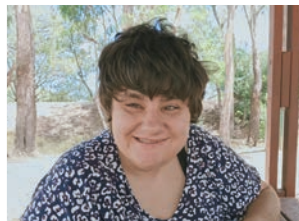
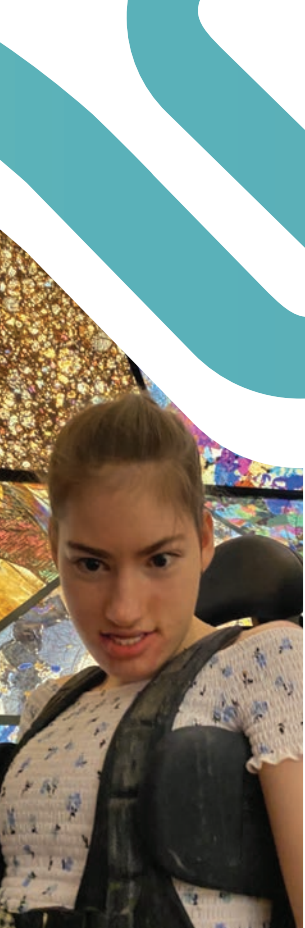




**CROSSLINKS**  
DISABILITY SUPPORT SERVICES

# 2020–2021 ANNUAL REPORT

*Bringing out the best in you*

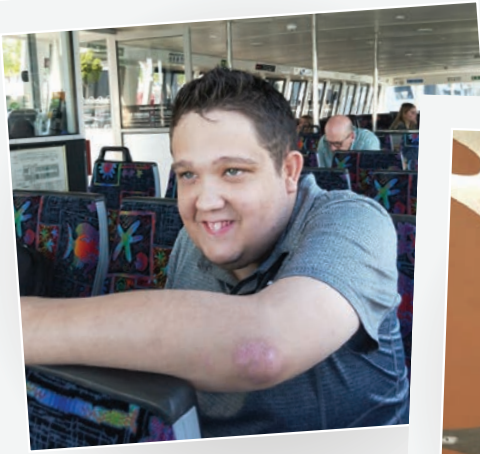


We support the

**ndis**

[www.crosslinks.org.au](http://www.crosslinks.org.au)





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# Vision, Purpose, Values & Customer Charter

## 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 and Inclusion:

All people are equal and included

### Dignity and 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...





# History

Crosslinks was originally established as a model agency by the Disability Services Commission in 1996 and later 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 regions 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 had an associated physical disability. The Community Inclusion Program has been our core support and we now offer this support to over 160 individuals over the age of 7 years. In 2007 we made the decision to open a respite house in Midland. This was in direct response to the constant requests from families. Over the following twelve months more families approached us to assist with their family member moving out into their own home, so a decision was made to develop a Community Living Program. In 2008 our first official Group Home opened to support 4 individuals. This program has grown and is now able to support 37 individuals.

Crosslinks has been providing Support Coordination services since the inception of the NDIS. Support Coordination differs from our day to day service delivery. It is a specific capacity building support that enables participants to strengthen their ability to design, develop and implement their NDIS funded supports. This service has grown exponentially and we now provide services to 105 Support Coordination participants and have three employees in the Support Coordination Team.

Our RAP Club program which supports adults to engage in social activities remains popular, so we have launched a youth social group for people aged under 18.

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



Crosslinks Head Office | 6 Cale Street, Midland, Western Australia

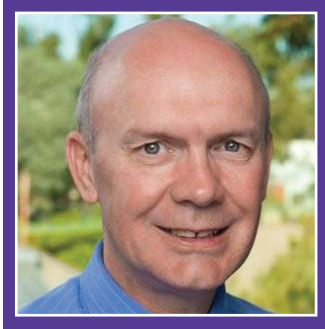
# Board Director Profiles



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

I joined the Board of Crosslinks in January 2015 and in 2016 I became 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, service evaluations and strategic planning. I worked in a number of government departments in the Western Australian public service in various roles including clinical psychologist, accommodation services manager, policy and service developer, evaluator, planner and executive director.

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 have a lifetime commitment to helping and enabling people in situations of disadvantage to live happy and fulfilling lives and my adult son Matthew is a very happy recipient of Crosslinks services.



**Alex Watt**  
**BOARD TREASURER**

Since 1995 which was before the name Crosslinks was adopted, I have been part of the enmeshed fabric of Crosslinks. 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 other roles for the State Government. I am member of CPA Australia and the Chartered Accountants (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.



**Kaye Donec**  
**BOARD DIRECTOR**

I have been associated with Crosslinks 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 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 faces each challenge and change with innovation and professionalism whilst 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.



# Board Director Profiles



**Kirk Kitchin**  
BOARD DIRECTOR

I am proud to be part of the wonderful Crosslinks team in my sixth year on the Board. It is awesome to be part of an organisation that genuinely cares about the people it serves. I am so lucky to have a wonderful wife and four children who support my activities on the Board which includes membership on the Finance and Risk Management subcommittee.

I have 25 years experience in the community services sector of Local Government and not for profit sector and am currently the Manager of Recreation and Leisure Services at the Shire of Mundaring. I bring knowledge and experience from my time in the community services sector and will continue to both challenge and support our amazing staff. Like the other Directors of the board, our staff and volunteers I am committed to the values of our organisation and to bring out the best in our participants.



**Rosie Davis**  
BOARD DIRECTOR

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, Internal Auditor and Registered Company Auditor and through my experience in Australia over the past 10 years, I have developed a passion for working with not-for-profit organisations. I look forward to working again with the amazing staff and the Board Directors during this continued period of change, to ensure a bright and stable future for the organisation and all its stakeholders. We have three beautiful girls, aged 4 months, 2 and 4, so I am currently balancing life as a stay at home mum and am pleased to continue to bring my knowledge and experience to the benefit of Crosslinks.



**Stewart Sharp**  
BOARD DIRECTOR

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 with no grounding in the disability services sector, therefore bringing a slightly different viewpoint to Board discussions.

