



**CROSSLINKS**  
DISABILITY SUPPORT SERVICES

# 2021–2022 ANNUAL REPORT

*Bringing out the best in you*



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





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# VISION, PURPOSE, VALUES AND CUSTOMER CHARTER

## Vision

By 2024 we are a sector leader in the eastern suburbs  
in sustainable and targeted disability services

## Purpose

We support people with disabilities to maximise their  
potential and live their best life

## 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

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Crosslinks was originally established as a model agency by the Disability Services Commission in 1996 and later began operating as a private not-for-profit service provider.

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 45 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 115 Support Coordination participants and have two employees in the Support Coordination Team.

Our RAP Club program which supports adults to engage in social activities remains popular, so we 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.



# 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 30 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 20 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 I 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 Kitchen | BOARD DIRECTOR

In my seventh year on the Crosslinks Board, I continue to enjoy applying my 25-plus years of experience in the community services sector of Local Government to my activities on the Board, including membership on the Finance and Audit Risk Management Committee.

I am committed to supporting the Board and staff to navigate the changing regulatory and challenging funding landscape of the disability services industry.

I will work to move Crosslinks into the future with confidence and agility,

committed to embracing necessary change. I believe this is required to maintain our current high standards of service provision, be financially sustainable, and always help people of all abilities connect to their community and realise their potential.



## Rosie Davis | BOARD DIRECTOR

I am pleased to continue to serve on the Board of Crosslinks and am looking forward to sharing my knowledge and expertise alongside the other dedicated Board Directors to the benefit of the organisation. I look forward to working with our new Chief Executive Officer Dawn McAleenan and the wonderful Crosslinks staff, to ensure a bright and stable future for Crosslinks and all its stakeholders.

I am a qualified Accountant, Internal Auditor and Registered Company Auditor.

My husband and I are blessed with three beautiful girls, aged one, three, and five.

I am currently balancing life as a stay-at-home Mum and working part-time in a large mid-tier firm in the governance and risk advisory team.



## Stewart Sharp | BOARD DIRECTOR

I joined the Board of Crosslinks in 2017 as an honorary member before being voted in at the 2017 AGM. Prior to joining the Board, I had limited exposure to the disability services sector so it has been an honour to develop and grow just as Crosslinks has over the last five years.

My experience to date has been gained in the private sector with a wide range of skills across leadership, strategy, procurement, program management and finance,

in the disciplines of Property and Construction. I have served on the Relocation Subcommittee since joining the Board and I am incredibly proud of what has been achieved in developing our new fit for purpose office and participant space. This, along with welcoming our new CEO, are just some of the exciting things in our organisation's future.



## BOARD DIRECTOR PROFILES



**Paul O'Connor | BOARD DIRECTOR**

As a Board member for Crosslinks for over three years now, my knowledge and understanding of the disability sector continues to grow through my participation on the Board and my interaction with Crosslinks senior employees.

After a long career in State and Local Governments, I bring to the Board my experience, knowledge, and skills in the governance, corporate and financial services areas. I participate on the Business Development subcommittee and have been involved in the creation of a Board of Director's Manual, amendments to the

Risk Matrix and Risk Appetite Statement and in the development of a new Board Evaluation Process.

I hold a Bachelor of Business Degree in Accounting and I am also a Board Director of other not-for-profit boards outside of this sector. I continue to be committed to contributing back to the community with my time and interest and supporting the Board and Crosslinks in its vision and work in the disability sector.



**Luke Healey | BOARD DIRECTOR**

The growing impact of Crosslinks across our community is a direct result of the continued, unrelenting focus of our people on the individual needs of our participants. Having spent over 14 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 all levels of our organisation. With experience across the health sector, I bring a data-driven, customer-first perspective to the Board, working to build capacity across all facets of marketing, communications and business development. 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 following 20 years I fulfilled many different roles with varying responsibilities. I now find it hard to think back to a time when I was not involved in the disability sector. In August 1997, I took up the position of Chief Executive Officer at Crosslinks and have had the honour of continuing in this role for 25 years.

Leading Crosslinks has been a journey of a lifetime for me, and it has been extremely gratifying to be able to provide high quality services and support to people with disability within their own home and in the community. It has been such a privilege to witness the personal growth of the individuals that we support as they thrive and achieve their goals, gaining the confidence to fulfil their dreams.





## Vicki Caudwell | CHAIR OF THE BOARD

**On behalf of the Board, I start with a farewell to Denise Michelsen. As our Chief Executive Officer for over 25 years, she achieved so much for Crosslinks and will be so missed.**

On behalf of the Board, I thank the Crosslinks Leadership Team and the Family and Friends Advisory Group for their continued, invaluable contributions and support to Crosslinks participants, employees, and the Board. I also thank all those who volunteer their services and help to support our participants. The Board deeply appreciates their efforts.

As many close to Crosslinks know, the last two years have been particularly challenging, in part due to the impacts of COVID-19, and in part due to budgetary constraints imposed by the National Disability Insurance Scheme funding model. I want to make special note of the hard work undertaken by the Corporate Services Team, led by Simone Kaufmann, Chief Financial Officer, and by the Operations Team, led by Kate McBride, General Manager of Operations, who found ways to manage a challenging budget and reduce costs, without the loss of service excellence. No mean feat, thank you everyone.

Crosslinks was also accredited by the NDIA, which is essential if we are to continue receiving NDIS funding. Whilst this was due to the dedicated work of many Crosslinks employees and spearheaded at the end by Kate McBride, the work undertaken by the People and Culture team with respect to the Crosslinks policy framework and subsequent procedures, laid an essential foundation for our successful accreditation. Thank you.

Lastly, thank you to Joanne Garland who so very ably supports the Board and the whole of Crosslinks in her role as Executive Assistant to the CEO and the Board. And thank you to my fellow Board members for your continued efforts and commitment to Crosslinks and its participants and workforce.

Of particular note this year has been:

- Accreditation with the NDIA.
- The purchase of the property that will become Crosslinks' base and administrative centre for years to come. It will include improved facilities for both participants and employees.
- The maintenance of sound governance and efficient fiscal management that has enabled effective and accountable service delivery to participants.

The coming year will be a year of significant change and consolidation for Crosslinks including:

- The transition in leadership, with the retirement of Denise Michelsen and the appointment of our next Chief Executive Officer, Dawn McAleenan, who will take up the position on the 11<sup>th</sup> of July 2022.
- The completion of the Crosslinks Redevelopment Project and the move to our new headquarters.
- The ongoing emphasis on the well-being and quality of life of our participants, and,
- The ongoing implementation of the Crosslinks Strategic Plan.

