



**CROSSLINKS**  
DISABILITY SUPPORT SERVICES



# 24-25 Annual Report



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



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

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## 24-25 Annual Report



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# About Us

At Crosslinks, we believe everyone deserves exceptional experiences - not just every now and then, but every day. That's why, since 1996, we've been showing up with purpose, passion and positivity for people with disability across Perth.

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, Crosslinks started as a humble endeavour in a modest shed initially offering Community Inclusion Day programs to adults.

Since then, we have grown to become a thriving multimillion dollar not-for-profit organisation and registered NDIS (National Disability Insurance Scheme) provider whose core services include:

**Supported Independent Living:**  
long term accommodation.

**Community Participation:**  
individualised support for people over the age of seven years.

**Community Activities:**  
group activities for adults and youth.

**Support Coordination:**  
helps participants to understand their NDIS plan to pursue goals.

Today, Crosslinks has a team of over 250 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:



For us, it's always been about more than ticking boxes. We're here to remove obstacles, create possibilities, and walk alongside people as they work towards the life they want - with a lot of laughter along the way. Whether it's finding the right home, getting out into the community, learning new skills or navigating the NDIS, we're here to make it easier, brighter and full of fun.

## Our Guiding Principles



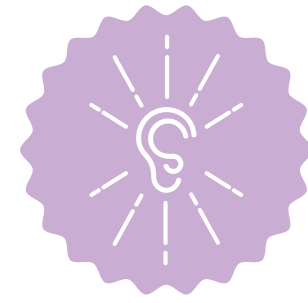
**We are stronger together**  
By working collaboratively we will achieve our common goal.



**We really listen**  
We understand that effective listening goes beyond words.



**We make it fun**  
Everyone deserves laughter, joy and happiness in their lives.



**We do what's right, not what's easy**  
Doing what's right for participants and never taking shortcuts.



**We make today count**  
We strive to make a positive difference every day.

## 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. 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.



## Vision Statement

We want to live in a world where exceptional experiences are the norm.

## Purpose

We believe everyone should have a reason to smile, which is why we inject fun into disability support.

## 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



**ALEX WATT**  
Treasurer  
1995



**MELISSA HARRISON**  
Board Director 2023 &  
Deputy Chairperson 2024



**IAN BENNETT**  
Board Director  
2023



**ROSIE DAVIS**  
Board Director  
2016



**KAYE DONEC**  
Board Director  
2000



**DOMINIQUE MECOY OAM**  
Board Director  
2025



**JOSHUA MORLEY**  
Board Director  
2023



**PAULO O'CONNOR**  
Board Director  
2019 – 2024



**ANDREW WILLIAMS**  
Board Director  
2025

## Executive Team



**DAWN MCALEENAN**  
Chief Executive  
Officer



**SIMONE KAUFMANN**  
Chief Financial  
Officer



**KATE MCBRIDE**  
General Manager:  
Operations



**JULIE CARTER**  
Head of People,  
Culture and Safety  
Nov 2024



**BELINDA DOYLE**  
Head of People,  
Culture and Safety  
Current

# Chairperson & CEO Report

The National Disability Services State of the Disability Sector 2024 Report highlighted the stark financial realities facing providers across Australia: half of all organisations reported operating at a loss in 2023–24, only 35% achieved a surplus, and the remainder broke even. Larger providers—with turnovers above \$20 million—were found to be at even greater financial risk.

In this challenging environment, Crosslinks remains financially strong. Against the odds for an organisation of our size, we achieved a surplus this year. This is no small feat. It reflects the relentless effort required to operate within a funding model that simply does not cover the true cost of delivering quality disability support.

We already run a lean organisation, with efficient systems and streamlined processes, leaving little scope for further savings without compromising service quality—something we will never do. Still, the pressures remain. For example, Coordination of Support pricing has not increased in more than six years, despite rising service delivery costs, tighter regulatory requirements, and workforce shortages.

This misalignment between NDIS pricing and the actual cost of care is pushing providers to their limits. While Crosslinks has demonstrated resilience, the financial model is unsustainable. Delivering the best possible support will require not only determination but also ongoing advocacy for fairer, more realistic funding.



*“Year after year, our staff report high levels of motivation and commitment, fuelled not by financial incentives but by a shared purpose—doing what’s right for the people we support.”*