I have a wide range of skills and experience across leadership, strategy, procurement and finance, gained in the fields of Property and Construction.

I am incredibly honoured to have served on the Board for the last 4 years; seeing Crosslinks face numerous challenges and still hold true to the vision of 'Your Life, Your Choice, Your Way' has been a privilege. I hope that I can continue to serve Crosslinks, the Board and our participants by providing insightful contribution and ongoing strategic direction.

# Board Director Profiles



**Paul O'Connor**  
BOARD DIRECTOR

Since joining the Crosslinks Board in 2019, my knowledge and understanding of the disability sector has grown quickly through my time on the Board and interaction with Crosslinks employees. After a long career in State and Local Governments, I bring to the Board my experience, knowledge, and skills in finance, governance, human resources, information technology, information management and strategic planning areas. I hold a Bachelor of Business Degree in Accounting and I am a Board Director of several other not for profit Boards outside of this sector. I participate on the Business Development subcommittee of Crosslinks and have assisted in the creation of a Board Induction process. I continue to be committed to contributing back to the community with my time and interest and supporting of the Board in its vision and work in the sector.



**Luke Healey**  
BOARD DIRECTOR

The unrelenting focus of our people on the needs of our participants, despite a multitude of challenges in the past year bodes well for the future direction of Crosslinks. Having spent over 13 years contributing to marketing departments across the globe, I have learned that enduring impact comes from the ability to illuminate what lies at the core of an organisation, the values, and behaviours enacted by its people on a daily basis. Since joining the Board at the 2020 AGM, I am energised by the reality that this alignment is strong and genuine at Crosslinks.

Currently overseeing the Development and Marketing at one of Perth's largest primary and mental health service providers, I bring a data-driven, marketing-first perspective to the Board, working to build capacity across all facets of marketing and communications. It is an exciting time sector-wide, and I'm grateful for the opportunity to contribute at this transformational time for Crosslinks.



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

Over the last 24 years, it has been a privilege for me to witness the personal growth of the individuals we support as they gain the confidence and skills to fulfil their dreams and access activities of choice within their community. I am focused on providing quality person centred individualised services that are not dictated by group size but by individual choice.

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





# Chairperson Report



## Vicki Caudwell CHAIR OF THE BOARD

**On behalf of the Board, I want to begin this report with a thank you to all those staff and volunteers who have continued their commitment and efforts to ensure Crosslinks' participants are well supported to develop their skills and enjoy their lives. The Board deeply appreciates their efforts.**

This year marks Crosslinks' 25<sup>th</sup> anniversary of service provision. The Board would like to acknowledge and thank Denise Michelsen, in particular, for the way she has steered and developed Crosslinks during these years. Crosslinks is a contemporary, vibrant, ethical and effective service and that is due to her considerable contribution. Thank you, Denise.

On behalf of the Board, I would also like to thank the Crosslinks Leadership Team and the Family & Friends Advisory Group for their invaluable contributions and support to Crosslinks participants, staff and the Board.

Lastly, thank you to my fellow Board Directors for your continued efforts and commitment to Crosslinks and its participants and workforce. It is a privilege to participate on such a Board. This year the Board has also welcomed a new Board Director, Luke Healey.

Of particular note this year have been:

- The commencement of the National Disability Insurance Scheme Quality and Safeguards Commission.
- The continued commitment to the establishment of a new administrative facility to replace the Cale Street premises in the next few years - the Crosslinks facilities redevelopment project.
- The maintenance of sound governance and fiscal management that has enabled effective and accountable service delivery to participants.
- The development of the overarching Document Framework within which Crosslinks operates. This included the development and implementation of the Quality Safeguarding Policy, an essential policy for the support and protection of participants, including their rights, wellbeing, development and quality of life.
- The updating of the Board Charter.

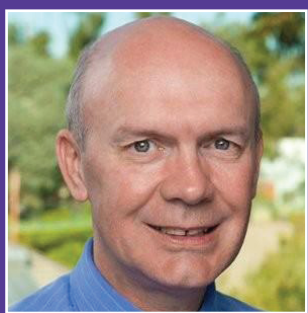
The coming year will involve a number of priorities including:

- An ongoing emphasis on the well-being and quality of life of our participants.
- The Crosslinks facilities redevelopment project, and
- The development and implementation of Crosslinks' next Strategic Plan.

A report on the progress achieved during the current strategic plan cycle will be available through the Crosslinks website later in the year. I look forward to working with the Family & Friends Advisory Group, the Board and Crosslinks employees so that Crosslinks participants continue to thrive and develop with our support.

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

# Treasurer Report



## Alex Watt BOARD TREASURER

It is my pleasure to present the audited Crosslinks Inc. 2020-21 Annual Financial Statements. The financial statements have been audited by William Buck WA (registered auditors). The statements are contained in pages 29 to 32 of the 2020-21 Crosslinks Annual Report.

After due examination of the accounts and Crosslinks compliance and control procedures, the auditors have issued an unqualified audit opinion on the Crosslinks Financial Report as at 30 June 2021 for the year ended on that date; and prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements.

The accounts were prepared in accordance with Division 60 of the *Australian Charities and Not for Profits Commission Act 2012* and comply with the requirements of the *Associations Incorporation Act 2015 (WA)*. The Board has declared that there are reasonable grounds to believe that Crosslinks Inc will be able to pay its debts as and when they become due and payable and that financial statements and notes comply with the requirements of Part 5 of the *Associations Incorporation Act 2015 (WA)*.

When comparing 2020-21 to prior years, our key ratios are indicative of a stable financial position.