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

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



## Alex Watt | BOARDTREASURER

It is my pleasure to present the audited Crosslinks Inc. 2021–22 Annual Financial Statements. The financial statements have been audited by William Buck WA (registered auditors). The statements are contained in pages 33 to 35 of the 2021–22 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 2022 for the year ended on that date; and prepared in accordance with Australian Accounting Standards.

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)*.

In their report the Auditors found a matter that was brought to our attention, in that during the audit of the provision for employee leave entitlements, the audit noted a number of employees with large leave balances that form a significant portion of the overall leave liability at year end. These employees primarily relate to long serving employees of the Association. In response, Management advises that Crosslinks has established a process to reduce excessive leave balances.

When comparing 2021–22 to prior years, our key ratios are indicative of an acceptable financial position. In summary:

1. The Crosslinks Balance sheet remains healthy.
2. Past surpluses have been used to fund current and future growth.
3. In 2021–22 our assets efficiency (profit or loss) divided by total assets is negative 0.58%. Asset efficiency measures how well we are using our assets to generate a surplus. This is due to a Crosslinks loss of \$89,000 in the 2021–22 year.
4. Levels of equity relative to profit are also impacted by the 2021–22 loss.

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.

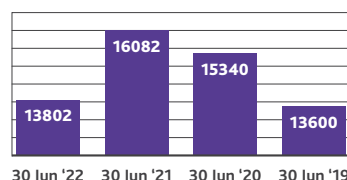
I commend the financial statements and Auditors conclusion.

## Alex Watt CA, FCPA | Treasurer

### Graphical summary of Key Financial Ratios

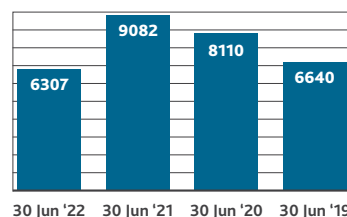
The graphs below are in \$'000

#### Revenue



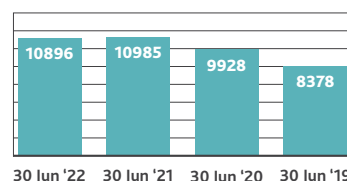
Job keeper income of \$1.613 million is reflected in the amount for 2020–21 and \$1.66 million for 2019–20. The Board has stated a focus of improving income options and growth in 2022–23.

#### Working Capital



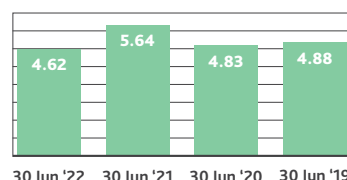
This measures Crosslinks' ability to meet short term liabilities. The higher the figure the better, but is assessed against our current assets and how quickly they can be converted into cash to meet current liabilities. The result for 2021–22 is suitable.

#### Net Tangible Worth



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

#### Current Ratio (Times)



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

**The 2021–22 financial year marks 25 years for myself as Chief Executive Officer and in my final year, Crosslinks has faced many challenges. It has been pleasing to see that under the strategic guidance of the Board of Directors, Crosslinks has been able to face challenges head on to ensure the sustainability of the organisation.**

I am extremely proud of the way our entire team has worked cohesively, to ensure that Crosslinks followed legislative health guidelines and COVID-19 isolation requirements to keep all of our participants and employees safe.

Crosslinks has continued to evolve the services that we deliver in this ever-changing environment, and our employees are to be commended for their commitment to supporting our participants to have choice and control of their own lives. It is so rewarding for me to witness the significant growth of confidence in our participants as they reach their personal goals and celebrate their many achievements.

A major highlight this year was the progression of the Crosslinks Relocation Project, with the purchase of a property located at 344 Great Eastern Highway, Midland. Our new head office facility will include collaborative workspaces, advanced technology and enhanced participant facilities. We hope to maximise the visibility of this prominent location and attract more participants and employees to Crosslinks. For all involved in the Relocation Project, this has been a long journey, however it will be extremely rewarding upon completion, and we would like to invite you to join us to celebrate when it is complete next year.

In my final year as Chief Executive Officer at Crosslinks, I also extend my sincere appreciation to:

- The Board of Directors for their unwavering support during my tenure, as well as their ongoing commitment to ensuring strong governance and strategic guidance to Crosslinks.
- Our Family and Friends Advisory Group for their ongoing involvement and collaboration in ensuring Crosslinks offers quality services that promote a good life for all involved.
- Our Group Program volunteer Vanece Proud, thank you for your commitment and the valuable work that you do with our participants.
- Joanne Garland my Executive Assistant, for always keeping me organised and for the support given to the Board of Directors.
- The Executive Team, Simone Kaufmann (Chief Financial Officer) and Kate McBride (General Manager Operations), for another year of dedication to the continuous improvement of Crosslinks' processes and practices. You are to be commended for the leadership of your teams. An enormous amount of work has been undertaken throughout the year.

*Continued overleaf*



# CHIEF EXECUTIVE OFFICER REPORT

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- Our Leadership and Support Services Teams for constantly adapting to meet the support requirements of our participants as well as the many challenges that have arisen throughout the year.
- All Crosslinks Employees, we see amazing examples of promoting independence and positive outcomes for our participants every single day. Thank you very much.
- Finally, to all of our participants and their families, I sincerely thank you for allowing me to be a part of your life's journey over the last 25 years. Whilst I am looking forward to a new chapter of my life, I will be extremely sad to say farewell. I know that I am leaving you all in very capable and trusted hands and have confidence that you will all continue to grow and achieve great things.

Thank you again,

**Denise**



## EXECUTIVE TEAM

(L-R) Joanne Garland, Simone Kaufmann, Denise Michelsen and Kate McBride

# FAREWELL TO CHIEF EXECUTIVE OFFICER DENISE MICHELSEN

**On behalf of the Board and everyone at Crosslinks, I would like to acknowledge the outstanding contribution that Denise has made as CEO over the past 25 years.**

Since starting her time at Crosslinks on 25<sup>th</sup> August 1997, Denise has worked tirelessly to progressively grow the impact of our organisation, improving the lives of our participants every step of the way. It is through her leadership that we have grown from having only 6 employees, supporting 30 participants with a budget of \$138,000, to the strong position we're in today, with over 190 employees supporting 212 participants and a budget exceeding \$14 million.

