been a privilege to receive so many great suggestions from our employees and to witness our organisation working collectively towards the same outcome. We look forward supporting to continued growth and positive change in the future.

Sharna Lines
Change Team Chairperson, Crosslinks Inc.

BACK ROW (LEFT TO RIGHT): KATE ERBY, DONNA MOSS, DAVE WISE, ROBYN HANSSON & MATY GRAVES
FRONT ROW (LEFT TO RIGHT): TOM KERR-SHEPPARD, SHARNA LINES & KRISTY IZZILLO



IT & Project Manager Report

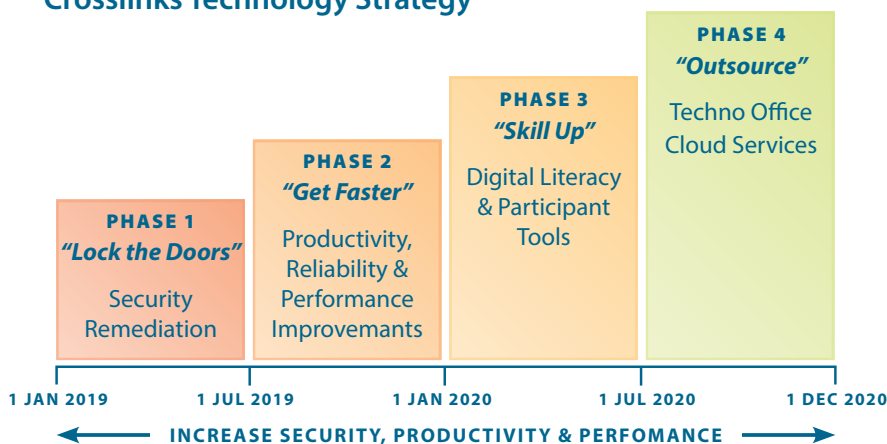
I joined the Crosslinks team in November 2018, in order to implement the new Customer Relationship Management (CRM) system and improve business processes. I have over a decade of experience managing large IT projects in the corporate sector, working for consulting companies including SAP and EY. I am a passionate believer in technology as a tool to improve the way we live and work and that everyone should have access to technological advances.



Chris Williams
IT & PROJECT MANAGER

Since joining Crosslinks, the role has expanded to include oversight of all IT infrastructure, including servers, desktops and the network. We have achieved two major milestones to help us develop and improve the IT at Crosslinks: the appointment of a new IT support provider and implementation of a Technology Strategy.

Crosslinks Technology Strategy



The Technology Strategy has been developed to provide a vision of the next two years of technology related work. The Technology Strategy is structured into four phases, which will be delivered sequentially. The first phase is now complete, and has delivered 17 projects related to security and performance. With excitement we have progressed through the phases, which included a number of large improvements for all Crosslinks employees, including The Links (new CRM) and new hardware for three of the Group Homes.

A large amount of work has been undertaken with the development of The Links, within the design, build and testing phases. The project is supported by a working group and involved the review and improvement of several Human Resources, Finance and Operational business processes. The Links will be rolled out to all employees in later part of the year to replace the existing CRM and timesheet systems. The Links will deliver a number of efficiency improvements, including improved rostering, enhanced search and retrieval capability and faster NDIS claiming and reconciliation.

We look forward to the second phase of The Links project, the implementation of a Participant Portal, which will allow families to view weekly schedules and access photos and updates.

Chris Williams
IT and Project Manager, Crosslinks Inc.



Crosslinks Family & Friends Advisory Group

The Crosslinks Family & Friends Advisory Group membership is open to family members and advocates of Individuals who are supported by Crosslinks.



The role of the Advisory Group is to:

- To 'Bridge the gap' between Crosslinks, participants / families and friends.
- 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 Board
- To remain centred on the Vision, Purpose and Values of the organisation.
- To represent the views and opinions of all 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 Thursday of that month.

Crosslinks would like to extend our gratitude to the current members of the Family & Friends Advisory Group; Kerrian Sale (Chairperson), Cherylynn Hunt (Secretary), Susan Wilson, Lorraine Jeffrey and Christine Bell.

Crosslinks would like to encourage all Family & Friends of Crosslinks to join the advisory group.