In summary:

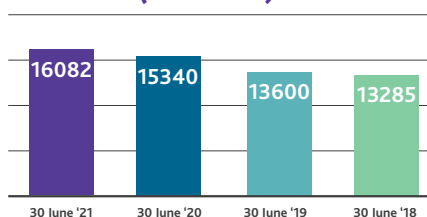
1. The Crosslinks Balance sheet is very healthy.
2. Surpluses are being reinvested to fund future growth.
3. Assets efficiency is acceptable at 7.97%. Asset efficiency measures how well we are using our assets to generate a surplus.
4. Levels of equity relative to profit are healthy.
5. Total debt as a proportion of assets is low, noting though that Crosslinks is committing to office accommodation options that will impact debt as a proportion of assets in the 2021-22 financial period. Noting this debt is within modest levels relative to the growth of Crosslinks assets.

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

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

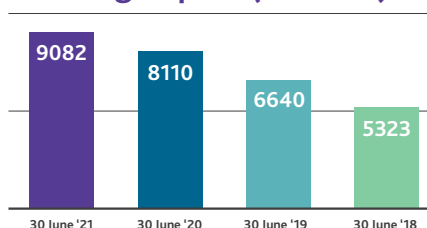
I commend the financial statements and Auditors conclusion.

### Revenue (in \$'000)



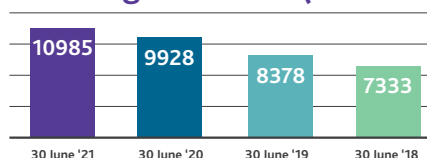
Job keeper income of \$1.613 million is reflected in the amount for 2020-21 and \$1.66 million for 2019-20. The Board has stated focus of improving income options and growth over the next two years.

### Working Capital (in \$'000)



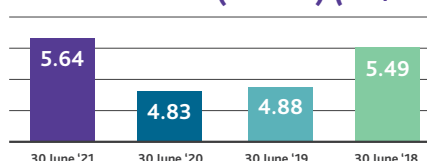
This measures Crosslinks ability to meet short term liabilities. The higher the figure the better but is assessed against our current assets how quickly they can be converted into cash to meet current liabilities. The result for 2020-21 is healthy.

### Net Tangible Worth (in \$'000)



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

### Current Ratio (Times) (in \$'000)



Crosslinks has sufficient resources to pay its debts over the next 12 months. A ratio 1:1 or above is Board policy.

# Chief Executive Officer Report



## Denise Michelson CHIEF EXECUTIVE OFFICER

**2020 marked 24 years for me as Chief Executive Officer and whilst Crosslinks has faced many challenges, it has been equally rewarding to see the significant growth of confidence in our participants as they reach their personal goals.**

A major highlight for us this year was the completion of our rebranding project. You may have noticed our new logo and website. It was wonderful to see this come to fruition after an extensive consultation process. Feedback has been extremely positive, and it launches Crosslinks into the future.

We continue to work towards securing a new head office which will include collaborative workspaces, advanced technology and enhanced participant facilities. Whilst this feels like it has been a long journey it will be extremely rewarding upon completion.

I am extremely proud of the way our team has worked cohesively, to ensure that we continue to evolve the services that we deliver in this ever-changing environment. They have demonstrated a commitment of supporting our participants to have control of the endless choices, that life has to offer.

I also extend my sincere appreciation to:

- The Board for their ongoing commitment to ensuring strong governance and strategic guidance.

- Our Family & Friends Advisory Group for your ongoing involvement and collaboration in ensuring Crosslinks offers quality services that promote a good life for all involved.
- Our volunteers Lynne Porritt and Vanece Proud, thank you for your commitment and the valuable work that you do with our participants.
- Joanne Garland my Executive Assistant, for keeping me organised and for supporting the Board.
- The Executive Team, Simone Kaufmann (Chief Financial Officer), Kate McBride (General Manager Operations) & Suzanne Woods (People & Culture Manager) for your efforts and the amount of work undertaken throughout the year.
- Our Leadership and Support Services Teams for constantly adapting to meet the many challenges that have arisen throughout the year.
- All Crosslinks Employees, we see amazing examples of promoting positive outcomes for our participants every single day. Thank you very much.
- Finally, to all the participants and their families, we sincerely thank you, for allowing Crosslinks to be a part of your life's journey.

### EXECUTIVE TEAM



Simone Kaufmann, Suzanne Woods, Denise Michelson, Kate McBride, Joanne Garland



# Chief Financial Officer Report



## Simone Kaufmann CHIEF FINANCIAL OFFICER

The Corporate Services Team is responsible for IT, Marketing, Finance, Payroll, Purchasing, Invoice management, Fleet and NDIS claiming.

The Team consisting of Michelle Boyd (Area Supervisor), Megan Ryan (Accountant), Rayston Bailey (Payroll Officer), Lisa Mueller (Accounts Officer), Emma Mallon (Project Officer), Sharna Lines (Admin Assistant), Leigh-Ann Ferrier (IT Project Manager) and Katrina Elliott (Admin Assistant) work tirelessly to keep up to date with the latest NDIS requirements while streamlining processes further within our CRM system, called the Links.

We have added a new position to the Team and have employed a Marketing Specialist (Toni Mison) to help us further our reach and promote our services. One of the many things she has achieved in the time she is with us is the refreshed Crosslinks logo and website.

At the end of October 2020, we moved to a new payroll system to optimise reporting and be able to align and optimise Award requirements within our system. We made sure that the process and new system were rigorously tested to ensure correct data movement and a smooth transition process for our employees.

The annual Audit has been completed by William Buck Chartered Accountants and we were able to achieve full compliance. In changing and challenging times, the Corporate Services Team continues to work together to achieve high professional standards and my sincere thanks go out to the Team to be able to achieve this.

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



Back row: Sharna Lines, Toni Mison, Rayston Bailey, Lisa Mueller, Leigh-Ann Ferrier, Michelle Boyd  
Front row: Megan Ryan, Simone Kaufmann, Katrina Elliott



# General Manager Operations Report



## Kate McBride GENERAL MANAGER - OPERATIONS

The Operations Team have worked diligently over the last 12 months to maintain and enhance the quality of service our valued participants receive.

This year Crosslinks supported:

- 35 participants in Community Living homes
- 126 participants in Community Inclusion
- 35 participants in RAP & Youth Clubs, and
- 105 participants in Support Coordination.