Denise took Crosslinks from predominantly providing centre-based supports, to service delivery within the community, which was a major step at the time, providing us with the opportunity to deliver services to a much broader cross-section of the community.

Denise was pivotal in the introduction of Crosslinks RAP Social Club, offering young adults the opportunity to attend a range of age-appropriate venues in the evenings, without a parent in attendance. This was the first program of its kind and has grown to become a key pillar of our service. Similarly in 2002, Denise spearheaded the acquisition of the group activity Music Time, eventually more than doubling its attendance to make it one of the most popular programs facilitated by Crosslinks.

Her friendly, welcoming demeanor has been noted by many, in addition to her unwavering commitment to ensuring the best possible care and support for all of our participants. Denise has been a vocal advocate for reform in the NDIS sector and played a critical role in the rollout of the NDIS in WA, having registered Crosslinks as a trial site in 2015.

For the past three years, her focus shifted to establishing the Crosslinks redevelopment project. This significant Crosslinks project will provide a base from which to launch the next phase of our future direction and service delivery. Denise has been the major instigator and shaper of this new direction and hence will be leaving a lasting legacy that will benefit all of our participants for decades to come.

Denise's professional accomplishments, while extensive, pale in comparison to the impact she has made on our participants, their families, our employees, and partner organisations. The lasting impact of Denise's kindness, honesty and her strong belief in fairness for all, will be felt throughout our community for years to come.

Denise, thank you for your leadership, commitment and friendship.

**Vicki Caudwell**

*On behalf of the Crosslinks Board of Directors*



# CHIEF FINANCIAL OFFICER REPORT



## Simone Kaufmann | CHIEF FINANCIAL OFFICER

The role of the Corporate Services Team is to support the Operations Team and our Support Workers to be able to deliver quality supports for our participants. The Corporate Services Team ensures that overall financial management systems meet and comply with the strategic and financial commitments of Crosslinks.

Some of the key achievements in the Financial Year 2021–22 have been:

- Movement of all participants to our new travel tool in the Links, which achieves a fairer invoicing arrangement for our participants.
- Automation of Provider Travel.
- Budget Tracker Update to include all travel charges and provide a real time snapshot.
- Purchase of three new modified Kia Carnival minivans, which look amazing as they sport our Crosslinks logo.
- Updating our Links system to prepare for the SCHADS Award changes that come into effect on the 1<sup>st</sup> of July.
- Increased marketing efforts over the past twelve months focused on raising the profile of Crosslinks among influential groups and the local community, which has resulted in referrals to Crosslinks for potential new participants increasing by 77% in 2021 compared to 2020.

Ongoing challenges in 2021–22 were the tightness of NDIS pricing in Supported Independent Living and Community Participation, as well as COVID-19 still being a major disrupter to our service delivery. Crosslinks has again participated in the NDIS WA price review to have input into how we think a successful future for the NDIS and our participants could look like.

The annual Audit has been completed by William Buck Chartered Accountants and we were able to achieve full compliance.

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

I would like to acknowledge and thank the Corporate Services Team with Megan Ryan (Accountant), Michelle Boyd (Area Supervisor), Rayston Bailey (Payroll Officer), Lisa Mueller (Accounts Officer), Emma Mallon (Project Officer), Sharna Lines (Admin Assistant), Jimmy Cheng (IT and Project Coordinator) and Toni Mison (Marketing Consultant).



ADMINISTRATION TEAM



# GENERAL MANAGER OPERATIONS REPORT



## Kate McBride | GENERAL MANAGER: OPERATIONS

The Operations Team have worked with dedication and persistence over the last 12 months to enhance the quality of service our valued participants receive, and to ensure Support Workers are receiving quality leadership support.

This year Crosslinks supported:

- 34 participants in Community Living homes.
- 123 participants in Community Inclusion.
- 32 participants in RAP and Youth Clubs.
- 113 participants in Support Coordination.

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

- Completing a NDIS audit and registration process against the new Quality and Safeguarding Framework with no major audit concerns.
- Embedding the Goals and Outcomes Framework.
- Managing the COVID-19 safety protocols and navigating the service and workforce shortage impacts.
- Progressing significant improvements in our quality and safeguarding systems and processes as more is learnt about the NDIS Quality and Safeguards Commission expectations.
- Rolling out a new Travel and Transport Management Procedure.

- Participation in advocacy events to defend the original intent of the NDIS.
- Participation in NDIS consultation opportunities to ensure appropriate changes occurred to the National Disability Insurance Scheme Act 2013.
- Developing a new participant Welcome Brochure.
- Advocating on behalf of participants to Local, State and Federal Governments, to ensure participants receive NDIS funding appropriate to their needs.
- Developing networks with Specialist Disability Accommodation experts to enhance future housing options for participants.

A big shout-out and thank you to the Operations Team for their ongoing commitment to bring out the best in Crosslinks' participants. The dedication and persistence to grow and develop services and processes for participants despite the challenging workforce and funding climate, makes me proud to work for Crosslinks. The thank you extends to all Support Workers and my trusty office crew.

To the People and Culture and Corporate Services Team, thank you for your expertise and support throughout the year.



OPERATIONS TEAM

# COMMUNITY LIVING

Crosslinks provides long-term Supported Independent Living (SIL) accommodation for NDIS participants, which we call Community Living. Our 12 Community Living homes provide shared accommodation and 24-hour support for people with disabilities. We go to great lengths to ensure participants have a happy, permanent home, with appropriate supports. Our goal is to provide the right level of care, while also supporting and encouraging people to live as independently as possible.

## Highlights from the past 12 months

- Scott and Anne realised their goal of moving in and sharing a home together.
- Many Crosslinks homes were renovated during a large schedule of works including painting, gardening and decorating, which was a collaborative effort between Crosslinks, Foundation Housing, and Community Housing Limited.
- Support Workers showed incredible resilience and capably dealt with COVID-19 positive participants and a shortage of workers, due to the pandemic.
- Participants that moved to a new home the previous year during the Compatibility and Movement Project, adapted and flourished with their new housemates.

## Challenges

- Filling vacancies in the Community Living homes due to the challenges of NDIS SIL funding and ensuring participant compatibility.
- Participants experiencing decreases in SIL funding which impacts service hours and worker ratios.
- Managing the decline in health of some elderly participants and saying goodbye to much-loved, long-term participants that passed away.
- Difficulties in Support Worker recruitment due to the high need for Support Workers and the low availability of workers.
- Shortages of quality therapy providers and long waitlists.

