



CROSSLINKS
DISABILITY SUPPORT SERVICES

Annual Report

2022–23



We support the

ndis



www.crosslinks.org.au

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Crosslinks acknowledges that our business is conducted on the traditional lands of Aboriginal and Torres Straits Islander peoples. We acknowledge their continuing connection to country and pay our respects to their Elders past present and emerging.

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About Us

Crosslinks has proudly supported people with disabilities since 1996 when we were founded by a group of dedicated and compassionate mothers, fuelled by the desire to make a meaningful difference in the lives of their own children with disabilities.

What started as a humble endeavour in a modest shed initially offering Community Inclusion day programs to adults, grew to become a thriving multi-million dollar not-for-profit organisation and registered NDIS (National Disability Insurance Scheme) provider whose core services include:



Today, Crosslinks has a team of over 230 employees who provide support services to hundreds of people all over the Perth metropolitan area, from our base in Midland. About 70% of our participants come from the following areas:



What We Believe

Life is like a rollercoaster, often difficult but punctuated with experiences that fill our souls, give us joy and make it all worthwhile.



For people living with a disability however, those experiences are often few and far between as they, and their loved ones, spend a lot of time and energy just navigating each day.

We don't think that's ok, which is why no matter the challenges they're facing or the obstacles they have to overcome, we believe that everyone should have a reason to smile.

That's why we don't just turn up and go through the motions, we do anything we can to inject fun into disability support.

We get to know the real you; all your hopes and dreams, and we do everything in our power, every day, to make them come true.

So, we might not be the family you're born into, but we're the family you choose.

Fun shouldn't be the exception so, ultimately, we want to create a world where exceptional experiences are the norm.

Fun shouldn't be the exception so, ultimately, we want to create a world where exceptional experiences are the norm. And we'll get there by following our guiding principles.

Our Guiding Principles

**We're
stronger
together**



**We really
listen**



**We make
it fun**



**We do
what's right,
not what's
easy**



**We make
today count**



Leadership

Board of Directors

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.



VICKI CAUDWELL
Chairperson
(2015)



ROSIE DAVIS
Board Director
(2016)



IAN BENNETT
Board Director
(Honorary)
(2023)



ALEX WATT
Treasurer (1995)



PAUL O'CONNOR
Board Director
(2019)



MELISSA HARRISON
Board Director
(Honorary) (2023)



KIRK KITCHIN
Deputy Chairperson
(2015)



LUKE HEALEY
Board Director
(2020)



JOSHUA MORLEY
Board Director
(Honorary) (2023)



KAYE DONEC
Board Director
(2000)



Executive Team



**DAWN
MCALEENAN**
Chief Executive
Officer



KATE MCBRIDE
General Manager
Operations



**SIMONE
KAUFMANN**
Chief Financial
Officer



JULIE CARTER
Head of People,
Culture and Safety



Chairperson & CEO Report

In 2022, Crosslinks welcomed Dawn McAleenan as the new Chief Executive Officer, marking the beginning of a promising chapter. The transition was seamless, thanks to the solid governance, efficient fiscal management, and the support of our experienced Executive Team. Denise Michelsen, the previous Chief Executive Officer, played a crucial role in ensuring a smooth handover.

Over the past year, Crosslinks has seen remarkable growth along with its fair share of challenges and opportunities. Operating under the NDIS has been demanding, with numerous compliance requirements and limited flexibility in the pricing framework. Nevertheless, we have approached these hurdles with resilience, embracing necessary changes, and streamlining our systems without compromising the quality of care for our participants.



Western Australia, like many regions, faces workforce shortages. However, for disability service providers, this challenge is further compounded by the increasing demands of the NDIS landscape. Nevertheless, we remain optimistic about attracting and retaining dedicated employees.

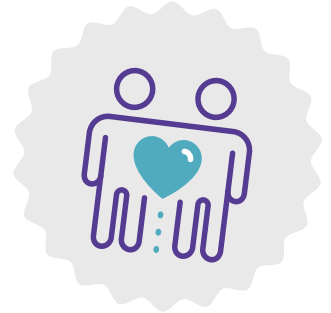
We are optimistic because we listen to our employees and respond with solutions. For example, in the 2022 employee survey, our Support Workers expressed their desire for training and education opportunities, and we listened. To address this, we developed an initiative to improve their access to valuable training and education resulting in 84 employees receiving a formal qualification.