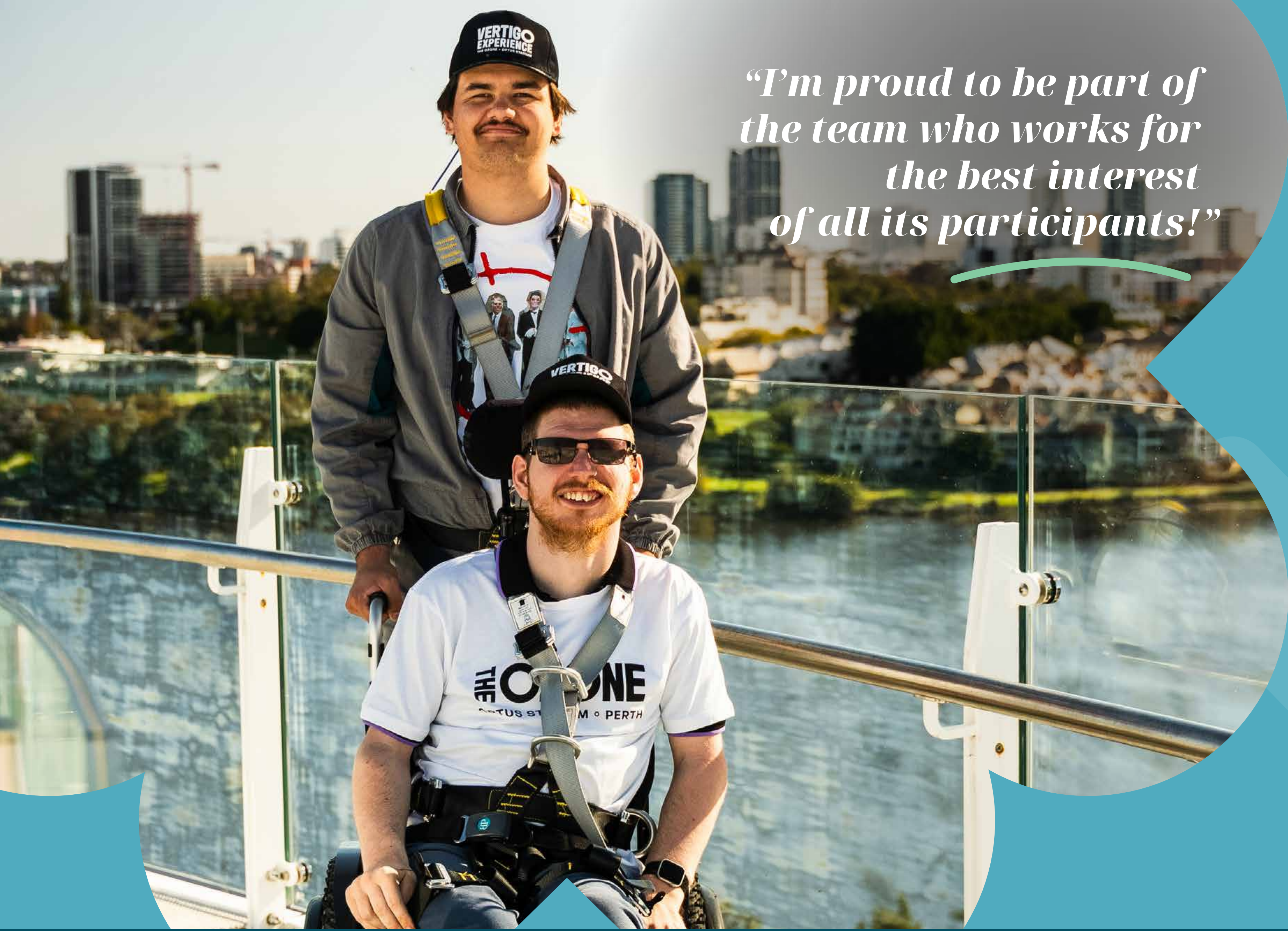


## What Sets Crosslinks Apart?

There may be no single “magic formula” behind Crosslinks’ ability to outperform many organisations of similar size and history. Instead, several factors have been key: strong governance and strategic oversight from our Board, thoughtful planning and adaptability across all levels of the organisation, collaboration with other providers, and sustained investment in our workforce.

At the core of our strength, however, lies something simpler—and more powerful: our people. Year after year, our staff report high levels of motivation and commitment, fuelled not by financial incentives but by a shared purpose—doing what’s right for the people we support.

It is our dedicated support workers who make the real difference. Through their relationships, creativity, and compassion, they create opportunities for people to connect, to thrive, and often, to simply smile. This commitment to human connection is what defines Crosslinks and underpins our enduring impact in the community.



*“I’m proud to be part of the team who works for the best interest of all its participants!”*



I am pleased to present the Treasurer's Report for the 2024-25 financial year. This report provides an overview of our financial performance and highlights key aspects of our financial position.



## Financial Overview

This year, we have maintained a strong financial position, ensuring that Crosslinks remains sustainable and prepared for future opportunities.

## Financial Statements and Auditor's Report

The financial statements have been audited by Moore Australia (WA) Pty Ltd. The auditors have issued an unqualified audit opinion on the Crosslinks Financial Report as of June 30, 2025, and for the year ended on that date. These statements have been prepared in accordance with Australian Accounting Standards.

For more detailed financial information, key financial data for the 2024-25 year is included in an Information Statement, which will be lodged with the Australian Charities and Not-for-profits Commission (ACNC) in December this year. This statement, along with statements from previous years, is accessible through the ACNC website.

