

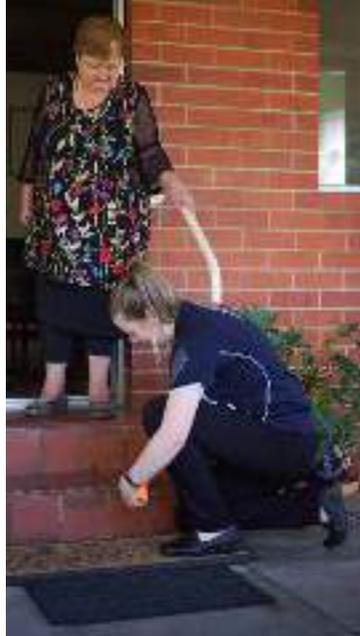


TADWA

Annual Report 2020



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*"Helping older people and those with disabilities do what's important to them."*



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# Chairperson's Report



Globally, the latter part of FY20 left nothing much to celebrate. Here at TADWA though, we were able to weather the storm, making the best of a bad situation due to the above-and-beyond commitment of our staff.

Before COVID-19 restrictions were put in place, we were fortunate enough to have had the chance to mark our 35th year anniversary, together, as a group and in person. As such, I would like to take this opportunity to reflect on our proud heritage and humble origins.

It's been extremely satisfying to see the contribution we have made to the aged and disabilities sectors in Western Australia over these past 35 years. Our innovations and creative solutions have not only helped people lead more independent lives, but have added to a growing community awareness of what it means to live positively with a disability or to age actively.

It all started in 1984, when a group of pioneering Telecom employees volunteered their time to develop technology to enable people with hearing and vision impairments better use telecommunications. The next year, the organisation was officially incorporated under the name of Technical Aid to the Disabled (TAD).

It didn't take long for word of their work to spread, and in 1986 TAD joined with another volunteer group sharing the same vision to help people with disability lead fuller lives. This saw the creation of the acronym we all now know and use - TADWA.

Our growth since then has been significant. From just a handful of volunteers working on telephone technology, we now employ more than 80 staff and enjoy the help of over 20 volunteers. We branched out into the aged sector and are now the leading provider of home modifications for older people in Western Australia.

We've developed a mechatronics unit, recreation and mobility, computer services and, most recently, a vehicle modifications unit. We now operate across multiple sites in the Perth Metropolitan region and service the South West via our facility in Bunbury. Now known as Technology for Ageing and Disability, it has been such a pleasure to see how much we have expanded and grown. I am extremely proud of the communities we have created; internal and external to TADWA. Thousands of people lead better lives and Western Australia is a better place because of what we've done.

I'd like to express my praise and gratitude to all our employees and volunteers both past and present for your sense of purpose and dedication to community service. My thanks is also extended to all Board members and the CEO for your leadership and guidance. Without doubt, we will create an even better FY21 together.

As block-funding soon phases out, TADWA is rapidly transforming into a more commercially competitive operation, in line with our tradition of leading from the front. Whatever the future brings, our pride in our values and traditions will never be replaced. We will retain our compassion and tenacity into the future and will continue to create a team to make our founders proud.

Chairperson  
John Sutherland



# Chief Executive Officer's Report



Unprecedented. It's probably the most over-used word of the year but, in TADWA's case, there is no better way of describing the year just gone.

The demand for Commonwealth Home Support Program (CHSP) services continued the dramatic growth seen in 2019, well outstripping our capacity to deliver.

The TADWA team dug deep, completing a record 4,667 CHSP projects between July 2019 and June 2020 - an incredible increase of over 70% compared to last year, with a staffing level increase of only 12.7%.

Despite this massive effort, our customers were confronted with long delays for service and our staff felt and shared that frustration. Ultimately, we were left with no option but to decline new service referrals to enable us to clear the backlog. We enter the new financial year in better shape, but still well behind where we want to be in terms of speed of service.

While we've been more than flat out on customer projects, we are still pushing ahead with our business transformation program. The scheduled end of block funding is now only two years away, which makes the task of becoming the market leader in a new commercially competitive environment more urgent than ever.

Recent business improvement initiatives have centred around our process mapping program, with a full-time coordinator engaged to work with the business units in documenting and refining our business processes. To position ourselves for a successful transition to the new funding model in 2022, we are developing a new Target Operating Model, which will be rolled out in the first quarter of the new financial year.

While extremely challenging, the past year has seen significant progress made in all areas of our business, with revenues up across all divisions, a further expansion of our services, and of course, the knowledge that we have made a substantial positive impact in the lives of many thousands of Western Australians.