## Focus for the next 12 months

- Continue to fill housing vacancies with participants who are compatible in living and funding arrangements.
- Ensure high quality therapy providers are available to help participants achieve their goals.
- Continue to embed the Goals and Outcomes Framework to ensure consistent monitoring and reviews, support participant growth and development.



# COMMUNITY INCLUSION

Crosslinks provides Community Inclusion services to approximately 120 participants across the Perth metropolitan area. Community Inclusion is an individualised support service which focuses on achieving specific goals and outcomes such as developing relationships, building independence, learning new skills, and most importantly, having fun while out and about in the local community. Crosslinks Community Inclusion also supports people to live independently in their own home, and can help with maintaining their home environment with tasks such as cooking, cleaning and washing.

## Highlights from the past 12 months

- › Supporting approximately 120 participants, with a constant stream of new referrals enquiring about the service.
- › Recognising the amazing work of our Support Workers through the rewards and recognition program, such as Alanna, Lisa, Marcia, Marie, and Razman who were awarded 'Employee of the Month'.
- › Strengthening relationships with other service providers, which has provided opportunities for more participants to access Community Inclusion services and has reduced the transport costs of providing these services.
- › Welcoming Sharon Maddock into the role of Area Manager.
- › The resilience shown by Support Workers, administration, and managers during the uncertainty of the COVID-19 pandemic.

## Challenges

- › The team continues to experience challenges due to the COVID-19 pandemic, such as restrictions to community access options for participants, and participants and Support Workers becoming sick and therefore unable to participate or work, due to the virus. This continues to drive the need to find flexible and creative solutions when providing support to our participants.
- › Continual changes to the NDIS funding limits and rules, continues to present some challenges for participants and the Community Inclusion team, in particular with regards to transport.

## Focus for the next 12 months

- › Stabilise worker levels to ensure we have sufficient resources to meet growing demand.
- › Seek new partnerships and foster current relationships with external service providers.
- › Focus on sustainable growth within the Community Inclusion service.

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



AREA MANAGERS WITH GENERAL MANAGER  
OPERATIONS

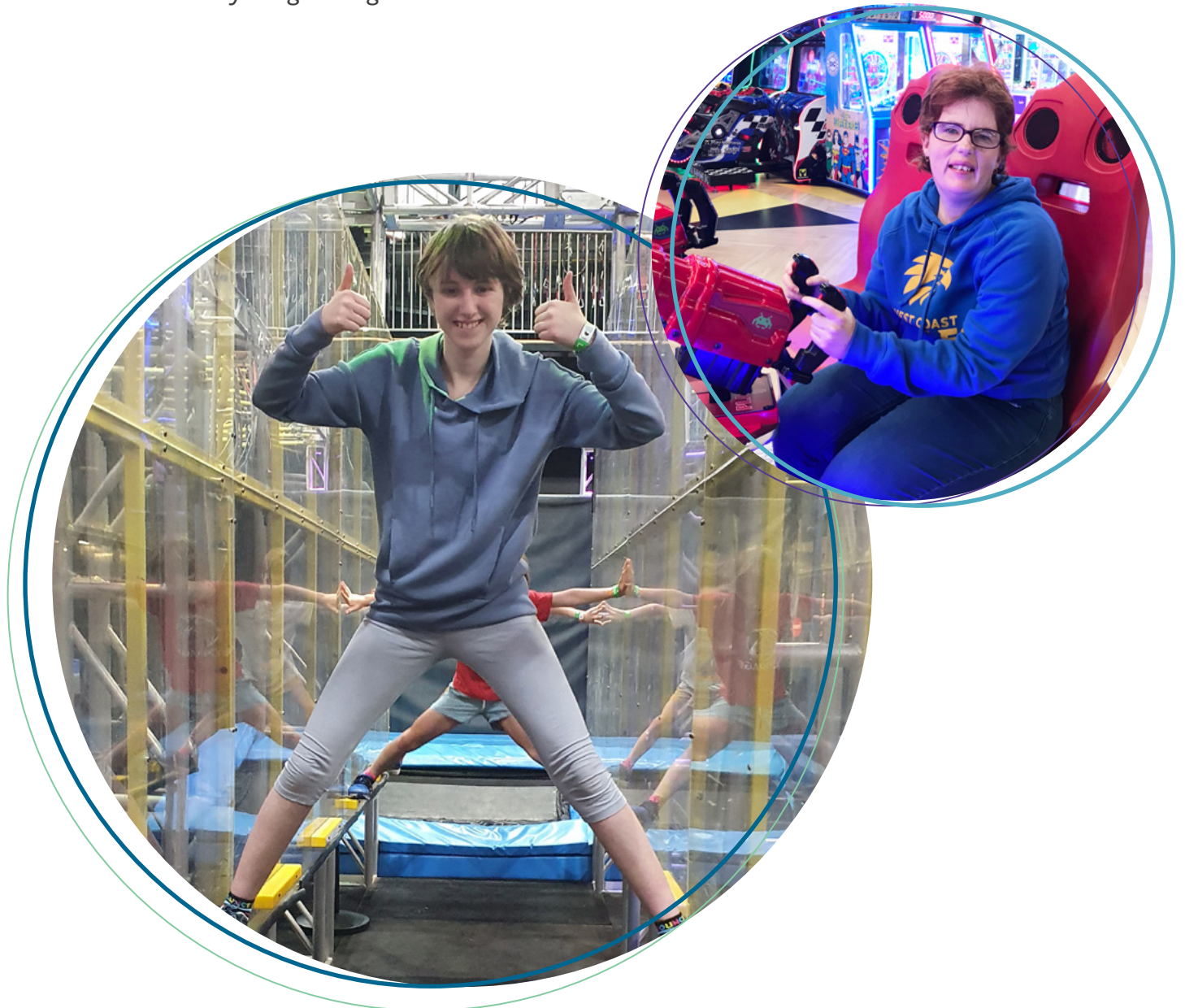


## RAP CLUB | YOUTH CLUB | COMMUNITY ACTIVITIES

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 and Participation) Club for those aged 18 and over, Youth Club for those under 18, and weekly group activities such as Music Time, Karaoke, and Art Classes.

At the beginning of 2022, Crosslinks made the difficult decision to temporarily suspend the popular Music Time and Karaoke activities, to help reduce the risk of COVID-19 for participants, however we hope to be running these again soon. Art Classes could continue due to the ability to physically distance.