One of the most rewarding aspects of our work is witnessing the positive impact we can have on the lives of our participants. As we are committed to delivering services determined by participant needs, we value participant input and feedback highly and remain flexible to adjust and develop our services as required, where we can. Seeing the outcomes of these efforts as participants achieve their goals is a huge motivator for our team to strive to deliver excellent services.

As we look to the future, we remain committed to meeting the growing demand for our services. We recognise that the key to our continued success lies in recruiting, training, and supporting our dedicated workforce.

We extend our deepest gratitude to all Crosslinks employees and volunteers for their unwavering dedication and commitment to improving the lives of our participants.

To our participants and families, we thank you for your continued trust and confidence in Crosslinks. It is an immense privilege to be part of your lives, and we are excited about the endless possibilities that lie ahead. Together, we will create a brighter and more inclusive future.



Treasurer's Report

The financial statements and Auditor report can be found on our website and will be separate of the Annual Report this year. Key financial information for 2022-23 year is contained within an Information Statement which will be lodged with the ACNC in December this year. The statement and past years statements are accessible through www.acnc.gov.au.

The financial statements have been audited by William Buck WA (registered auditors). 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 2023 for the year ended on that date; and prepared in accordance with Australian Accounting Standards.

When comparing 2022-23 to prior years, our key ratios are indicative of a stable financial position.

In summary:



The Crosslinks Balance Sheet remains healthy.



Surpluses are being reinvested to fund future growth.



Levels of equity relative to profit are healthy.



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 2023-24 financial period. Noting this debt is within modest levels relative to the growth of Crosslinks assets.

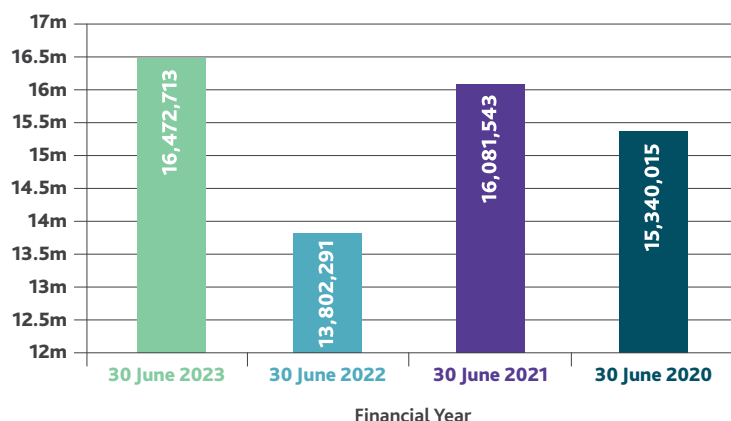
Crosslinks maintains sufficient levels of liquidity so as to ensure a conservative position regarding payment of employee benefits and all current liabilities.

Alex Watt CA, FCPA, Treasurer commended the financial statements and Auditor's conclusion.