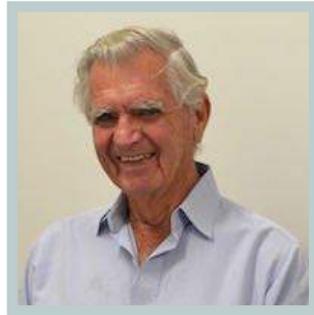
We were very fortunate to navigate through the brief period of WA's COVID-19 lock down with little disruption. Our cloud-based computer systems enabled us to work remotely without missing a beat while our customers were accepting of our safeguarding efforts. There is certainly no better place in the world to be right now than Western Australia.

To our wonderful, passionate, TADWA team - I salute you! You have once again been incredible under pressure. To our Chair, John Sutherland, and Board - thank you for your commitment, support and encouragement.

The coming year will be one of challenges and opportunities. We will tackle it together with gusto!

Steve Pretzel  
Chief Executive Officer

# Our Board



John Sutherland



Laetitia Moison



Dan Beeston



Terry Meyers



Mary Slater



Michael Carroll



Tim McLennan



Barry MacKinnon - Patron

# In Memoriam of Shirley Fitzthum



Sadly, one of our long-term Board members passed away earlier this year. Shirley Fitzthum served on the TADWA Board for more than a decade before stepping down due to illness.

Shirley was an extremely active board member who also worked outside of TADWA advocating for the rights of people living with disabilities. Her personal insight into what it means to be a carer and to live with a disability was invaluable.

Before her life as a Board member and carer, Shirley had been a successful corporate manager and as such, brought a high level of business acumen to TADWA.

She has been described as an objective, passionate and caring person whose values were instrumental in creating our organisation as we know it today. Her contributions will leave a lasting legacy and she will be remembered for her acts of kindness and selflessness.



Shirley was full time carer to her son, James, who would often accompany his grandmother to Board meetings.

TADWA designed and built a custom swing for James and we were delighted to be asked to move it to his new independent accommodation last year.

Watch the video on our Youtube



# Services Overview

TADWA's services operate via an integrated model. At the heart of our six business units is our Therapy Services team.

Our customers first meet with our Occupational Therapists then are guided to the best solutions across these six areas.

This single point of entry approach means our customers avoid dealing with multiple, separate agencies to deliver their needs.



## Custom Solutions

If it doesn't exist yet, we'll make it



## Recreation and Mobility

Social interaction and staying active



## Therapy Services

Assessment to understand customer needs



## Home Modifications

Safe, elegant solutions for independent living



## Vehicle Mobility

Enhancements to help people stay on the move



## Technology & Computer Support

IT systems and support for staying in touch

# Therapy Services



Discovering what's important to people is what our Occupational Therapists (OT) do best. As the central core of TADWA, the expertise they offer through assessment is the starting point of our customers' journey to getting the right assistive technology, home modification and custom solutions.

Assisting customers over the age of 65 via home care packages and Commonwealth Home Support Program funding continues to be the main focus, however this year our OTs increased their involvement with NDIS participants resulting in an expansion across complex home modifications, vehicle modifications and custom bike assessments and supply.

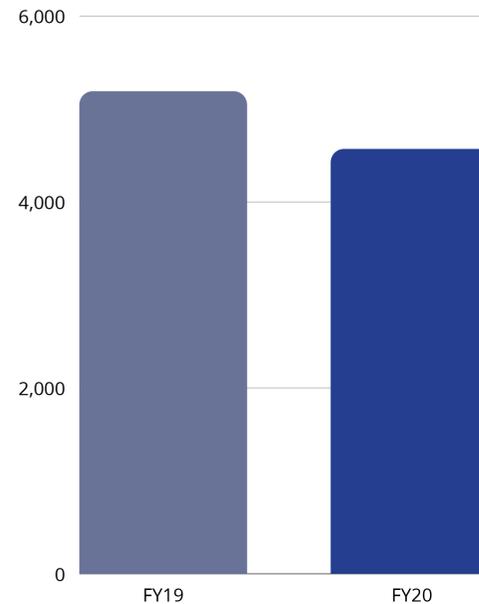
The continuing growth in NDIS in Western Australia is expected to see a further expansion of these services into 2021.