Kerrian Sale

**FAMILY & FRIENDS ADVISORY
GROUP CHAIRPERSON**

About me & my association with Crosslinks: Romilly's Mum. We as a family have been with Crosslinks since our daughter Romilly finished school – 2012. We have met lots of wonderful parents and carers.

Best thing about Crosslinks: The wonderful carers that my daughter Romilly has and how she has improved her speech, confidence and independence. Romilly loves being at Crosslinks.

Why I joined the Family & Friends Advisory Group: To meet other parents and guardians. To have some input into Crosslinks.

What I get out of being a committee member: We all support each other.

Why others should join the Family & Friends Advisory Group: Come along to our informal meetings. We like new ideas and information that you could bring (we also have cake).



Cherylynn Hunt
**FAMILY & FRIENDS ADVISORY
GROUP SECRETARY**

About me & my association with Crosslinks: I am a Mother of four, who likes to read and attempting to garden. My youngest and only son, James has been attending Community Inclusion programs and RAP for nearly ten years. I enjoy watching James becoming more adventurous and developing close friendships

Best thing about Crosslinks: The provision of individual services for participants even in group situations. Listening to the requests of the participants

Why I joined the Family & Friends Advisory Group: I joined the group to learn more about Crosslinks and to help where I can. To be able to share ideas, suggestions, problems / issues between Crosslinks and families and assist if I can.

What I get out of being a committee member: It is great to make new friends who can I share my problems and successes with. With problems, the group can give me support and a different perspective or suggest new ideas to help. I also get a better understanding of Crosslinks and its goals

Why others should join the Family & Friends Advisory Group: Please come along and join us. Our meetings follow a formal structure, but they are casual, friendly and open. No pressure is put on anybody. We are there to support participants, families and Crosslinks in any way we can



Susan Wilson
**FAMILY & FRIENDS ADVISORY
GROUP COMMITTEE MEMBER**

About me & my association with Crosslinks: I live in Mount Helena with my hubby Mark and our eldest son Paul. We have two other kids. "Mountie" is a pretty good place to live, we love the bush and the peace and quiet. Previously, we spent many years living in the Pilbara and Goldfields. Mark and I both love gardening and the native birds and animals that keep us company. I like doing art and Mark is a golfing tragic. Paul started attending Crosslinks in 2016 and greatly enjoys his regular

Best thing about Crosslinks: The people of course and it is a very professionally run organisation. Robyn's wonderful Monday Music Time and Wednesday Karaoke programs put a smile on Paul's face. And for me, it has been the experience of bonding with a small group or lovely Mum's over a coffee once a month.

Why I joined the Family & Friends Advisory Group: It started with the coffee mornings. Everyone in the coffee morning group decided to join the Family & Friends Advisory Group when it started up because it seemed like a worthwhile initiative.

What I get out of being a committee member: For me being a committee member is an interesting and feel good experience. There is much to learn about the day to day working of Crosslinks. Just being a part of something that benefits the participants, even in a small way is a good feeling.

Why others should join the Family & Friends Advisory Group: Come along and have some input. You will be welcomed with open arms and a slice of sponge cake. Why not come along to one of our coffee mornings as well? These are great. What we do is go to a really nice café, drink lots of tea and coffee, eat whatever we feel like and talk about everything under the sun. What's not to like? Hope to see you soon.



Lorraine Jeffery
**FAMILY & FRIENDS ADVISORY
GROUP COMMITTEE MEMBER**

About me & my association with Crosslinks: I am married to John. We have two children. Our daughter Amber is married with three school aged children. Our son, Matthew has been attending Crosslinks for fourteen years.

Best thing about Crosslinks: The friendly staff and support workers

Why I joined the Family & Friends Advisory Group: It was a way to meet people with the same needs.

What I get out of being a committee member: I enjoy the regular company of other people.

Why others should join the Family & Friends Advisory Group: To be a part of a group that give support to other families.



Christine Bell
**FAMILY & FRIENDS ADVISORY
GROUP COMMITTEE MEMBER**

About me & my association with Crosslinks: I am a Mother, Grandmother and a mature aged Humanities student. My association with Crosslinks is through Scott, my eldest son who is 39 years old. Scott has been a recipient of Crosslinks services for over a decade, first with social outings, then eventually into supported accommodation.