**The Crosslinks balance sheet reflects a strong and resilient financial position.**

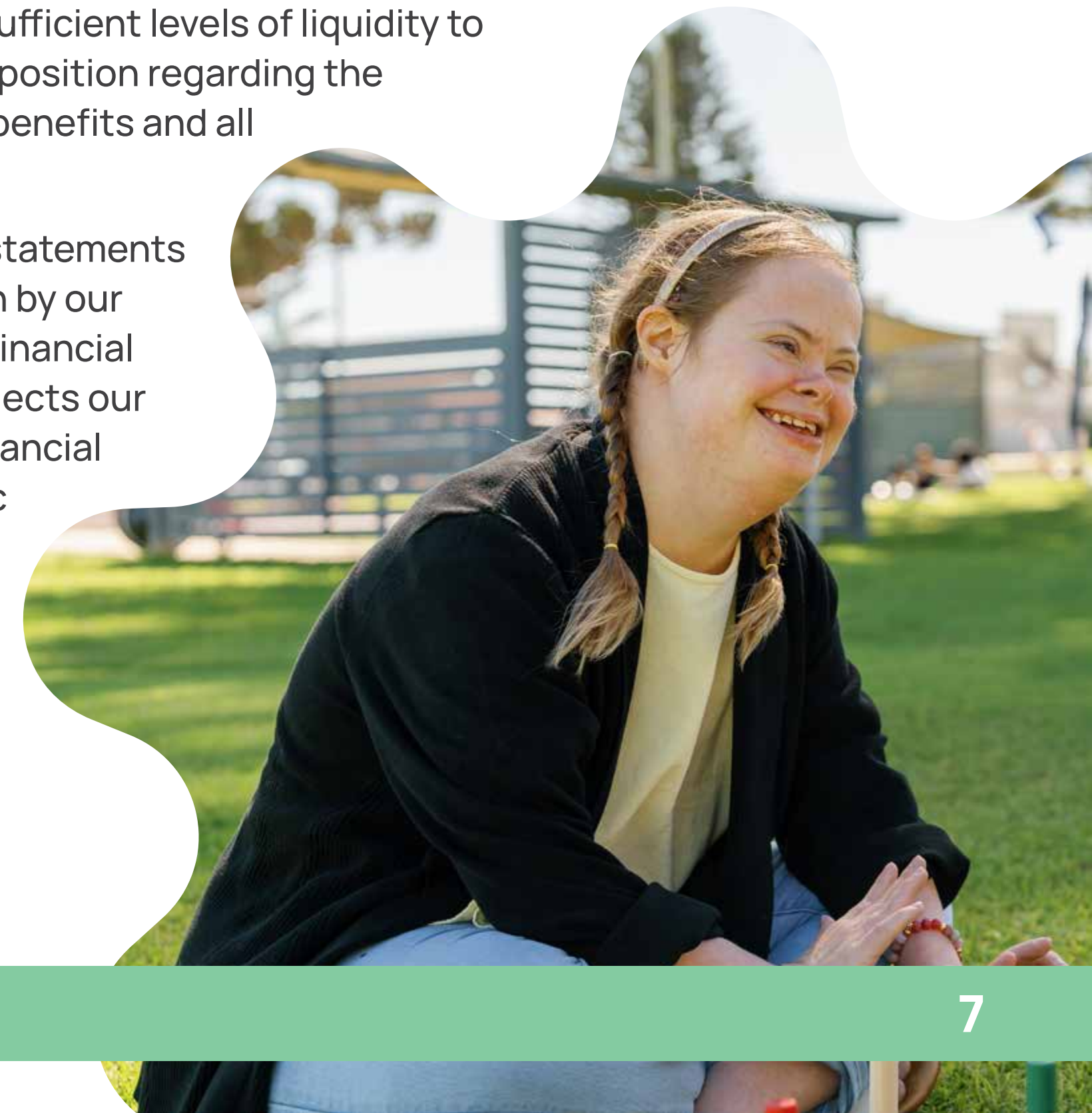
## Key Financial Ratios and Position

Our key financial ratios indicate a stable financial position:

- The Crosslinks balance sheet reflects a strong and resilient financial position.
- Profits have been strategically allocated towards initiatives that support long-term growth and organisational development.
- Equity levels are robust, demonstrating strong financial health and sustainability.
- The organisation's debt-to-asset ratio remains low, though anticipated investments in office accommodations will increase this ratio in the coming period.
- Crosslinks maintains sufficient levels of liquidity to ensure a conservative position regarding the payment of employee benefits and all current liabilities.

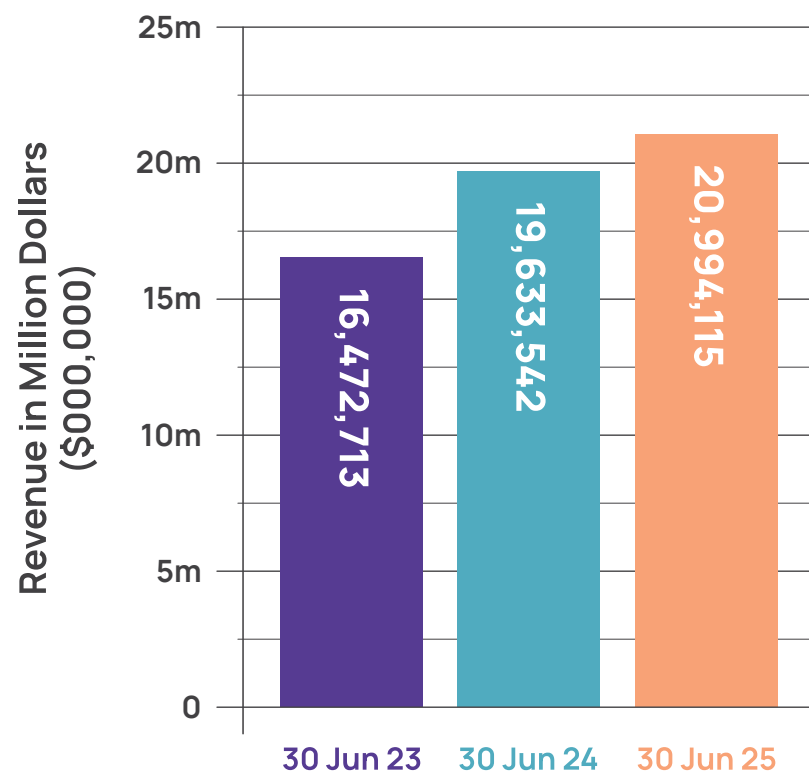
I commend the financial statements and the conclusion drawn by our auditors. The continued financial stability of Crosslinks reflects our commitment to sound financial governance and strategic planning.