RAP Club and Youth Club have continued to be extremely popular and a highlight in participants social calendars, even though activities have had to be more limited due to the pandemic. Our fantastic Support Workers listened to what the members wanted to do and worked hard to try to make these activities happen, within the confines of COVID-19 rules and safety. Some of the highlight activities included the Winter Lights Festival in Perth, Latitude (trampolining and indoor rock climbing), High Voltage (glow-in-the-dark mini golf), and Lazer Blaze (laser tag game). We are hoping to see the return of our famous themed discos this year and can't wait to see everyone grooving on the dance floor.



## SUPPORT COORDINATION



Bailey Mathews and Chelle Weedon  
Support Coordinators

Support Coordination is a capacity building support which is designed to assist participants and their families to navigate the NDIS as well as community, government and mainstream supports. Support Coordinators work alongside participants to ensure that their NDIS funding is effectively used, to resolve points of crisis, and to find creative solutions to any barriers. Over the last 12 months Crosslinks said goodbye to Rebecca and Sarah and welcomed Bailey as a Support Coordinator. Bailey comes with a high-level of knowledge and experience within the disability sector.

The past year has provided many opportunities for the Support Coordination team to grow their skills and knowledge in areas such as Housing Exploration and processes related to the Administrative Appeals Tribunal. We also successfully passed the audit for Specialist Support Coordination, which enables us to provide these services and grow our support capacity. Some of the challenges have included the impact of COVID-19 on funding and service delivery, however Crosslinks Support Coordination remains sufficiently funded and continues to see growth in service provision.

Over the coming year we aim to grow our services through targeted marketing activities and will continue to ensure that the skills and knowledge of our Support Coordination team remains current and supports the provision of quality services.



# QUALITY AND SAFEGUARDING



**Martin Albrecht**  
Quality and Safeguarding Lead

The Quality and Safeguarding Lead is responsible for ensuring ongoing compliance with the NDIS Rules, mainly around restrictive practices, behaviour support and incident management. They liaise with the NDIS Commission, oversee mandatory reporting and help design and implement corrective actions as part of the required function of Continuous Improvement.

## Highlights from the past 12 months

- Passing the NDIS Registration Audit which ensures Crosslinks' registration for the next 18 months.
- Consolidating the reporting and authorisation processes for restrictive practices and behaviour support to the highest industry standards.
- Further reducing the use of unauthorised restrictive practices.
- Strengthening reflective practice leading to continuous re-evaluation and improvements in participant safeguarding processes.
- Improving the risk identification and mitigation processes for participant's individual needs.

## Challenges

- Keeping up to date with the speed of participants changing needs from a documentation perspective.
- Enhancing formal development and training opportunities for Support Workers within NDIS pricing structures.
- Increased administrative tasks to ensure compliance with NDIS Quality and Safeguards Commission expectations, which does not always add direct value to quality of services.

## Focus for the next 12 months

- Improving the internal audit schedule across the organisation which will strengthen existing monitoring and improvement processes.
- Developing a system to more effectively manage and evidence compliance with the NDIS Practice Standards, with administrative ease.
- Striving to strengthen continuous improvement processes to maintain compliance and deliver best support to our participants.
- Completing the corrective actions required to resolve minor non-conformities identified in the NDIS registration audit.



# PEOPLE AND CULTURE REPORT



**Gretta Lane** | Training Coordinator  
**Merissa Lekhoathy** | People and Culture Officer

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

The key achievement of the past year has been the introduction of the People and Culture Strategy 2021–2024. A robust but achievable People and Culture Strategy has placed Crosslinks in good stead to achieve operational and strategic targets and any aspirational targets for the next three years and beyond.

Other highlights include:

- Continued implementation of the reward and recognition strategy.
- Celebrating the valued contribution of our workers to the lives of participants.
- Improved individualised participant training to ensure participant's clinical needs are appropriately supported.
- Ongoing management and maintenance of worker training and compliance to ensure participants are safe and secure with Crosslinks workers.
- Continued development of Crosslinks Document Framework and activities to embed those across the Organisation.
- Preparation for 1<sup>st</sup> July 2022 Social, Community, Home Care and Disability Award 2010 changes to ensure workers are appropriately remunerated.
- Implementation of a new HR onboarding system to increase efficiencies and improve user experience throughout the recruitment journey.
- Thorough COVID-19 Response Plan and protocol development, implementation and management ensuring the safety and health of workers and participants.
- Supporting the Operations Team through a successful NDIS re-registration audit.
- Improved business relationships resulting in discounts for employees in their local area for everyday goods and services.

Special thanks to Merissa Lekhoathy (People and Culture Officer) and Gretta Lane (Training Coordinator) for their ongoing support and commitment.



# MILESTONES AND ACHIEVEMENTS

People are and always will be our greatest asset, and their abilities and contributions are an important part of our continued success.

We would like to recognise the following employees on achieving significant employment milestones and sincerely thank them for their service.



Michelle Monkhouse  
(Support Worker)

15 Years – Katie Mooney  
(Plan Support Officer)



Zoe Mooney  
(Area Manager)



David Wise (Support Worker)

Alkeshkumar Patel  
(Support Worker)

Beverley McMullan  
(Support Worker)

Simone Kaufmann  
(Chief Financial Officer)

Neil Wakeford (Support Worker)

Patrick Domenic (Support Worker)

Shaminder Jassal (Support Worker)

Donna Moss (Area Manager)

Sheree Levett (Support Worker)

Snjezana Berezovski  
(Support Worker)

Ryan Hawkins  
(Support Worker)

Rojan Dhakal (Support Worker)

Susan Lewis (Support Worker)

Rebecca Davies (Support Worker)

Stewart Sharp  
(Board Director)



# Scott and Anne's Story...

Scott and Anne are a lovely couple who live together in a Crosslinks home in Bassendean. They first met while at secondary school but lost touch once school finished. They had a chance meeting many years after in 2015, whilst travelling on the same train. After spending time together, they became a couple and in 2021 they asked Crosslinks if they could move in together. They have fantastic Support Workers that assist them with all the tasks required to keep a home running, including shopping, washing, cleaning and meal preparation.

Once a week they go out for a date night somewhere around Perth, with Crosslinks Support Workers accompanying them and assisting with transport. Anne says it is nice to live together and to share a bedroom. Scott says it is nice to shop and spend time together and that he found Crosslinks very supportive with the process of being a couple.