Best thing about Crosslinks: Crosslinks diligence in accommodation support for my son is second to none. The care, guidance and support my son enjoys is caring, nurturing and constructive for the best possible outcomes for his growth, independence and life skills.

Crosslinks inclusion principles for recipients see that everyone is involved in something that interests them, or encourages them to partake.

Events such as the RAP program and the discos are only a part of the social event calendar but are so very much enjoyed by my son, Scott.

What I get out of being a committee member: I joined the Family & Friends Advisory Group for the sense of being part of a group of like-minded parents wanting the best outcomes for our family member/s in Crosslinks. The group are informed about the plans and workings of Crosslinks; ideas by the group members are encouraged and listened to and discussed at the meetings. I feel part of the team and a welcomed member in a friendly non-threatening atmosphere.

Why others should join the Family & Friends Advisory Group: Please consider joining the Family & Friends Advisory Group, you are most welcome. Come and discuss your ideas about what you would like to see happen for your family member over a friendly cuppa, receive understanding and support as a parent from other parents, and learn more about Crosslinks too. The meetings are bi-monthly.

Disco's

Our Disco's are favourite night for many of the individuals we support and for others in the community who come along to catch up with friends and dance the night away.

HALLOWEEN

Disco at the
Guildford Town Hall



Venna



Richard



Drew & Jonathan



Romilly & Kate



Des & Jess



Zoe & Robyn



Rosemary





Rory



James & Kate

SUPERHEROES & VILLAINS

Disco at the Caversham Hall



Chad



Deb



Donna



Vess



Mini Olympics



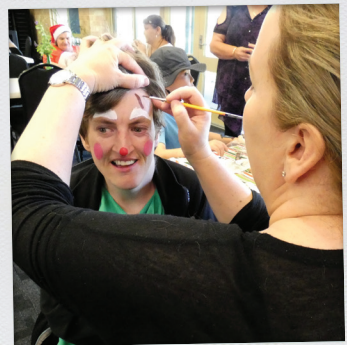
PIZZA DAY



Giant Morning Tea National Disability Awareness Week 2018

Our third Giant Morning Tea was a hit with 151 attendees. This annual event gets bigger and better each year and is an occasion that is thoroughly enjoyed by all in attendance. Once again assistance was received via a small grant from the Department of Communities Disability Services in recognition of International Day of People with Disability. Each year there is more variety which encourages and attracts people from our local community to come along and join in the fun.

Occasions such as this can only be made possible by the wonderful contribution of time and effort from our team of volunteers. We have a number of Crosslinks employees who go over and above to donate their time to assist with facilitating this huge event. A special thanks must also go out to Kerrian Sale, Cherylynn Hunt, Susan Wilson, Lorraine Jeffery, Christine Bell and Margo McAdam who prepared the Christmas raffle prizes and hosted the very popular Jumble Sale. We know there are many people looking forward to the event being celebrated on Saturday 7th December 2019.





LEFT TO RIGHT): SUSAN WILSON, DENISE MICHELSEN, LORRAINE JEFFERY, KERRIAN SALE, CHERYLYNN HUNT & ROMILLY SALE.

Parent/Carer – monthly coffee catch ups.

This has become a very popular monthly event for parents & carers meeting on the first Tuesday of the month at Café Poste in Guildford. These monthly catch ups are open to all Crosslinks parents/carers and have seen the formation of many friendships.

Thank you CommBank

Crosslinks is a recipient of a CommBank Community Grant. Vicki and Tyla from Commonwealth Bank (Midland branch) presented Denise Michelsen - Chief Executive Officer, with a cheque for \$500. The grant will be used to assist with the facilitation costs of one of our upcoming Discos.

Since 1917, CommBank employees have been supporting Australian youth through their workplace giving program, Community Grants. This program enables them to award more than 220 grants to youth-focused organisations across Australia each year.

CommonwealthBank
Midland Branch



Tyla Kish, Denise Michelsen
& Vicki Calder



YOUR STORIES

Robert's Story

Robert is a 32 year old kind and fun man, and a fantastic cook. He lives with me during the week and spends his weekends with his Father. Robert attended Kalamunda High School Support Centre for three years and then spent two years at Cyril Jackson High School Support centre. When he was younger he was diagnosed with Asperger's Syndrome; for anyone who does not know much about Asperger's, one of their traits is not showing a lot of interest in different things and shying away from social situations. While attending Cyril Jackson, cooking was part of the curriculum. He seemed to enjoy these sessions and made some really nice things. Mind you, not that we got to taste any, because he ate them while at school.