**ALEX WATT CA,**  
FCPA Treasurer



# Treasurer's Report Graphs

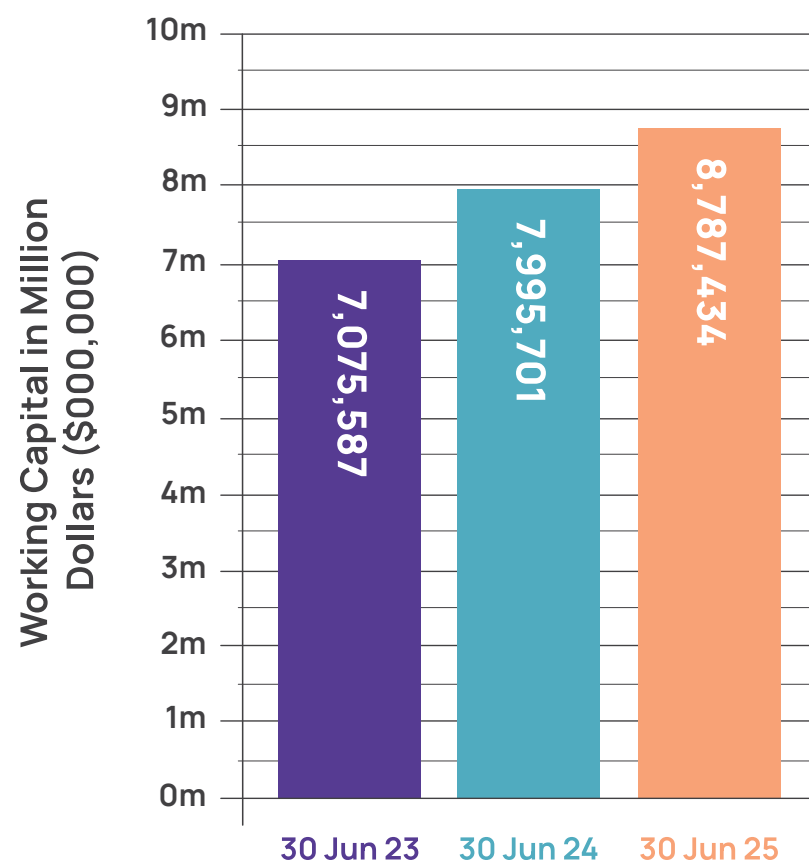
## Revenue



An increase of **27% in revenue** since 2023

## Working Capital

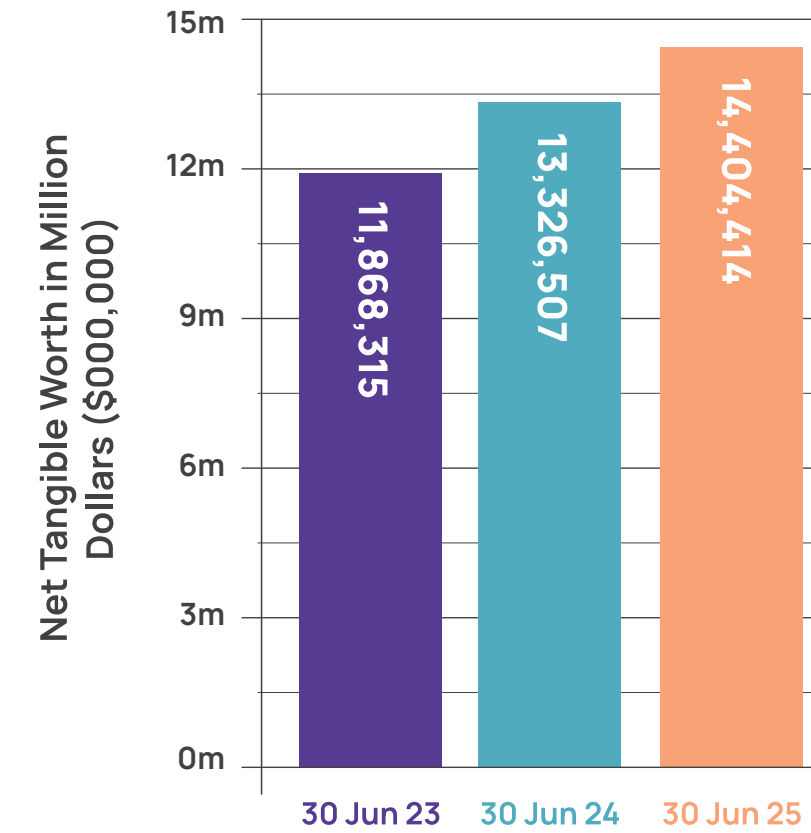
This measures Crosslinks' ability to meet short term liabilities. The higher the figure the better but is assessed against our current assets and how quickly they can be converted into cash to meet current liabilities. The result for 2024-25 is healthy.