There have been many highlights, achievements and challenges along the way. Most notably:

- Improved participant living matches achieved through the Compatibility & Movement Project
- Improved continuity of service in Community Inclusion
- The transition to the Social, Community, Home Care and Disability Award 2010 and aligning participant rosters
- Improved Leadership & Performance Development processes
- The introduction of the NDIS Quality and Safeguards Commission
- Unpacking and responding to new NDIS Supported Independent Living funding and claims processes
- A significant review and reduction of restrictive practices
- Growth in Support Coordination participant and employee numbers and enhanced team expertise
- Enhanced safeguarding systems and improved reporting loops.

A big shout-out and thank you to the operation teams for their ongoing willingness and commitment to bringing out the best in Crosslinks participants. The dedication to reflect on performance and grow for the benefit of participants makes me proud to work for Crosslinks. The thank you extends to all Support Workers and my trusty office crew.

To the People & Culture and Corporate Services Team, thank you for your expertise, energy and support through significant change projects rolled out this year.

### OPERATIONS TEAM







## Highlights from the past 12 months

- Improved participant information online, to guide our Support Workers in the community.
- Creativity of our Support Workers through community lockdowns.
- Increased options in quality therapy providers, resulting in improved participant plans and supports.
- Reduction of restrictive practices across all homes.
- Transition to the Social, Community, Home Care and Disability Services Industry Award 2010.
- The Compatibility and Movement Project, which improved participant compatibility matching and condensed Crosslinks' home vacancies.
- Dedication and resilience of Support Workers throughout these changes.



## Challenges

- NDIS changes to Community Living funding resulting in increased administration requirements for claiming.
- NDIS reducing funding for Community Living participants.
- Embedding routines and rosters following Compatibility and Movement Project.
- Responding to new rostering rules because of the Award transition.
- Responding to the introduction of the NDIS Quality and Safeguards Commission and the increased reporting requirements.

Crosslinks will continue to work flexibly and alongside participants, employees, Support Coordinators and our peak advocacy body to find solutions and lobby to manage these challenges.

## Focus for the next 12 months

- Continuing to improve quality of services by embedding routines and reviewing practices following participant moves.
- Streamline Crosslinks' administration processes to respond to NDIS changes in accommodation funding and claiming.
- Work with Foundation Housing and Community Housing Limited to improve the aesthetics of Community Living Homes.
- Continued transition to our new internal Goals and Outcomes Framework which will enhance goal orientated support to our participants and streamline Crosslinks' approach when aligning supports to participants NDIS plans.

The Community Living team will continue to mentor and coach Support Workers to enhance service delivery and prioritise building and maintaining relationships with participants, their trusted supporters and providers we partner with.

### SCHEDULING & PLAN SUPPORT



Katie Billing, Deb Moore, Marina Lane





# Community Inclusion



## Highlights from the past 12 months

- Streamlining our referral process which has seen an increase in the number of new participants accessing services.
- Increased engagement with Crosslinks weekly activities following COVID-19 restrictions.
- Improved participant information online to guide our Support Workers in the community.
- The opportunity for Support Workers to act in the Area Manager role.
- Welcoming Jagroop Gill into the Community Inclusion Area Manager team.

## Challenges

- The team continues to experience challenges when COVID-19 restrictions are imposed which limit community access options for participants and employees. This continues to drive the need to find flexible and creative solutions when providing support to our participants out in the community and during lockdowns.
- The NDIS funding limits, rules and changes, continue to present some challenges for participants and the Community Inclusion team.

Crosslinks continues to work flexibly and alongside participants and employees to find solutions to guide us through these challenges with ease.

## Focus for the next 12 months

- Continued transition to our new internal Goals and Outcomes Framework which will enhance goal orientated support to our participants and streamline Crosslinks' approach when aligning supports to participants NDIS plan.
- Design and implementation of our participant and family portal 'Connect' which will improve service transparency and allow online engagement with Crosslinks.
- Process improvement in the way participant and provider transport is planned, recorded and claimed.

As always, the Community Inclusion team will continue to prioritise building and maintaining relationships with participants, their trusted supporters and providers we partner with.

AREA MANAGERS WITH GENERAL MANAGER OPERATIONS



Bobby Hartigan, Erin Shaw, Zoe Mooney, Christina Dineen, Kate McBride, Tom Kerr-Sheppard, Donna Moss, Jagroop Gill



Crosslinks provides several community-based group support options where participants with similar interests come together to get out and about in their community, build friendships and have plenty of fun. These services include RAP (Recreation & Participation) Club for those aged 18 and over, Youth Club (for those under 18), and weekly group activities such as music time.

The RAP and Youth Club have grown in member numbers this year and we love to welcome new participants as it increases opportunities for members to make new friendships. We are always looking for new and exciting adventures for our members to experience in and around Perth.

## RAP (Recreation & Participation) Club

RAP occurs fortnightly on a Saturday morning and Saturday evening. The day RAP group has more than doubled its member numbers this financial year.

RAP highlights included a Disney-styled mini golf night at Pixar Park, a night of bliss at the Sunset Fremantle Markets and good times had by all at Adventure World. RAP Club members also made the most of their RAP night when COVID-19 restrictions eased. Whilst pubs, clubs and restaurants were still closed, they enjoyed an in-house Crosslinks night - a jam-packed night of Karaoke, movies, games and of course pizza. Everyone loved catching up with their friends after the Government enforced lockdown.

## Youth Club

Youth Club is a social club for those aged under 18. Members are supported to build friendships and their self-esteem, explore their community, learn a few life skills along the way and of course have lots of fun. Youth Club highlights this year included adventures at Perth Zoo, feasting on goodies in the Swan Valley and taking in all the sights at Perth's new museum.



Bailey Mathews  
RAP and Youth Facilitator

## Community Activities

Crosslinks offers activities designed to be fun, engaging and in short bursts throughout the week. Activities include karaoke, music, drumming, art and more. Crosslinks participants are certainly regular attendees however we continue to offer these activities to the broader community.