Robert started working at Activ Industries in 2007. He still works there today Tuesday to Fridays. In 2012 Robert joined Crossroads on a Monday and we decided to pursue his interest in cooking. Every Monday he would go to a Community Centre in Midvale and cook different things. This time, he bought them home, so we could taste what he had made. He continued to learn cooking with them for two years.

In 2015 Robert joined Crosslinks and has been part of the Community Inclusion programme to improve his living skills, as one day, he would like to try and live elsewhere, maybe with support. It was decided that he continued with his cooking as he seemed to enjoy it. Robert has come a long way since he first started cooking with Crosslinks. Every Monday morning Robert and his support worker, Raz, plan the day. This begins with deciding on what to cook (hopefully done by Robert before Raz arrives), checking what is in the fridge and pantry and writing a shopping list. They then go shopping for the ingredients for the dish that he is going to make. They then return home and cook a dish, which we have for dinner that night - this is great, as it means I don't have to cook! He has improved so much since starting this, to the extent, where he can cook some meals without looking at the

recipe- and they are fabulous!

Robert has recently started a health/lifestyle programme on Monday afternoons- he enjoys having a couple hours break between supports as he likes to walk down to get lunch and then rest before exercising. For two and half hours Robert and his support worker, Kylie participate in a fitness outing, whether it be walking, gym, tenpin bowling or walking lanes at a pool. Robert is really enjoying the additional support in the afternoons and feels healthier already!

Since joining Crosslinks Robert has come out of his shell more and is quite happy to participate in what is offered to him, which, for someone with Asperger's, is quite an achievement. I feel what has really helped Robert, is the wonderful care and support he has received from his support workers at Crosslinks. Robert also has a wonderful family network, who, care and support him so much.

Bev Barry (Mother)



Robert cooking another lovely dinner





YOUR STORIES

Drew's Story

Our wonderful brother Andrew, or Drew as he has always been called by his family and friends, was born in July 1957 and raised in the Swan Valley as part of an extended Yugoslav and Australian community.

Despite difficulties that occurred during his birth resulting in areas of developmental delay, Drew is a vibrant, intelligent and charming member of our family and the Crosslinks and GSI (Good Samaritans Industry) families.

We look back now and realise how progressive, resilient and perhaps even stubborn our parents were in the raising of Drew. In an era when anyone with any differences was sequestered away, our Mother and Father ensured Drew lived a normal family life at home and attended main stream school at Upper Swan Primary and later Governor Stirling Senior High School.

Drew's early years were spent on the family vineyard where his strong sense of family and work ethic was fostered and encouraged. After a full day at school, like us his sisters, he would head home and do 'his Jobs' on the vineyard. One job he took great pride in doing was to make up, by hand, the wooden packing crates our Father used to pack the grapes in for sale, an integral part of our family business. Drew made all the boxes ensuring there were always enough for the next day's grapes and sometimes so keen was he to do his work he had a week's worth of boxes at the ready.

In 1973, after leaving school at 16, Drew began work for GSI (Good Samaritans Industries); every day he had to take two buses from the Swan Valley and the train to get to work. He then moved to the Midland store, followed by many years at the Perth store before taking on a new position at the GSI store in Rokeby Road, Subiaco.

For most of his working life Drew has worked full time, five and a half days a week, and only in the last few years, as he has got older, has he moved to part-time hours. Drew enjoys the company of his co-workers, likes chatting - especially about football, and telling jokes with the many customers he meets each day. Drew is somewhat of a 'local' identity, and it's not often we don't go somewhere and someone who knows

Drew calls out hello or stops for a chat.

As Drew became older our Mother realised he needed more than just our large extended family for company and to share outings with. She was looking for something for Drew when she was told about a very new and progressive organisation called Crosslinks. We still remember our Mother talking with great enthusiasm, after one of the first meetings of the new Crosslinks, what a wonderful step forward the organisation was for those with disabilities in the Midland area.