See Treasurer's Report Graphs Over Page

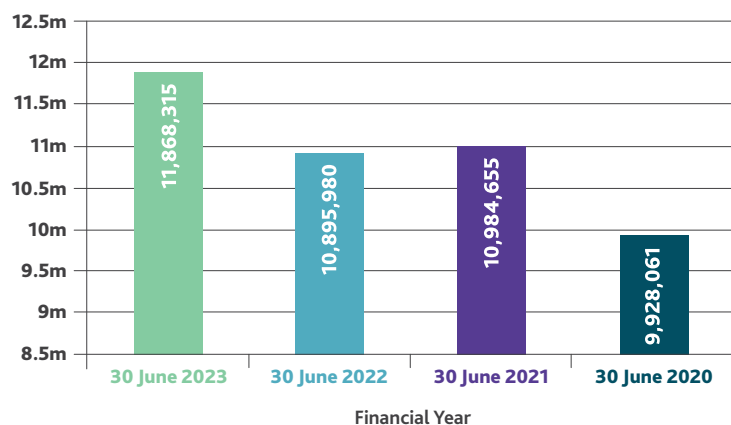
Treasurer's Report Graphs

Revenue



Net Tangible Worth

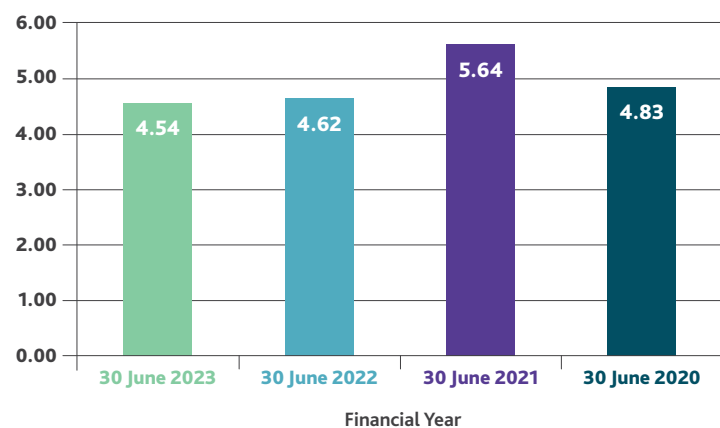
A measure of Crosslinks' physical worth. The higher the figure, generally the better.



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.



Fast Tracking a Skilled Workforce Initiative

In the 2022 employee survey, Crosslinks Support Workers expressed their desire for training and education opportunities. In response to this, Crosslinks developed an initiative to improve their access to valuable training and education.

The Fast Tracking a Skilled Workforce initiative recognises the importance of upskilling employees and engaging them engaging staff to deliver superior service. This expands the overall workforce while simultaneously building individual's confidence and supporting excellent service delivery for participants.

With a grant from Department of Communities' Sector Transition Fund and in collaboration with training providers iinduct and Bradford Institute of Advanced Education, as well as regional disability service providers Goldfields Individual Family Support Association and Midwest Community Living Association, organisations worked together to design, test and implement the initiative with their combined workforces.

The initiative allowed support workers to leverage their existing experience and accelerate their attainment of formal qualifications; Certificate III, IV and Diploma courses in Disability, Aged Care and Community Services.

Number of employees who achieved a higher qualification since launching on 28 February, 2023 to 1 June, 2023.

Total number completed and issued a certificate:

28 employees



Total number enrolled up to 30/06/23 (numbers include completions above)

87 enrollments



The employees who completed this initiative have experienced a significant transformation. Their newfound qualifications have not only boosted their confidence but also fostered a genuine appreciation for education. The combination of gained qualifications, increased confidence, and recognition of their professional worth opens doors to new possibilities. Employees may now envision themselves in advanced roles, undertake specialised training, or explore avenues for professional growth and development.

"As a disability support worker, I have been able to build on my current training and skills by undertaking this qualification. It has given me increased confidence in my abilities and allowed me to gain new knowledge which will benefit my clients both now and in the future." (Aimee)

"It really shows that Crosslinks really values their employees. So, I kind of feel like because of getting this opportunity I'm not really interested in going anywhere else for a job. I like it when employers do that kind of stuff." (Fiona)

"I was a tradie before, so I have no papers [formal qualifications] that are relevant, I just have what I know about doing my job, I know how to care for people, but now I feel like a proper professional because I have that bit of paper to prove what I know." (Dave) "

"...since doing this course, I have put my hand up to be a manager, I wouldn't have had the confidence to do this without this Diploma." (Ryan)

This initiative will continue through until March 2024 and the hope is that the model of training will become a model for future training for the Care Sector. Overall, this positive trajectory not only benefits the individuals themselves but also contributes to the industry, by nurturing a skilled and motivated workforce to provide continuous excellent support for people living with disabilities.



Quality and Safeguarding

Our highest priority in Quality and Safeguarding is to keep improving the quality of life of our participants and ensuring safe service delivery. After successfully passing the previous year's registration audit, Crosslinks focused on solidifying and improving the processes that integrate best practice into our daily operations to ensure smooth operations and safer services.

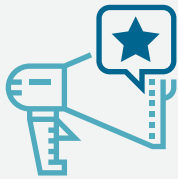
A full schedule of internal checks and audits due to launch in August 2023 will allow the organisation to monitor that all legislated practice standards are being met.

This has also opened the opportunity to implement the completely revamped Continuous Improvement process, enabling Crosslinks to remain responsive to the ever-changing service delivery landscape.