Scott started receiving community support from Crosslinks while he lived at home with his mum. He attended the RAP program and enjoyed activities like movies, dinners, the trots at Gloucester Park, and karaoke. He moved into the Crosslinks home in Bassendean in 2010 and shared the home with a housemate until Anne moved in. It was a big adjustment for Scott to move out of the family home to live in Bassendean, as he no longer had Mum to help him. Scott quickly learnt to enjoy the independence this afforded him, and his independence rapidly grew.

Scott loves ten pin bowling and participates regularly at Warwick. He is a top-notch bowler and has represented Western Australia twice, once in Adelaide and once in Melbourne, with a third time coming up in October 2022 in Tasmania. He is going to retire after these Nationals so he can spend more time with Anne. One of Scott's other loves is going to the State Library once a week.

Anne started with Crosslinks by receiving Community Inclusion support and doing activities like going to dinner, Timezone, and shopping. Anne really liked Scott at school but didn't think she would ever see him again once they finished school. Anne says that the day she and Scott met again on the train is a day she will never forget. It makes her very happy that they got together as a couple and are now living together. Anne likes cleaning the house and doing their washing. She has a twin sister who she enjoys spending time with and going shopping with, and she also has a new pet goldfish which she is proud of. Anne has just started a new job and is very happy to be working a few days a week.



### Kevin's Story....

Kevin has been accessing Crosslinks Community Inclusion services since August 2020. Having this service means a lot to Kevin and he looks forward to getting out and about in his local community with his dedicated Support Workers. Having this quality time means Kevin can explore places of interest and familiar locations that he is fond of.

Kevin has a warm, friendly personality and greets people with a smile and wave. He will often be heard singing softly to himself. Kevin likes to keep himself fit with walks around the local parks. This helps to burn off fish-and-chips which is one of his favourite meals. Watching the world go by, with a cuppa or a cool drink, is also an enjoyable pastime for Kevin.

A highlight for Kevin is to travel on the train or bus to get to where he is going. He likes to play ten pin bowling, eat out at restaurants, see movies and listen to music from the 60's, 70's and 80's. Visiting his local shopping centers gives Kevin the opportunity to browse and he often tidies the shelves as he goes as he likes things to be organised.

Having the support of Crosslinks Support Workers means that Kevin can practice many skills that are goals for him. He pays for his purchases and has the confidence that Support Workers will assist if he needs any help.

After an enjoyable day, Kevin is happy to return home to his housemates, and looks forward to his next outing in the community.





# Aanyah's Story...

Aanyah joined Crosslinks Youth Club in 2021 and during our initial meeting with Crosslinks our queries were very well answered and communication was in a prompt and timely manner. We received excellent support throughout the enrolment process and Crosslinks were flexible with the Youth Program, tailoring the support to suit Aanyah's needs and interests.

Aanyah was assigned an amazing and wonderful Support Worker Alyce. Aanyah enjoys her time on the program and is always very keen to see Alyce on weekends and to go to various activities. Aanyah is getting to experience places that are of interest, and has opportunities to explore activities that she would like to do. Aanyah's all-time favourite activity is Latitude in Joondalup where she plays on the trampoline. At a previous visit to Latitude, Aanyah overcame a fear and climbed the high beam, which was a great achievement. On a recent outing, Aanyah was lucky enough to meet up with a primary school friend and has reunited with a childhood buddy.

Alyce takes Aanyah to food courts and other locations to explore different food options. Aanyah has high sensory issues to food and finds it difficult to eat outside the home. This program offers Aanyah opportunities to learn and overcome her fear of trying various food items.

We feel very fortunate to have Crosslinks help Aanyah to build her social and community life skills. It was so hard to find agencies who would provide such a valuable experience to special kids like Aanyah. We are looking forward to continuing our journey with the Crosslinks family and to watch Aanyah grow, learn, and build friendships as a young person, and onwards.

We are thankful to Donna our Area Manager who provides timely responses and supports Aanyah to access the program. Thank you Crosslinks for making it a joyful and memorable experience for Aanyah as well as for us, her family. We love you all.

*Written by Jessy, Aanyah's mum*





# Marianne's Story...

I started receiving Support Coordination from Crosslinks in January 2022. My occupational therapist recommended Crosslinks Support Coordination when I was having some challenges with my accommodation. In my first meeting with my Support Coordinator, Bailey, he listened to my situation and helped me start looking for a new home and explained what I could use my NDIS funding for.

Since receiving Support Coordination with Crosslinks, I was able to find a new home that meets my needs and is better for my lifestyle. My new house has been great for me as it has a lovely garden and views of the river. I have started buying plants and garden decorations and watching the boats go by. Since having a stable home, I have been able to invite my family over, which is something I love. Especially seeing my grandchild play outside in the backyard.

My Support Coordinator also assisted me with organising a holiday to Kalgoorlie earlier this year. This was important to me as I have not been back in two and a half years. This trip allowed me to visit my family and friends. My Support Coordinator has helped build my confidence to ask for things that I want and need, and now I know what to do to get them.

Bailey has also been working to assist me with finding providers and using the funding within my plan that I haven't been using. I haven't had Support Workers for 18 months but in April, Bailey helped me to obtain support from a previous Support Worker. This has allowed me to complete tasks throughout the week and explore my new, local community.

The reason I feel that I have been able to achieve so much in my short time with Crosslinks is due to the way Bailey always makes me feel as though I can talk to him, and he listens to me. Crosslinks helps me identify areas I can work on and helps me achieve my goals. I have only been with Crosslinks for six months, but I am excited to see what I will achieve in another six months.





# SOME CROSSLINKS SUPERSTARS



*Hi! I'm Rory...*

**Participates in:** RAP

**Receiving support from Crosslinks since:** 2017

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

A: I love it, always. I love all the fun things I get to do and the RAP service.

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

A: I think it would be cool to be able to roar.

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

A: To be more honest, trustworthy and to be kind.

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

A: Not a song but my favourite band of all time is Nickelback.

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

A: I like to go bowling and watch basketball.

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

A: It's good at Crosslinks, it's good when people are fun and have similar interests.

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

A: Hang out with my friends, sing Karaoke and go to the movies.



*Hi! I'm Annika...*

**Participates in:** Community Inclusion

**Receiving support from Crosslinks since:** 2006

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

A: Going to Karaoke and swimming with my Support Workers.

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

A: To breathe underwater.

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

A: Making hot tea with my support worker.

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

A: Dancing Queen by ABBA, but I like all types of music.