Drew soon became an enthusiastic member of the Crosslinks family going along to fortnightly, Saturday evening outings with Crosslinks and from there his relationship with Crosslinks has blossomed. He celebrated his 50th birthday with Crosslinks and members of his family back in 2007 and then his 60th in 2017 at his house in Ashfield, where all who help with his care and his family joined together for a fantastic birthday party.

Sadly, Drew lost his Father in 2012 and then his Mother in 2013. He had lived with our parents, almost up until the time of their passing, and so for him this was a time of upheaval and change from the life he had always known. It was also at this time that Crosslinks, and one of their amazing support staff Tania, were always there for Drew and their professionalism is what helped guide Drew into a new phase of his life.

We are so proud of the way Drew has adapted to his new life living with the Crosslinks community - he has learnt many new domestic skills - we never thought we would see our brother ironing his work shirts or helping to prepare a meal! We know our Mother and Father would be very pleased with the happy, safe and interesting life Drew leads with Crosslinks.

Drew has matured into a kind, charming and lovely gentle man: who loves telling jokes, follows Swan Athletic Football Club, Swan Districts and the Western Bulldogs, can read beautifully, enjoys karaoke, going for a swim, has an amazing sense of direction on roads even though he does not drive, and is now quite the coffee snob!



We still make a point of maintaining strong family connections with Drew, regular visits to both of our homes, family events and visiting extended family are something Drew looks forward to and enjoys.

We ring Drew regularly through the week and are quite often surprised and pleased by the varied outings, that are specifically tailored to his interests and some that help nudge him out of his comfort zone!

But we think what really sets Crosslinks apart is their staff. From the administrators through to the support staff – we feel Drew is genuinely cared about. His thoughts and feelings are taken into consideration, and everyone has his best interests at heart. Drew

talks so fondly of the staff that come to his house and help support him, we can hear the happiness in his voice – and that speaks volumes to us.

We would like to say 'thank you' to Crosslinks and in particular to the Support Workers at Guildford Road house. Our family are so appreciative of the care Drew receives, and we all rest easier knowing that our Mother and Father would not only be proud of the life Drew leads but so very grateful to everyone who cares for him.

On behalf of Andrew (dec) and Joan (dec) Rakich.

Kind regards, Robyn Jennison, Maryanne Milloy-Rakich and all the members of our extended families.



YOUR STORIES

Caroline's Story

It has been 2 years since Caroline moved from New South Wales to Perth and she has been a client of Crosslinks since the start of 2019.

Caroline lives in Mundaring with her Mum, her sister, niece and nephew and brother-in-law, and most importantly her black cat Tilly.

Caroline enjoys keeping fit and regularly attends the gym, where she is an active participant in yoga, pilates, aqua aerobics and belly dancing. She has made friends with other ladies her age who attend these classes.

Caroline loves shopping and as she lives close to the shops she does her own grocery and personal shopping on a Saturday morning before it becomes too busy. She takes her shopping buggy, so does not have to carry heavy items home. Caroline does not fully understand money, but uses her card. The staff in the local shops know her and are friendly and helpful.

Caroline also attends Mundaring Sharing. She enjoys the art class where she does water colour painting. Caroline also conducts card making classes at Mundaring Sharing. She enjoys teaching and her classes are happy. Caroline likes making cards and sending them to friends and family, and also selling them.

Caroline loves dancing and with Crosslink support attends a dance class for the intellectually disabled at Bassendean on Thursday nights 6:45 pm until 9 pm – dancing and social time.

Caroline is a keen Ten Pin Bowler and goes to league bowling on Sunday mornings, then it is the scrapbooking group on Sunday afternoons. Thursday is patchwork and craft group day, Caroline enjoys sewing and has made some quilts.

The RAP program is very important to Caroline, she loves going out on Friday evening and to the Saturday discos. She is looking forward to going to Cats The Musical and to the overnight camp later in the year. Caroline has Crosslink support on Fridays and looks forward to these days, cooking, or seeing a movie, or just a day out and about.

Caroline has just visited Monkey Mia and was very lucky to be one of the people chosen to feed the dolphin. An exciting experience for her 41st birthday.