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Family Advisory Group Contributions

The Family and Friends Advisory Group plays an integral role at Crosslinks. Collectively, they continue to:



Ensure that participants and their families have a strong voice at Crosslinks.



Provide feedback to Crosslinks on internal processes and policies.



Provide general help and encouragement to people new to the NDIS or Crosslinks.

This year the Family and Friends Advisory Group celebrated Carers Week with a morning tea at Crosslinks. Whilst the group meet regularly throughout the year, this was a wonderful opportunity to connect with families and meet more of the Crosslinks team.



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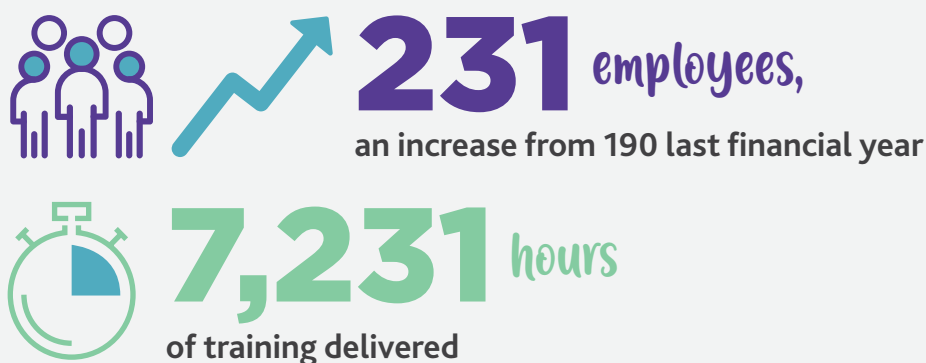
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People and Culture

Crosslinks has faced ongoing workforce challenges in the sector but has strived for continuous improvement for our employee satisfaction and engagement.

One such improvement was the recruitment of a Health Support Trainer to deliver high quality, in-house clinical and high intensity support training to our employees. Training and refresher training has been a focus and priority, resulting in weekly training opportunities being provided.



In October 2022, 40% of employees completed the annual Employee Satisfaction and Engagement survey. There was significant improvement to last year's results, with promoters of Crosslinks doubling overall.

"[Crosslinks has a] good culture, can do attitude and friendly employees that all want to do the best for their participants."

– Survey Respondent.

A high recruitment drive was implemented over a period of 6 months which resulted in the hiring of 80 new employees. To complement this and increase the benefits for employees, the Fast Tracking a Skilled Workforce initiative created the opportunity for existing and new employees to gain a formal qualification.

A new Head of People, Culture and Safety joined the Executive team in April 2023 and Julie Carter has been pivotal to ensuring the team provided ongoing support for employees and the overall business with creativity and determination.



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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.



Annabelle Adam
Euan Allott
Francine Boness
Desmond Burns
Rhianna Cullinan
Emad Elnawasany
Melissa Harris

Leslie Head
Samantha Johnson
Razman Kamaruddin
Manisha Kapil
James Koutsoukos
Emma-Jade Mallon
Kate McBride

Geraldine Murray
Renee Patron
Madyson Powell
Taleisha Raimondi
Briana Sebeh



Fujiko Brigandi
Erin Shaw

Safety

Crosslinks is committed to providing and maintaining a safe and healthy workplace for all employees as well as participants, visitors, and members of the public.

To support this commitment, an external review was undertaken of Crosslinks' Work Health and Safety Management Systems and a sample of its operational activities to assess its alignment to the existing WHS laws and current good practice of WHS standards (ISO 45001). Both Crosslinks' WHS management system and operational practices were compliant with the primary duty of care obligations of the WHS Act and relevant WHS regulations.

Some improvements were identified to further strengthen the WHS Management System, and these will begin to be implemented in the next financial year.

Support Coordination

Support Coordination has continued to see growth as a service and added complexity through offering Specialist Support Coordination. This has had many positive outcomes including:



Seeing an individual successfully completing a rehabilitation program and reuniting with family.



A family engaging in services that they were previously unable to access.



Securing an accessible housing option for an individual who needed it.



An individual transitioning to paid work from being unemployed.



Supporting families who were going through financial hardship to access furniture and food donations.