An increase of **24% in working capital** since 2023

## Net Tangible Worth

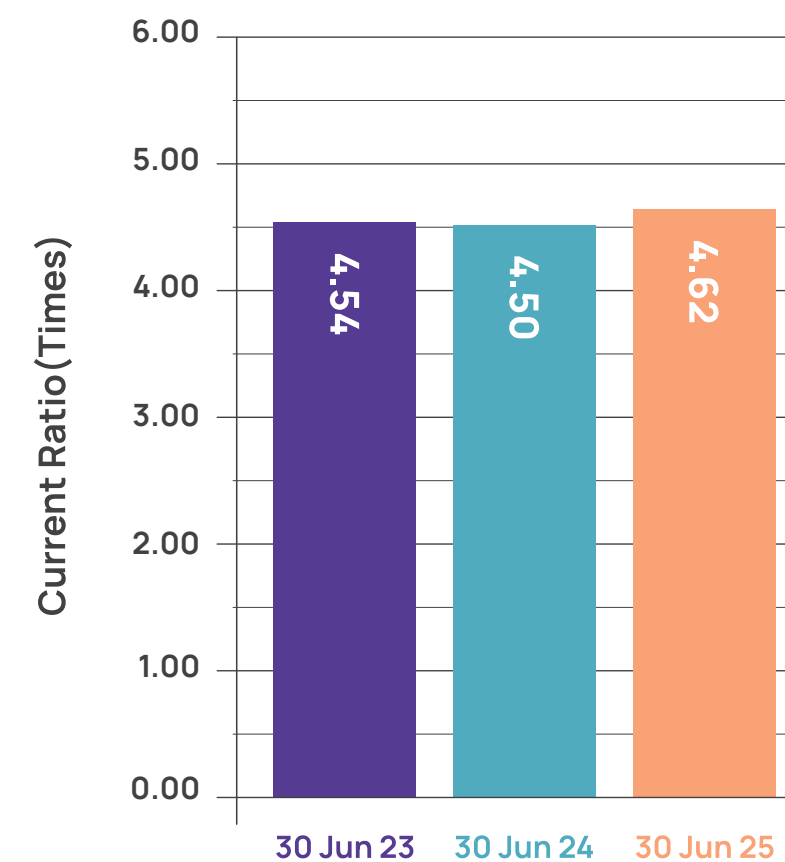
A measure of Crosslinks' physical worth. The higher the figure, generally the better.



An increase of **21% in net tangible worth** since 2023

## Current Ratio

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



## Celebrating Excellence in Support and Training

It's been a standout year for Crosslinks – with recognition at both the Disability Support Awards and the WA Training Awards.

Congratulations to Briana Sebeh, winner of the *Excellence in Home and Family Support* category at the 2024 Disability Support Awards. Bri was recognised for her exceptional work supporting a young woman living in one of our SIL homes. Going above and beyond, Bri took the time to study the participant's condition, helped her reconnect with her love of animals, and even supported her into a voluntary role at a local animal farm – with potential for paid work.

Finalists Wendy Breeze and Caroline D'Amico were also celebrated for their uplifting work supporting six women across two accommodation homes. Their efforts embody our value of *making every day count*.

Crosslinks also took home the Industry Collaboration Award from WA Training Awards for our *Fast Tracking a Skilled Workforce Initiative* – a partnership with Bradford Institute and several regional providers to support Support Workers in gaining formal qualifications. This one-of-a-kind program is now receiving national attention.

We're incredibly proud of our people – and grateful for the opportunity to keep building a more skilled, inclusive, and person-centred future.



# Quality & Safeguarding

This year, we reviewed two key areas—restrictive practices and incident management—to make sure our services are safe, consistent, and always improving.

We updated our processes so restrictive practices are carefully monitored, well-documented, and used only in the best interests of participants. We also refined how we record and review incidents, making it easier to spot patterns and take action sooner.

These changes mean better systems, stronger safeguards, and a clearer focus on participant safety. Next year, we'll continue strengthening our quality systems as we prepare for our full NDIS re-registration audit.



# 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 tried something new with a trip to The Vines for a round of mini golf followed by a relaxed lunch. It was everyone's first time playing, and the laughter on the course showed just how much everyone enjoyed the experience.





*“There’s a strong sense of purpose  
and positive energy within the team.”*

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# People, Culture & Safety

This year, we focused on building a strong, capable, and connected workforce—grounded in flexibility, values, and great outcomes for participants.

## Recruitment

We reduced our average recruitment time by using more tailored, person-first approaches. One highlight was supporting a participant to recruit her own support team—helping choose people who matched her needs and values.

We also grew our partnership with North Metro TAFE, welcoming four student placements this year—three of whom are now ongoing employees.

## Retention & Support

We continued to make staff wellbeing a priority, with regular supervision and team meetings providing time for reflection and feedback. This contributed to the 3% decrease in staff turnover, in line with industry standard.