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

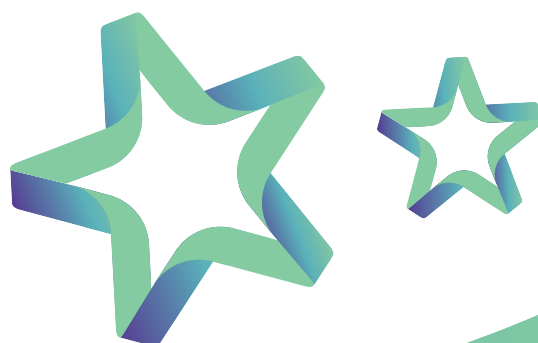
A: Watch TV and go swimming.

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

A: You should do it. You need to be supportive.

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

A: Go out for lunch. I love going out on special occasions!



## SOME CROSSLINKS SUPERSTARS



Hi! I'm Dean...

**Participates in:** Community Inclusion

**Receiving support from Crosslinks since:** 2021

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

A: They take me out every day to do the activities I enjoy.

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

A: Horse whisperer so I could communicate with them.

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

A: To ride a horse and drive a horse carriage.

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

A: Any song from the movie Shrek.

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

A: Spend time with horses, bowling, swimming and listening to music.

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

A: You need to be patient and helpful with your participants.

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

A: Go out every day of the week even on Public Holidays.



Hi! I'm Drew...

**Participates in:** Community Living, Community Inclusion, Support Coordination and RAP

**Receiving support from Crosslinks since:** 2007

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

A: They take us to some nice places and I like that.

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

A: I would like to keep working, because sometimes it's boring at home, it's not good to watch TV all day and do nothing.

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

A: The best thing I ever learned is to go to work at Good Sammy.

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

A: "This is my song" by Harry Secombe.

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

A: I like to go somewhere and have a coffee.

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

A: I will tell that person that most of the staff are nice.

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

A: I would like to go to New Zealand where my father came from.



## SOME CROSSLINKS SUPERSTARS



*Hi! I'm Kathryn...*



*Hi! I'm Matthew...*

**Participates in:** Community Living, Community Inclusion and Support Coordination

**Receiving support from Crosslinks since:** 2012

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

A: My friends, my housemates and my support staff.

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

A: To teleport, so I can see my Aunty Margaret in Adelaide.

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

A: Sewing, I have learned how to make a bag.

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

A: The Hokey Pokey.

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

A: Going dancing, shopping or doing arts and crafts. I love making new things.

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

A: Do it! You can take me out for a coffee.

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

A: Make bags every day, I really like sewing.

**Participates in:** Community Inclusion, Support Coordination and RAP

**Receiving support from Crosslinks since:** 2014

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

A: The end of year pizza day!

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

A: I would choose to fly because I want to fly with the birds and watch over everything.

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

A: Hot tips to stay cool in summer.

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

A: Diddle Diddle Dumpling, My Son John.

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

A: Watching my favourite TV show on ABC.

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

A: Watch out for roadworks on the way up the hill if you ever pick me up.

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

A: I would go for a walk through the jungle to watch and listen for animals!



## SOME CROSSLINKS SUPERSTARS



*Hi! I'm Jamie...*

**Participates in:** Community Living, Community Inclusion and Support Coordination

**Receiving support from Crosslinks since:** 2010

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

A: That I get supported to go out in the community to access places that I enjoy and choose to attend like the Bull Creek Plane Museum, Aqua, SciTech and my local library. The list goes on.

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

A: To fly, so that I could travel to space.

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

A: How to make a nice hot chicken curry dish.

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

A: Silent Night.

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

A: Dancing and singing, watching movies, and going out to see planes.

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

A: It's fun.

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

A: I would like to fly an aeroplane.



*Hi! I'm Vanessa...*

**Participates in:** Community Living, Support Coordination and RAP

**Receiving support from Crosslinks since:** 2018

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

A: Going to see my friends at RAP Club and making new friends.

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

A: I don't want a superpower, I like being myself. I think being myself is a superpower.

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

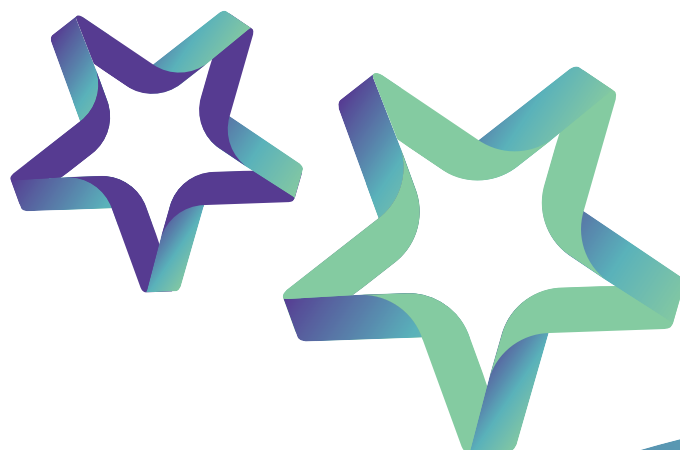
A: How to do new and fun activities that I haven't done before.

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

A: Who let the dogs out – by Baha Men.

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

A: I would spend time with my guinea pigs, look after them and talk to other people who also love guinea pigs.



## SOME CROSSLINKS SUPERSTARS



Hi! I'm Kylie...

**Participates in:** Community Living, Community Inclusion and Support Coordination

**Receiving support from Crosslinks since:** 1998

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

A: Music Time and Karaoke activities.

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

A: Dance all night.

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

A: Basketball.

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

A: Adelle's music.

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

A: Dancing.

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

A: Cool!

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

A: Shop all the time.



Hi! We're Amil & Alen...

**Participates in:** Support Coordination

**Receiving support from Crosslinks since:** 2021

*Amil and Alen were assisted to answer some of the questions by their father Kemal*

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

A: The Support Coordinators are easy to talk to, quick to action things and make navigating the NDIS a breeze (Kemal).

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

A: To have super strength like the Hulk because he is super strong.  
To be like Batman because he is cool and helps people.

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

A: How to share.

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

A: Industry Baby by Lil Nas X.

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

A: We like to play chasey, hide and seek and video games.

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

A: Go for it Crosslinks have been a huge help and the team are really approachable (Kemal).

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

A: Get a PlayStation 5 or get heaps of clothes from H&M.

## SOME CROSSLINKS SUPERSTARS



*Hi! I'm Kiara...*

**Participates in:** Support Coordination

**Receiving support from Crosslinks since:** 2022

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

A: My Support Coordinator Chelle is amazing.