An overall challenge for individuals this year has been access to services. Long waitlists and workforce shortages across the sector can be seen from support work to therapy, and even medical services which can lead to reduced outcomes.

Over the next 12 months we expect the need for support to continue to grow and are committed to improving skills and knowledge to continue to provide a relevant and quality Support Coordination service.

Supporting Our Participants

Our
Key
Statistics



229 Total participants

41 New participants in the last financial year



Service hours delivered:

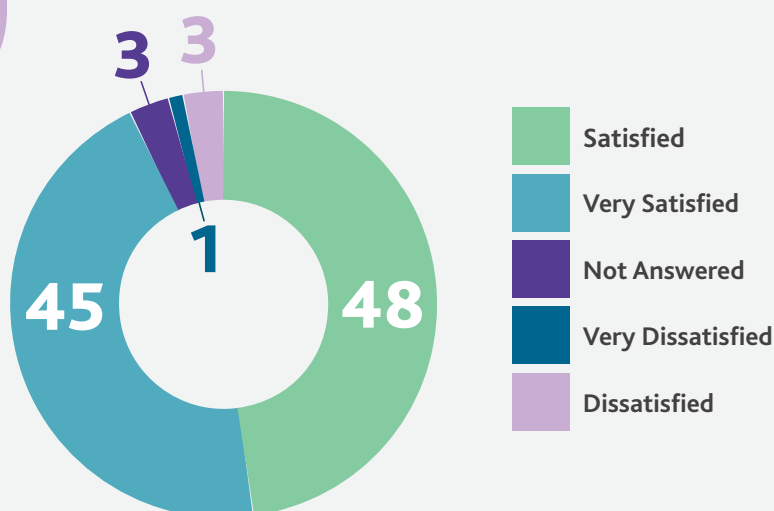
58,875 for Community Inclusion

106,377 for Community Living

2,382 for RAP



Participant Satisfaction Survey 2022/23



Community Living

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

Community Living has seen a significant growth this year, welcoming on board an additional scheduler and two administrative assistants. By reducing the administrative tasks, Area Managers have been able to spend more time at the houses and with participants. It has also enabled them to provide more coaching and professional development to their teams.

This year was not without challenges and saw many homes with vacancies that needed to be filled. Area Managers worked closely with Support Coordinators and conducted minor refurbishments to the homes so they were ready for potential participants.

Area Managers always place a lot of importance in finding the right participants to become residents in the homes. It's about finding the best fit for everyone, and all vacancies were successfully filled in only a few short months.

Since then it has been wonderful to see the bonds and friendships form amongst residents in each home, as well as between homes as everyone gathers for social activities.



Sherry's Story

Sherry is a Community Living superstar who recently became a resident in our Ellenbrook house in October 2022. From the get go, it was evident that Sherry wanted to engage with her new life as much as she could and the team prioritised getting to know her and her goals.

Communication was a huge priority for Sherry and through technology funded by Sherry's NDIS, she was able to install a language program on her ipad. Not only does this support her to communicate her choices to support workers, decisions like where she wants to go, what she wants to eat and even what movie to see, but she has been able to reconnect with her family. Sherry now has weekly Skype sessions with her eldest daughter and has had both her eldest and youngest daughter visit her.

This communication has also been essential to providing clinical support to Sherry. After previously being on a Level 4 for thick fluids, support workers were able to identify with Sherry that it was time for a review to be conducted. Support Coordination organised for Sherry to complete a swallowing assessment at the hospital and after the review, it was decided that she was actually a Level 0 and could enjoy "normal" drinks like a Boost Juice!

As a social butterfly, Sherry is a regular visitor at Caversham wildlife park, the local swimming pool, cinemas, Hillarys Boat Harbour, Kings Park and Elizabeth Quay. She has been building her presence in her community, enjoying trips to the shopping centre to have her hair and nails done and of course, enjoying smoothies at the local café.

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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.

The focus of the Community Inclusion team this year has been to continuously provide flexible, personalised community services. To continue to provide the best possible experience for participants, the team have focussed on providing good communication, active listening and ensuring feedback could be sought through multiple pathways.

With workforce shortages throughout the Care sector, recruitment has continued to be a high priority. Crosslinks has been innovative in their processes and held successful open days which resulted in the onboarding of quality, dedicated support employees.