# Support Coordination



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

This year was another strong period of growth for our Support Coordination team, welcoming our second full time Support Coordinator in April 2021. Sarah comes to us from a social work background allowing Crosslinks to expand service delivery into Specialist Support Coordination services for participants with complex needs. This brings our Support Coordination team to a total of three team members, and we hope for further growth opportunities in the next 12 months.



Rebecca Harvey, Sarah Franz, Chelle Weedon

Many of our participants are still facing funding challenges resulting from reduced plan usage during the peak of COVID-19. We are working hard to resolve these with the NDIA. However, each review comes with its own individual challenges to overcome and new administrative challenges when liaising with the Agency.

Overall, the last 12 months have been a dynamic and exciting period of growth and learning for the Support Coordination team, and we look forward to continuing to support participants to achieve their goals next year and beyond.



# Quality & Safeguarding

## Highlights from the past 12 months

- Introduction of the NDIS Quality and Safeguards Commission which sees Crosslinks full transition under the NDIS legislation.
- Established reporting of Incidents and Restrictive Practices to the NDIS Commission.
- Implemented Restrictive Practice authorisation processes to align with State and Federal requirements.
- Built constructive and effective relationships with Behaviour Support Practitioners.
- Completed and updated procedures in Crosslinks Quality and Safeguarding document suite.
- Developed information and engaging Quality and Safeguarding training videos for Support Workers.



Martin Albrecht  
Quality and Safeguarding Lead

## Challenges

- Enhancing formal development and training opportunities for employees within NDIS pricing structures.
- Increased administrative tasks required to ensure compliance with NDIS Commission, which does not always add direct value to quality of services.

## Focus for the next 12 months

- To complete and pass Crosslinks' first NDIS Quality and Safeguards Commission audit to ensure ongoing NDIS registration.
- Implement a regular internal audit schedule across the organisation to enhance existing processes which monitor and improve services.
- Develop a system to more effectively manage evidence compliance with the NDIS practice standards with administrative ease.
- Enhance information available for participants in relation to Quality and Safeguarding and understanding their services and rights.



# People & Culture Manager Report



## Suzanne Wood PEOPLE AND CULTURE MANAGER

The People and Culture team have continued to provide a high level of service to the organisation in another productive year. The purpose of the department has evolved to encompass, risk and compliance, communications and policy and procedural responsibilities in addition to human resources, training, WHS and leadership development.

Some of the key achievements of the past year have been:

- Movement of all employees in the organisation to new Employment Agreements under the Social, Community, Home Care and Disability Award 2010.
- A refocus on the Peer Nomination and Monthly winner recognition.
- Annual Employee Satisfaction Survey.
- Increased Communication through the development of the Chit Chat Corner.
- The new on-line Performance and Development process to manager to increase feedback loops.
- Establishment of a Crosslinks Document Framework and review cycle.
- Risk Framework and Register revive.
- Employee Advocacy Group establishment and sub-committees to celebrate the 25<sup>th</sup> Anniversary of Crosslinks and other social events.
- The continuation of the length of tenure program.
- The biannual organisation meetings held in person with the option to zoom in.
- Wellness Events such as massages supplied by the Massage Room for all employees.
- Vaccination Roll Outs for all employees.
- Continued focus on training and development especially specialist care with over 119 people attending induction and 550 attendees to specialist care.

I would like to personally thank Ronelle Toop - People and Culture Consultant, Gretta Lane - Trainer, Joelene Cousin - People and Culture Officer (contract), and Tracey Russon - Trainer (maternity leave cover) for their ongoing support and commitment.

### PEOPLE & CULTURE TEAM



Joelene Cousin, Ronelle Toop, Suzanne Woods, Tracey Russon

# Milestones & Achievements



Peter Clune (Support Worker)



Marcia Turner (Support Worker)  
Sarah Bisland (Support Worker)  
Monika Massingham  
(Support Worker)  
Robyn Gavin (Support Worker)  
Marie Stawarz (Support Worker)



Joseph Baclaan (Support Worker)  
Ludovicus Schweitzer  
(Support Worker)  
Sharna Lines  
(Administration Assistant)  
Hayat Aron (Support Worker)  
Joanne Garland (Executive  
Assistant & Company Secretary)  
Katrina Elliott  
(Administration Assistant)  
Rosie Davis (Board Director)

## Support Coordination

### Karina's Story...

I have had a Support Coordinator from Crosslinks for over 5 years. They have helped me with lots of things like finding a house, getting support workers, and other things. One thing I wanted to do was find a job. My Support Coordinator Chelle linked me to "At Work" who help people find jobs and they helped with my resume. Chelle helped me get support workers who went with me to the library to look for jobs, fill out applications, and go to places I wanted to work like Woolies or Kmart to give them my application. She also helped me to know what I could do with my NDIS plan, like hire my own support workers that I like and will listen to me. I had to do a review to get that and Chelle helped me to do it.

I had some serious things happen with my house and managing my money that Chelle helped me get through. Because of all this, I just recently got a job that I love. I am working in a warehouse where I sort things like clothes and DVDs. I have made many friends there already, and I am hoping to pass my probation so I can work more hours and am looking forward to my one-year work anniversary. My next big goals are getting my drivers license and forklift license.







## Liam's Story...

Liam is fun-loving guy who loves a hug and spending time with his housemates, two sisters, Mum and Dad. He loves venturing out into his community, trying new things and meeting new people. You will often catch him listening to music, chilling in his egg chair, watching his favourite shows on his tablet, playing marbles, dancing, exploring the outdoors and looking for the next challenging adventure. He has heaps of energy and stamina to keep him going for hours!

From a very young age Liam has been the focus of his family's daily life. His Mum and Dad worked hard raising Liam to be as independent as possible and his sisters provided a lot of support too. Liam blossomed within the family home but after some challenges this was no longer manageable. A decision was made to support Liam to move into a shared accommodation option with people he could make new friendships with. The hope was that Liam would use all the independence skills his family had taught him, and the family could reset and focus more on their wellbeing and growth as a family unit.