Our flexible workforce structure means 89.6% of our team work in casual or part-time roles—arrangements designed to suit individual needs while supporting participants. This also enables our team to complete more weekly hours compared to industry standard - 28hrs compared to 22hrs.

**157**  
FTE  
Permanent

**61**  
New employees joined  
our team in FY25


 **71%**  
of workforce are female

**62**  
Casual: 25% of our workforce are  
casual - in line with sector standards



## We surveyed our support workers...

**97%**   
of respondents agreed they are **motivated**  
to give their **best effort** at work

**92%**   
of respondents are **satisfied with**  
the **training** Crosslinks provides

**91%**   
of respondents agreed that Crosslinks has  
a **safe and supportive work environment**

## On average

staff are **more than likely** to recommend  
Crosslinks as an employer

## Workforce Development

We created more opportunities for staff to step into acting or promotional roles, supported by higher duties allowances—helping build leadership skills, confidence, and future career pathways.

## Recognition

Recognition is part of everyday life at Crosslinks. Our monthly Principles Champion awards saw 72 peer nominations this year, celebrating staff who live our values in action.

Our people remain our greatest asset, and we thank all staff—especially those reaching employment milestones—for their dedication and contribution.

## Service Awards



## Celebrating 20 years with Crosslinks

For more than 20 years, Laurette has played a steady and meaningful role within Crosslinks. Her long-standing presence has made her a familiar face and a trusted support for both participants and colleagues – someone who lives the values of respect, reliability, and kindness in her everyday work.

Laurette's calm presence and warm nature have made her a steady support for both participants and colleagues.

A true embodiment of our guiding principle “We Are Stronger Together”, Laurette brings people together, creating environments where trust, connection, and teamwork naturally thrive. Her approach has been grounded in listening and collaboration – working alongside each person to understand their needs and support their goals. It's through these shared efforts that participants have grown in confidence and built meaningful connections.

These roles at Crosslinks are not just about support – it's about showing up with consistency, listening without judgement, and creating a sense of belonging for those around her. Laurette's way of working speaks to what matters most at Crosslinks: building trust, creating opportunities, and making the everyday count. We cannot wait to celebrate another 20yrs with more of our team.



# Support Coordination

This year, our Support Coordination team continued to provide steady, reliable support. We've stood alongside participants through complex situations, advocating for their needs and helping them build skills for greater independence.

Highlights included helping one participant buy her own car, boosting her independence, and supporting another to build financial skills through budgeting and team planning. We've also guided people into their homes, helped them transition between providers, and responded quickly to changes in NDIS funding to make sure supports stayed in place.

No matter the challenges, our focus has stayed the same: person-centred support that helps people feel heard, supported, and in control of their own lives.



## Flying The Extra Miles For Moments That Matter

At Crosslinks, we believe that everyone deserves the chance to connect, explore, and experience life in ways that are meaningful to them. Led by our Support Coordination team, we supported multiple participants to go on holidays, many for the first time in years, creating meaningful memories and boosting confidence.

For Kathryn, a recent trip to Adelaide wasn't just about travel. It was about reconnecting with family, celebrating birthdays, and soaking up special moments with the people who mean the most to her. From homemade cakes and shared meals to Sunday service and sightseeing with her aunt and uncle, Kathryn's time away was filled with joy, belonging, and love.

Meanwhile, Anne and Maureen set their sights on Sydney – a long-held goal that came to life thanks to the dedication of their support team. The weekend was packed with highlights: exploring Darling Harbour, riding the ferry, visiting Taronga Zoo, and soaking up the fun at Luna Park. For Maureen, the Sydney Cricket Ground was a dream come true, even if her team didn't win. For Anne, spending time with her dad for the first time in over 20 years was deeply meaningful, with precious memories and family stories to bring home.

Behind each of these experiences is a team effort – support workers, coordinators, and our wider Crosslinks community, all working together to make these trips possible.

Because for us, it's never just about the destination. It's about creating moments of connection, joy and purpose – and supporting people to live life their way.



# Participant Overview



245

Amount of participants

61

New participants in the last FY



Service hours delivered:

70,613

Community Inclusion

4% Increase

3,121

RAP (within Community Inclusion)

10% Increase

129,764

Community Living

5% Increase

# Run For A Reason



On Sunday 25 May, more than 40 Crosslinks participants, staff and families braved the rain to take part in the 2025 HBF Run for a Reason.

This year's theme was Crosslinks Superheroes – a celebration of the unique strengths each person brings to our community. Team members were encouraged to decorate their capes to show off their personal superpowers, with plenty of glitter, colour and creativity on display.

Despite the downpour, the team turned the 3km walk into a celebration. There was music, dancing, and plenty of laughter as the Crosslinks crew splashed their way from the city to Gloucester Park.

The event was more than just a fun run. It was a celebration of connection, inclusion and community – a reflection of what Crosslinks is all about.