Kathleen Thomson (Mother)



Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

Profit or Loss and Other Comprehensive Income

	Note	2019 \$	2018 \$
Revenue	2	13,599,597	13,285,468
Employee benefits expense	3	- 10,819,077	-9,564,772
Depreciation and amortisation expenses		- 297,832	- 342,359
Supplies and Services	3	- 1,417,414	- 1,555,294
Sundry expenses		- 20,373	- 15,637
Net current year surplus		<u>1,044,901</u>	<u>1,807,406</u>
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss	8		
Gain on revaluation of property		-	-
Total other comprehensive income for the year		-	-
Total comprehensive income for the year		<u>1,044,901</u>	<u>1,807,406</u>
Net current year surplus attributable to members of the entity		<u>1,044,901</u>	<u>1,807,406</u>
Total comprehensive income attributable to members of the entity		<u>1,044,901</u>	<u>1,807,406</u>

The accompanying notes form part of these financial statements

Financial Position

	Note	2019 \$	2018 \$
ASSETS			
Current Assets			
Cash and cash equivalents	5	7,882,584	5,990,808
Accounts receivable and other debtors	6	417,627	465,790
Other current assets	7	51,224	51,795
Total Current Assets		<u>8,351,435</u>	<u>6,508,393</u>
Non-Current Assets			
Property Plant and Equipment	8	1,904,698	2,142,931
Total Non-Current Assets		<u>1,904,698</u>	<u>2,142,931</u>
Total Assets		<u>10,256,133</u>	<u>8,651,324</u>
LIABILITIES			
Current Liabilities			
Accounts payable and other payables	9	304,842	297,131
Other liabilities	10	137,948	130,491
Employee provisions	11	1,268,717	757,669
Total Current Liabilities		<u>1,711,507</u>	<u>1,185,291</u>
Non-Current Liabilities			
Employee provisions	11	167,017	133,325
Total Non-Current Liabilities		<u>167,017</u>	<u>133,325</u>
Total Liabilities		<u>1,878,524</u>	<u>1,318,616</u>
NET ASSETS		<u>8,377,609</u>	<u>7,332,708</u>
Equity			
Reserve	13	559,648	559,648
Capital grants reserve		2,179,165	2,179,165
Retained surplus		5,638,796	4,593,895
Total Equity		<u>8,377,609</u>	<u>7,332,708</u>

Note: This 2018/2019 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 2017		2,853,801	2,111,853	559,648	5,525,302
Comprehensive income					
Net surplus for the year		1,807,406	-	-	1,807,406
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>
 Balance at 1 July 2018		 4,593,895	 2,179,165	 559,648	 7,332,708
Comprehensive income					
Net surplus for the year		1,044,901	-	-	1,044,901
Other comprehensive income for the year:					
Asset revaluation	13	-	-	-	-
Transfer to Capital Grants Reserve	4	-	-	-	-
Balance at 30 June 2019		<u>5,638,796</u>	<u>2,179,165</u>	<u>559,648</u>	<u>8,377,609</u>

For a description of each reserve, refer to Note 13

The accompanying notes form part of these financial statements

Cash Flows

	Note	2019 \$	2018 \$
Cash Flows from Operating Activities			
Contributions (members) received		1,388,493	1,396,776
Grants (state) operating received		12,231,793	11,451,267
Lotterywest & Other grants		-	1,409
Donations received		682	1,100
Payments to suppliers and employees		- 11,803,253	- 11,273,091
Interest (unrestricted) received		133,660	96,588
Net cash generated from operating activities		<u>1,951,375</u>	<u>1,674,049</u>
Cash Flows from Investing Activities			
Proceeds from sale of property, plant and equipment		8,783	45,758
Purchase of property, plant and equipment		- 68,382	- 77,373
Net cash used in investing activities		<u>- 59,599</u>	<u>- 31,615</u>
Cash Flows from Financing Activities			
Net increase in cash held		1,891,776	1,642,343
Cash and cash equivalents at beginning of financial year		5,990,808	4,348,374
Cash and cash equivalents at end of financial year	5	<u><u>7,882,584</u></u>	<u><u>5,990,808</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 2019, 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 2019 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.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Company's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

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

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

William Buck

William Buck Audit (WA) Pty Ltd

ABN: 67 125 012 124

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Conley Manifis

Director

Dated this 11th day of September, 2019

 **William Buck**



Crosslinks

INCORPORATED

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www.crosslinksinc.org.au

Our thanks to you

We express our sincere thanks for your support.



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