Two years ago, Liam moved from his family home to a Crosslinks Community Living home to live with four other lads his age. Liam had a routine at home that he was used to that he really enjoyed following so it was a new challenge to face. In his Community Living home Liam had new routines to create and settle into, he had new housemates to get to know and new people supporting and guiding him day to day. At first, Liam was nervous and wanted to be by himself but shortly after moving he grew more confident and learnt that his housemates were fun and nice. He enjoyed spending time with them, and they enjoyed being around him too. Liam started to show warmth and affection towards his new housemates which indicated they had become his friends. The warmth and affection Liam shows to others is what people love most about being around Liam.

Liam's family now spends time with Liam in his own home and they love seeing his independence flourish, whilst also maintaining their own. Liam has been able to grow as a person in a safe and happy environment whilst his family have the peace of mind that he is well cared for and happy.





## Omar's Story....

This year is the 18<sup>th</sup> year that Omar has been accessing Crosslinks Community Inclusion services. This service is important to us as it allows Omar to enjoy a variety of activities throughout the week and for Omar to build meaningful relationships with his peers and his regular support workers. It is always great seeing Omar when he returns home from his outings as he comes home with a smile on his face and is in a positive mood.

Crosslinks Community Inclusion provides a consistent and quality level of support which is really important to us and Omar, and it gives us confidence that Omar is getting the most out of his outings.

One of the biggest highlights that I can give, is that I am sure he is having fun. This is feedback that I have consistently given to Crosslinks and I am happy that this level of support continues to be provided.

A particular support worker that I would like to mention is Razman who works wonderfully with Omar and is always providing a quality of support that is wonderful to see.

A particular activity that Omar enjoys throughout the week is Karaoke. Music is one of Omar's favourite activities and Crosslinks provides multiple opportunities for Omar to enjoy his favourite activities. At these activities Omar has been able to build positive relationships with peers who also attend these activities. It is amazing to see Omar building friendships with his peers.

Crosslinks Community Inclusion also allows Omar to explore Perth through catching trains, ferries and buses which are all modes of transport that Omar enjoys, seeing the photos of Omar out in the community and accessing a variety of locations, events and activities is such a positive experience and I always look forward to hearing and seeing what new and fun activities Omar has been up to throughout the week.

The dedication the Community Inclusion team has shown towards Omar is excellent over the last 18 years and we have trust that this level of support will continue for the years to come.

*Omar's story as explained by his mum, with his brother translating. Written by Tom Kerr-Sheppard and Bailey Mathews.*





## Larissa's Story...

When Larissa first started attending RAP Club 17 years ago, she was a little withdrawn and uncertain about attending activities without us. RAP Club has been a huge asset for Larissa and from our perspective has played a large role in Larissa becoming the mature and independent person she is today. RAP Club has given Larissa opportunities to meet new people, develop her social skills, and become more willing to try new experiences.

She loves the social activities RAP Club has to offer and has built long-lasting friendships with other members of the club. Some of these friendships also extend into her work life making these connections even more meaningful. Larissa is a social butterfly, which makes RAP Club a perfect fit for her as it provides the opportunity to meet new people while maintaining her decade old friendships.

Besides the social aspect of RAP Club, Larissa enjoys participating in different recreational activities every fortnight. While she enjoys most activities, mini golf, bowling, and the Crosslinks discos are a few of her favourites.

During her time as part of RAP Club, Larissa has been really excited about the variety of programs that have been organised. Times such as when she went on an overnight camp or earlier this year when she went to Adventure World.

Larissa loves her nights out with RAP Club and eagerly waits for the weekends. Currently at home, Larissa is learning how to use a calendar and RAP Club has become a major topic of conversation with questions such as "when am I next going out?" She has grown to love her outings and we are certain she would like to go out more if she could.

Crosslinks has made Larissa's social outings on the weekends an easy process by assisting with bookings, organising transport and always ensuring Larissa is having a positive experience with her energetic and vibrant support workers. Crosslinks' dedication over the years to Larissa's wellbeing has gone beyond RAP Club. One such example was providing Larissa the opportunity to get the COVID vaccine. We are thankful for the quality of support that Crosslinks continue to provide after all these years.

*Written by Larissa's family. Edited by Bailey Mathews.*

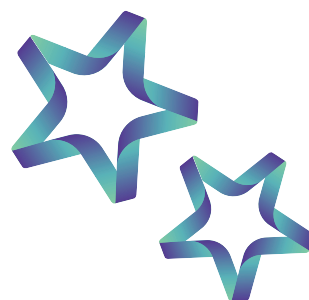




# Some Crosslinks Superstars



Hi! I'm Matthew...



**Participates in:** Community Inclusion

**Receiving Support from Crosslinks Since:** 2006

**Q: What is the best thing about Crosslinks?**

A: Going out with my support workers, trying out new food, interacting with my friends and being involved in all fun activities. Crosslinks is the best!!

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

A: To make any type of food appear with the click of my fingers.

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

A: My amazing manners, you get more with a please and thank you.

**Q: What is your all time favourite song?**

A: Greased Lightning – I love dancing to any Grease song.

**Q: What do you like to do for fun?**

A: Go to the movies or bowling with my friends.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: You will meet some amazing people and be a part of a family like community. Oh, and you must be fun.

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

A: I would take a dog for a walk and then go for a big yummy lunch.



Hi! I'm Chris...

**Participates in:** Community Inclusion & RAP

**Receiving Support from Crosslinks Since:** 2011

**Q: What is the best thing about Crosslinks?**

A: The people that support me.

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

A: To have a hammer like Thor's.

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

A: How to play video games.

**Q: What is your all time favourite song?**

A: Love me more by Steve Aoki.

**Q: What do you like to do for fun?**

A: Play basketball.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: Do it, it's an amazing job.

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

A: Drive a motorbike.