*“I enjoy working for Crosslinks; I find the role meaningful and feel supported in my role.”*

# Community Living

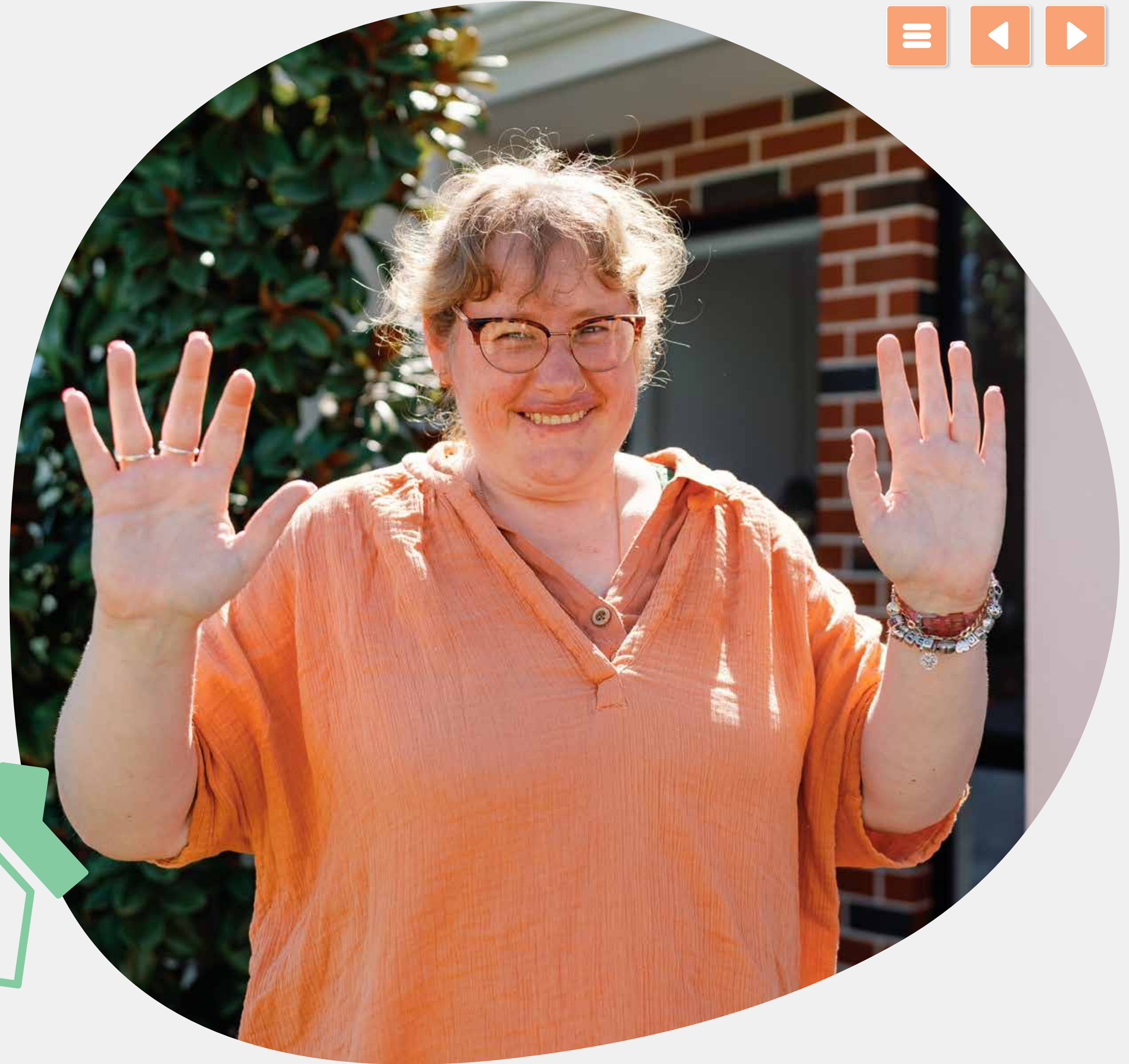
Our Community Living service provides 24/7 Supported Independent Living (SIL) in shared homes across Perth—offering more than just a place to live. Each home is designed to be safe, supportive, and a space where independence can grow.

This year, we opened our 14th SIL home, supporting a participant to choose her own support team and housemates—a perfect example of what’s possible when people are at the centre of the process. We also opened our first Specialist Disability Accommodation (SDA) home, which is purpose-built to meet the unique physical, sensory, and emotional needs of its residents.

We strengthened our intake and referral process by creating a dedicated SIL pathways role, making it easier for participants, families, and support coordinators to get timely, personalised help. Internal audits helped us further improve the quality and consistency of our supports.

Despite challenges like cost of living pressures, recruitment demands, and managing vacancies, our focus remains clear: doing what’s right for participants, every time.

*“Each home is designed to be safe, supportive, and a space where independence can grow.”*



## Crosslinks Champ - Mandy Maywood OAM



Swimming has always been close to Mandy's heart. As a former Paralympian, her love for the water runs deep. In 1988, she swam for Australia at the Paralympics in Seoul, taking home two bronze and one silver. Four years later in Barcelona, she added another bronze – and a gold in the 100m breaststroke that earned her the Medal of the Order of Australia.

Today, that same passion drives her commitment to a healthy lifestyle – supported by a team that understands and encourages her goals.