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

A: My superpower would be water so that I can water the garden.

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

A: Math.

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

A: My favorite song is Roar by Katy Perry.

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

A: I like to listen to music.

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

A: Do it, go see Chelle.

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

A: Be a famous singer and dancer.



*Hi! I'm Bradley...*

**Participates in:** Community Inclusion

**Receiving support from Crosslinks since:** 2021

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

A: Being able to explore places of interest.

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

A: Super strength to do all the things I like to do.

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

A: Swimming, one of my favourite activities.

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

A: Bradley like lots of songs.

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

A: Ten pin bowling, going on the swing, attending Sailability and bushwalking.

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

A: Be kind and have patience.

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

A: Keep smiling and be happy.





# ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022

## Profit or Loss and Other Comprehensive Income

	Note	2022 \$	2021 \$
Revenue	2	13,802,291	16,081,543
Employee benefits expense	3	(12,254,222)	(13,341,688)
Depreciation and amortisation expenses		(489,187)	(497,721)
Supplies and Services		(1,108,230)	(1,151,659)
Finance costs	3	(12,492)	(15,829)
Sundry expenses	3	(26,835)	(18,052)
<b>Net Current Year Surplus/ (deficit)</b>		<b>(88,675)</b>	<b>1,056,594</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Items that will not be reclassified subsequently to profit or loss			
Loss on revaluation of property		-	-
<b>Total Other Comprehensive Income For The Year</b>		<b>-</b>	<b>-</b>
<b>Total Comprehensive Income For The Year</b>		<b>(88,675)</b>	<b>1,056,594</b>
Net current year surplus/ (deficit) attributable to members of the entity		(88,675)	1,056,594
Total comprehensive income attributable to members of the entity		(88,675)	1,056,594

*The accompanying notes form part of these financial statements*

# ANNUAL FINANCIAL STATEMENTS

AS AT 30 JUNE 2022

## Financial Position

	Note	2022 \$	2021 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	4	3,652,393	10,148,752
Accounts receivable and other debtors	5	802,844	715,547
Other current assets	6	37,650	157,023
Financial Asset	7	3,554,892	-
<b>Total Current Assets</b>		<b>8,047,779</b>	<b>11,021,322</b>
<b>Non-Current Assets</b>			
Property Plant and Equipment	8	4,725,398	1,880,395
Right-of-use Assets	9	355,906	536,228
<b>Total Non-Current Assets</b>		<b>5,081,304</b>	<b>2,416,623</b>
<b>Total Assets</b>		<b>13,129,083</b>	<b>13,456,251</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Accounts payable and other payables	10	454,872	495,717
Other liabilities	11	73,470	39,132
Lease liabilities	12	219,173	228,538
Employee provisions	13	993,453	1,193,773
<b>Total Current Liabilities</b>		<b>1,740,968</b>	<b>1,957,160</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	12	171,587	342,515
Employee provisions	13	320,548	171,921
<b>Total Non-Current Liabilities</b>		<b>492,135</b>	<b>514,436</b>
<b>Total Liabilities</b>		<b>2,233,103</b>	<b>2,471,596</b>
<b>NET ASSETS</b>		<b>10,895,980</b>	<b>10,984,655</b>
<b>EQUITY</b>			
Reserve	15	471,526	471,526
Capital grants reserve		2,179,165	2,179,165
Retained surplus		8,245,289	8,333,964
<b>Total Equity</b>		<b>10,895,980</b>	<b>10,984,655</b>

**Note: This 2021–22 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 2022

## Changes in Equity

	Note	Retained Surplus \$	Capital Grants Reserve \$	Asset Revaluation Reserve \$	Total \$
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
Asset revaluation	15	-	-	-	-
<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>
Balance at 1 July 2021		8,333,964	2,179,165	471,526	10,984,655
<b>Comprehensive Income</b>					
Net deficit for the year		(88,675)	-	-	(88,675)
Other comprehensive income for the year:					
Asset revaluation	15	-	-	-	-
<b>Balance at 30 June 2022</b>		<b>8,245,289</b>	<b>2,179,165</b>	<b>471,526</b>	<b>10,895,980</b>

For a description of each reserve, refer to Note 15

## Cash Flows

	Note	2022 \$	2021 \$
<b>Cash Flows from Operating Activities</b>			
Contributions (members) received		1,507,184	1,373,413
Grants (state) operating received		12,027,362	12,875,494
JobKeeper, ATO CFB & Other Grants		166,269	1,837,583
Donations received		400	-
Payments to suppliers and employees		(13,342,844)	(14,566,401)
Interest and other finance cost paid		(12,492)	(15,829)
Interest (unrestricted) received		18,938	49,781
<b>Net Cash Generated from Operating Activities</b>		<b>364,817</b>	<b>1,554,041</b>
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		-	100,067
Purchase of property, plant and equipment		(3,125,992)	(450,426)
Payments to acquire financial assets		(3,554,891)	-
<b>Net Cash used in Investing Activities</b>		<b>(6,680,883)</b>	<b>(350,359)</b>
<b>Cash Flows from Financing Activities</b>			
Net increase in cash held		(6,316,066)	1,203,682
Repayment of lease liabilities		(180,293)	(164,180)
Cash and cash equivalents at beginning of financial year		10,148,752	9,109,250
<b>Cash and Cash Equivalents at End of Financial Year</b>	<b>4</b>	<b>3,652,393</b>	<b>10,148,752</b>

The accompanying notes form part of these financial statements



# AUDITOR'S INDEPENDENCE DECLARATION

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## AUDITOR'S INDEPENDENCE DECLARATION UNDER THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012 TO CROSSLINKS INCORPORATED

As auditor of Crosslinks Incorporated for the year ended 30 June 2022, I declare that, to the best of my knowledge and belief there have been:

- no contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

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 9<sup>th</sup> day of September 2022

**WilliamBuck**  
ACCOUNTANTS & ADVISORS

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# AUDITOR'S REPORT

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## 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 2022, 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 2022 and of its financial performance for the year then ended; and
- b. complying with Australian Accounting Standards – Simplified Disclosures 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 2022 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'S REPORT

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## 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 – Simplified Disclosures 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'S REPORT

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

William Buck

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William Buck Audit (WA) Pty Ltd  
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Conley Manifis  
Director  
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**CROSSLINKS**  
DISABILITY SUPPORT SERVICES

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### Contact Us

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