Whilst the NDIS funding limits, rules and changes, continue to present some challenges for participants and the Community Inclusion team, Crosslinks is well prepared to support the continuing growth and development of our Community Inclusion services and processes.

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Mindy's Story

Mindy is one of our Community Inclusion superstars joining Crosslinks in 2021. Mindy, utilises our inclusion services to attend her favourite weekly discos, access the community and maintain her health and exercise regimen on the weekends by going to the pool and working on her fitness.

Mindy has had a wonderful 12 months with Crosslinks out and about, and has been focusing on increase in her personal independence and confidence when out shopping and making purchases. After purchasing her disco ticket, she's more regularly participating in the singing and dancing whilst building new friendships.

The bond Mindy has built with support worker Fiona has been immeasurable. Fiona not only assists Mindy with putting her costumes together for dress up nights (which she wins!), but challenges to push her own personal records in the swimming pool. Mindy's fitness goals keep increasing as she is now completing upwards of 50 laps each session and wants to do even more!

These relationships are the most important part of Community Inclusion. Mindy's social anxiety has visibly decreased over the last year as a result of her support team putting in regular and brilliant support for her. Her confidence in her regular supports has been immense and with such a dedicated team Mindy is happier and more engaged enabling her to focus on the meaningful things in her life.



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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.

Each of the services hosts a variety of activities that are decided upon after input from participants, families, and support workers. This last year Crosslinks hosted over 100 outings and four large events including a visit for adults to Fringe cirque, go-karts, outdoor cinemas, Halloween disco, tea pot painting, make-your-own puppet, museum exhibitions and many more.

These activities have seen long-term Crosslinks participants form deeper bonds in recent months, enabling participants to enjoy their services together with a single support worker. It is a testament to the bonds our support workers have been able to grow with participants by providing continuous and consistent services.

Overall Attendance Rate



Youth Group

27 total outings & **14** different activities



Day Group

27 total outings & **20** different activities



Night Group 1

26 total outings & **11** different activities

Night Group 2

26 total outings & **11** different activities

Total attendance for all participants
84.5%

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Crosslinks Superstars



Program: Community Inclusion

Receiving Support from Crosslinks since:
March 2021

Q: What is the best thing about Crosslinks?

A: I get picked up and taken to places.

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

A: Not sure, maybe music.

Q: What is your all time favourite song?

A: I like all different songs.
I really enjoy music.

Q: What do you like to do for fun?

A: I enjoy singing!

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

A: I would fly around the world and see everything.



Program: Community Living

Receiving Support from Crosslinks since: 2014

Q: What is the best thing about Crosslinks?

A: I love going out for coffee with my support worker.

Q: What do you like to do for fun?

A: I like to play my puzzles and singing.

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

A: Being independent.

Q: What is your all time favourite song?

A: Falling in Love With You, Elvis Presley.

Q: What is your favourite thing to do with your
support worker?

A: Going on the train to Fremantle.

Q: What goal have you recently achieved/what
goal are you working towards with your
support worker?

A: Staying independent and keeping fit. I have been doing
my exercises and stretching with my support worker.



Phillip

Program: Community Living

Receiving Support from Crosslinks since: 2017

Q: What is the best thing about Crosslinks?

A: Cool programs!

Q: What do you like to do for fun?

A: Dancing.

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

A: To make my own choices.

Q: What is your all time favourite song?

A: AC/DC Thunderstruck.

Q: What is your favourite thing to do with your support worker?

A: Going out finding new places to explore.

Q: What goal have you recently achieved/what goal are you working towards with your support worker?

A: I have continued to work 4 days a week and enjoy this a lot.



Del

Program: Community Inclusion

Receiving Support from Crosslinks since: April 2022

Q: What is the best thing about Crosslinks?

A: Going out to lots of different places, especially getting out in nature and going to my painting group.

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

A: I want to be able to fly with the birds

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

A: I love learning new things, so I can't choose just one.

Q: What is your all time favourite song?

A: It changes all the time but currently I love "Sweet Baby James" by the Dixie Chicks and James Taylor. I like Pink and Katy Perry and going to WASO events.

Q: What do you like to do for fun?

A: Painting and playing the keyboard.
I LOVE talking on the phone!



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