Mandy moved into Clarke Way in February 2025, and from day one, it felt right. She'd experienced a few challenges in previous homes, but this time was different. Her mum Rosie noticed the change straight away:

*“Mandy has never been so happy in [her SIL] home before. The staff at Clarke are so attentive and she's now got friends, like Ellen and Lisa, who she adores.”*

From her very first day, Mandy settled in with ease. Her mum and sister helped her set up her room just the way she liked it. That afternoon, she prepared lunch with staff and spent time with her new housemate Ellen – who is now her best mate. The two enjoy baking healthy treats, attending events, and going for coffee catch ups together.

Mandy quickly became involved in daily routines, helping around the house and building strong connections with both staff and housemates. Her weeks are filled with meaningful activity – from support to attend work and appointments, to enjoying outings for shopping, coffee, and dancing.

One of Mandy's most important goals is to continue swimming. With the support of the Clarke Way team, she has kept up her training with determination and enthusiasm. One month after moving into Clarke she completed an open water swim as part of the Fremantle Challenge. Still training twice a week at Belmont Oasis Leisure Centre, she is currently looking forward to the Rottneet Swim and the Busselton Jetty Swim.

Recently, Mandy celebrated her 51st birthday surrounded by family and friends at a party organised by her support team. Complete with decorations, food, and thoughtful details, the day was a joyful reflection of the strong relationships she has built at Clarke Way.

When asked about her experience, Mandy shared:

*“It's fun and I've made friends here.”*

Mandy's story is a reminder that with the right support and a positive environment, goals can continue to be achieved – and life can be full of purpose, connection, and joy.



Community Inclusion at Crosslinks is about creating opportunities for people to connect, grow, and enjoy life in ways that matter to them. We provide one-on-one support tailored to each person's goals—whether that's learning new skills, making friends, trying something different, or getting support with daily life at home.

This year brought challenges, including staff changes and sector-wide turnover, but our teams adapted quickly. New leadership roles brought fresh energy, clearer oversight, and stronger operational support—helping us deliver more consistent, high-quality services.

Through it all, our focus stayed the same: showing up with heart, humour, and a commitment to making each day more connected, enjoyable, and meaningful for the people we support.



## Maureen's Rotto Adventure

For Maureen, life is all about getting out, seeing new places, and enjoying experiences with the people around her. Whether it's making friends, speaking up for herself, or planning her next adventure to explore her country — Maureen goals always include something fun.

Earlier this year, she created her perfect day trip - a trip to Rottnest Island with her support worker, Claudia. In the weeks leading up to the outing, Maureen worked closely with both her Community Living and Community Inclusion teams to plan every detail. She chose the activities, shared what she wanted to do, and made sure the day would be packed with her favourite things.

Even when plans changed at the last minute — including a switch in ferry departure points — Maureen didn't miss a beat. She embraced the trip with enthusiasm, demonstrating flexibility and resilience.

Once on the island, the good times rolled. A big breakfast was first on the list, followed by her very own quokka selfie. Maureen was clear about what she liked and didn't like throughout the day — a big step towards her goal of expressing her needs with confidence.

Later, she took a dip in the chilly water and soaked up the sunshine before finishing the day with a classic combo: an ice cream and a brand new pink hat to remember the trip by.

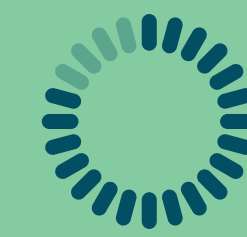
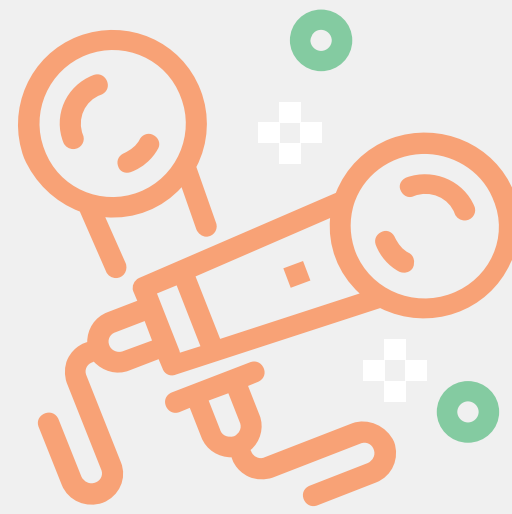
When asked how the day went, Maureen said it was "good" and that she "really enjoyed herself." Her story is a celebration of what's possible when people are supported to shape their own experiences. With our teams listening, striving to make things fun and the overall goal to make every day count, Maureen enjoyed a day full of choice, connection, and confidence.

# RAP & Youth Club & Community Activities

Our Recreation and Participation (RAP) club has been truly extraordinary this year. We went the extra mile to make every experience meaningful, from matching participants with their ideal support workers to designing activities that sparked fun, independence, and lasting connection.

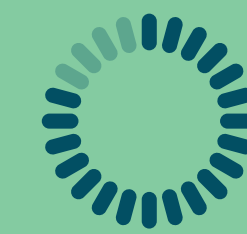
Whether it was an adrenaline-filled night at the show, an 80's party with everyone in costume, or the joy of animal therapy, RAP is a program that has been designed by participants, for participants.

These connections have led to genuine friendships that extend beyond the group, including some of the crew from bowling going on to qualify for the State Special Olympics Bowling Team together.



**16%**

Growth in participation



**9.6%**

Increase in support hours

**51 Saturdays**

hosting RAP and Youth events

**30+**

New activities



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