# Some Crosslinks Superstars



## Hi! I'm Shaun...

**Participates in:** Community Inclusion & RAP

**Receiving Support from Crosslinks Since:** 2017

**Q: What is the best thing about Crosslinks?**

A: The best thing about Crosslinks are my support workers.

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

A: The power to be able to read people's minds to know what they are feeling or what is in their mind.

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

A: Independent living skills.

**Q: What is your all time favourite song?**

A: Every rose has it thorn - Poison.

**Q: What do you like to do for fun?**

A: Watch AFL games.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: Go for it!

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

A: Be a mechanic. Because I enjoy working around vehicles.



## Hi! I'm Mikyla...

**Participates in:** Community Inclusion, Community Living & RAP

**Receiving Support from Crosslinks Since:** 2008

**Q: What is the best thing about Crosslinks?**

A: Going to Monday music time with my mates and visiting the city on the train.

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

A: Be super like P!nk.

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

A: Cooking with Marie and developing my signature dish, pumpkin soup.

**Q: What is your all time favourite song?**

A: One Too Many by Keith Urban and P!nk.

**Q: What do you like to do for fun?**

A: Going to the airport with my Dad.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: Come and work with me I'm fun to hang out with.

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

A: Go to America and see P!nk.



# Some Crosslinks Superstars



## Hi! I'm Romilly...

**Participates in:** Community Inclusion & RAP  
**Receiving Support from Crosslinks Since:** 2012

**Q: What is the best thing about Crosslinks?**

A: I get to go horse riding.

**Q: Do you have any pets?**

A: Yes, 1 dog called Indie and 2 cats called Roxy and Gertie.

**Q: What is your all time favourite song?**

A: Your Anything by Taylor Swift.

**Q: What do you like to do for fun?**

A: Go swimming and horse riding.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: You'll meet nice people and make friends.

**Q: Where would you like to go on holiday?**

A: To Coral Bay with my family.



## Hi! I'm Deidre...

**Participates in:** Community Inclusion & Community Living  
**Receiving Support from Crosslinks Since:** 2014

**Q: What is the best thing about Crosslinks?**

A: Lots of nice people.

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

A: To fly like a helicopter.

**Q: What is your favourite meal?**

A: Spaghetti and meatballs. I do love to have fish and chips from the local shop every Friday.

**Q: What is your all time favourite song?**

A: Hey Jude by the Beatles and I do also love Elvis.

**Q: What do you like to do for fun?**

A: I like to go out with my amazing Support Workers for coffee and cake at a coffee shop, I love to catch the train there. I like painting and I love all types of heavy machinery like bulldozers, diggers, trains and tractors.

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

A: It would be how to cook. Cooking, painting and machinery are what I love the most.

**Q: If you could do anything you wanted, what would you do?**

A: Drive the trains.





# Some Crosslinks Superstars



Hi! I'm Joe...

**Participates in:** Community Inclusion

**Receiving Support from Crosslinks Since:** 2011

**Q: What is the best thing about Crosslinks?**

A: I like the people.

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

A: Flight!

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

A: How to manage my money.

**Q: What is your all time favourite song?**

A: Any song by Neil Diamond.

**Q: What do you like to do for fun?**

A: Go to Music Time.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: You will have fun!

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

A: Work at Crosslinks.



Hi! I'm Jennifer...

**Participates in:** Community Inclusion

**Receiving Support from Crosslinks Since:** 2020

**Q: What is the best thing about Crosslinks?**

A: Going out to interesting places .

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

A: To be able to have wishes granted, so I could wish to be in my bed when I am tired.

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

A: To dance. I like dancing.

**Q: What is your all time favourite song?**

A: Thank You For The Music by ABBA.

**Q: What do you like to do for fun?**

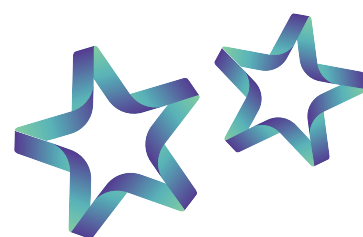
A: Dance and go shopping.

**Q: What would you tell someone who wants to work at Crosslinks?**

A: It is the best place to be.

**Q: If you could do anything you wanted to, what would you do?**

A: I would go out with my brother Mark, he is a policeman.



# Some Crosslinks Superstars



## Hi! I'm Peter...

**Participates in:** Community Living & RAP

**Receiving Support from Crosslinks Since:** 2004

**Q: What is the best thing about Crosslinks?**

A: The staff and the outings.

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

A: I would be Superman (Clark Kent) because he wears glasses like me.

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

A: To work independently at Workpower.

**Q: What is your all time favourite song?**

A: Dancing Queen - ABBA.

**Q: What do you like to do for fun?**

A: Dancing and Karaoke.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: Do it, you will love it.

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

A: I would go out for lunch, dinner and RAP.



## Hi! I'm Pierre...

**Participates in:** Community Inclusion & RAP

**Receiving Support from Crosslinks Since:** 1997

**Q: What is the best thing about Crosslinks?**

A: I get to see new people, connect with old friends and go to some of my favourite places.

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

A: Teleportation. So that I could visit all of the libraries of the world.

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

A: Identifying colours, letters and numbers. I usually practice by pointing out the colours of cars and reading number plates.

**Q: What is your all time favourite song?**

A: Nutbush City Limits – Tina Turner.

**Q: What do you like to do for fun?**

A: I enjoy reading books, seeing friends and their pets, watching tennis and occasionally playing soccer.

**Q: What would you say to someone who wants to work at Crosslinks?**

A: Will you take me to the library?

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

A: I'd move into the library to live there.



# Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2021

## Profit or Loss and Other Comprehensive Income

	Note	2021	2020
Revenue	2	16,081,543	15,340,015
Employee benefits expense	3	(13,341,688)	(11,974,422)
Depreciation and amortisation expenses		(497,721)	(495,934)
Supplies and Services		(1,151,659)	(1,196,160)
Finance costs	3	(15,829)	(18,199)
Sundry expenses	3	(18,052)	(16,726)
<b>Net Current Year Surplus</b>		<b>1,056,594</b>	<b>1,638,574</b>

### OTHER COMPREHENSIVE INCOME

#### Items that will not be reclassified subsequently to profit or loss

Loss on revaluation of property	-	(88,123)
<b>Total Other Comprehensive Income For The Year</b>	<b>-</b>	<b>(88,123)</b>
<b>Total Comprehensive Income For The Year</b>	<b>1,056,594</b>	<b>1,550,451</b>
Net current year surplus attributable to members of the entity	1,056,594	1,638,574
Total comprehensive income attributable to members of the entity	1,056,594	1,550,451

*The accompanying notes form part of these financial statements*



# Annual Financial Statements

AS AT 30 JUNE 2021

## Financial Position

	Note	2021	2020
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	4	10,148,752	9,109,250
Accounts receivable and other debtors	5	733,853	1,078,027
Other current assets	6	157,023	42,684
<b>Total Current Assets</b>		<b>11,039,628</b>	<b>10,229,961</b>
<b>Non-Current Assets</b>			
Property Plant and Equipment	7	1,880,395	1,750,608
Right-of-use Assets	8	536,228	707,887
<b>Total Non-Current Assets</b>		<b>2,416,623</b>	<b>2,458,495</b>
<b>Total Assets</b>		<b>13,456,251</b>	<b>12,688,456</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts payable and other payables	9	495,717	421,158
Other liabilities	10	39,132	223,147
Lease liabilities	11	228,538	227,048
Employee provisions	12	1,193,773	1,248,795
<b>Total Current Liabilities</b>		<b>1,957,160</b>	<b>2,120,148</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	11	342,515	508,185
Employee provisions	12	171,921	132,062
<b>Total Non-Current Liabilities</b>		<b>514,436</b>	<b>640,247</b>
<b>Total Liabilities</b>		<b>2,471,596</b>	<b>2,760,395</b>
<b>NET ASSETS</b>		<b>10,984,655</b>	<b>9,928,061</b>
<b>EQUITY</b>			
Reserve	13	471,526	471,526
Capital grants reserve		2,179,165	2,179,165
Retained surplus		8,333,964	7,277,370
<b>Total Equity</b>		<b>10,984,655</b>	<b>9,928,061</b>

**Note: This 2020/2021 Financial Report is an abridged version with the full report being available at our website: [www.crosslinks.org.au](http://www.crosslinks.org.au)**

*The accompanying notes form part of these financial statements*



# Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2021

## Changes in Equity

	Note	Retained Surplus \$	Capital Grants Reserve \$	Asset Revaluation Reserve \$	Total \$
Balance at 1 July 2019		5,638,796	2,179,165	559,649	8,377,609
<b>Comprehensive Income</b>					
Net surplus for the year		1,638,574	-	-	1,638,574
Asset revaluation	13	-	-	(88,123)	(88,123)
<b>Balance at 30 June 2020</b>		<b>7,277,370</b>	<b>2,179,165</b>	<b>471,526</b>	<b>9,928,061</b>
Balance at 1 July 2020		7,277,370	2,179,165	471,526	9,928,061
<b>Comprehensive Income</b>					
Net surplus for the year		1,056,594	-	-	1,056,594
Other comprehensive income for the year:					
Asset revaluation	13	-	-	-	-
<b>Balance at 30 June 2021</b>		<b>8,333,964</b>	<b>2,179,165</b>	<b>471,526</b>	<b>10,984,655</b>

For a description of each reserve, refer to Note 13

The accompanying notes form part of these financial statements

# Annual Financial Statements

FOR THE YEAR ENDED 30 JUNE 2021

## Cash Flows

	Note	2021 \$	2020 \$
<b>Cash Flows from Operating Activities</b>			
Contributions (members) received		1,373,413	1,378,119
Grants (state) operating received		12,875,494	12,126,357
JobKeeper, ATO CFB & Other Grants		1,837,583	1,155,363
Donations received		-	100
Payments to suppliers and employees		(14,566,401)	(13,119,159)
Interest and other finance cost paid		(15,829)	(18,199)
Interest (unrestricted) received		49,781	106,704
<b>Net Cash Generated from Operating Activities</b>		<b>1,544,041</b>	<b>1,629,285</b>
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		100,067	-
Purchase of property, plant and equipment		(450,426)	(204,434)
<b>Net Cash used in Investing Activities</b>		<b>(350,359)</b>	<b>(204,434)</b>
<b>Cash Flows from Financing Activities</b>			
Net increase in cash held		1,203,682	1,424,851
Repayment of lease liabilities		(164,180)	(198,185)
Cash and cash equivalents at beginning of financial year		9,109,250	7,882,584
<b>Cash and Cash Equivalents at End of Financial Year</b>	<b>4</b>	<b>10,148,752</b>	<b>9,109,250</b>

The accompanying notes form part of these financial statements





# Auditor Opinion

## Crosslinks Incorporated

### Independent auditor's report to members of Crosslinks Incorporated

## Report on the Audit of the Financial Report

### Opinion

We have audited the financial report of Crosslinks Incorporated (the association), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and Responsible Person's declaration.

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

- a) giving a true and fair view of the association's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards – Reduced Disclosure Regime and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

### Basis for Opinion

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

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

### Other Information

The members of the Board are responsible for the other information. The other information comprises the information included in the association's annual report for the year ended 30 June 2021, but does not include the financial report and the auditor's report thereon.

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

# Auditor Opinion

## Independent auditor's report to members of Crosslinks Incorporated (continued)

### Other Information (continued)

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

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

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

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

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

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

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





# Auditor Opinion

## Independent auditor's report to members of Crosslinks Incorporated (continued)

William Buck

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**William Buck Audit (WA) Pty Ltd**  
ABN 67 125 012 124

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**Conley Manifis**  
Director  
Dated this 10<sup>th</sup> day of September, 2021



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(WB019\_2007)





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### Contact Us

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[www.crosslinks.org.au](http://www.crosslinks.org.au)



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