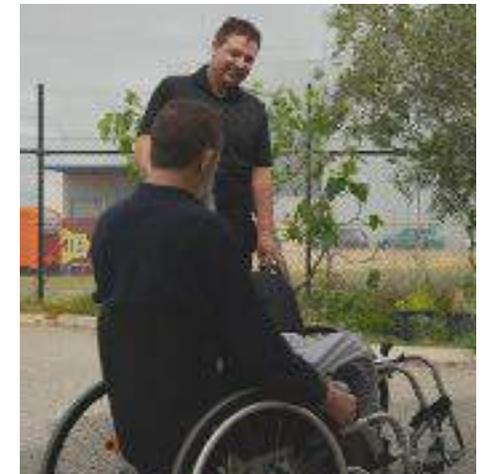
## 2019/20 Highlights

- 1106 items of equipment and assistive technology assessed and prescribed
- 9215 hours of assessment and specifications for home modifications
- Appointment of an additional Complex Home Modifications OT
- Expanded on existing NDIS services
- Continued hosting OT student placements
- Improved processes with a dedicated Therapy Services Coordinator
- Dedicated resources to support Peel and Wheatbelt services and primary health OTs

03



OT Assessments



# Vehicle Mobility



As TADWA's newest business unit, Vehicle Mobility now enables us to help people independently operate and access their vehicles.

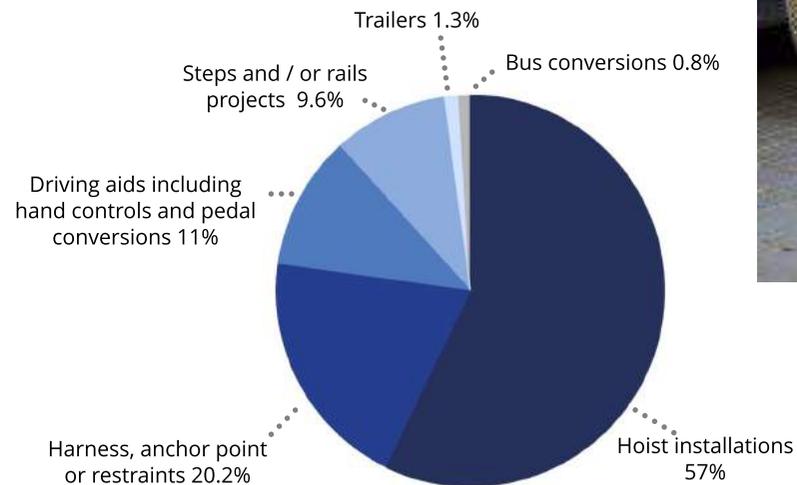
Our team modifies everything from cars to buses with the latest, safest electronic and mechanical accessories and enhancements.

This includes vehicle wheelchair hoists, lifts and platforms as well as full wheelchair bus conversions, scooter lifts, assisted driver controls and passenger restraints.

We also manufacture a unique, lightweight, mobility scooter trailer so the whole family can enjoy Perth's great cycle and pathways together.

## 2019/20 Highlights

- TADWA acquired the mobility division of TL Engineering in July 2019
- Completed over 250 commercial and private projects
- 130 host installations, servicing or repairs
- 46 harness, anchor point or restraints
- 25 driving aids including hand controls and pedal conversions
- 22 steps and/ or rails projects
- 3 trailers
- 2 bus conversions



# Recreation and Mobility



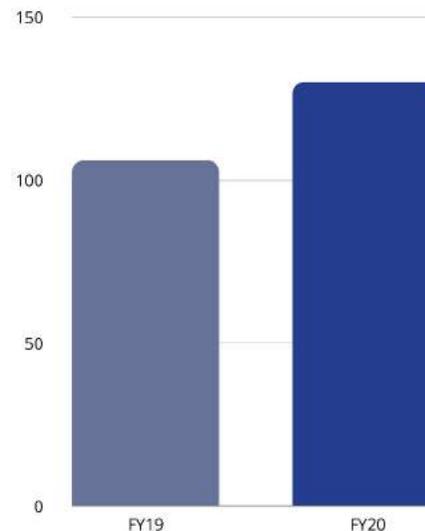
Giving people the freedom to explore and experience the joy of being out and about is what our Recreation and Mobility team does.

Our Freedom Wheels bikes are tailored to height, weight and ability, whilst our Silver Wheels trikes are specifically for older people who need some help with balance to experience the fun of cycling.

This year saw the relocation of our bicycle workshop and the creation of a showroom test track at our Bassendean location providing a safe, realistic setting for customers to try out their chosen bike or trike.

## 2019/20 Highlights

- The creation of a test track showroom
- Increase in referrals from external Occupational Therapists and Physiotherapists
- Engagement with TAD Australia Freedom Wheels next generation project



Total Jobs Completed: Rec & Mobilty



# Custom Solutions



We are renowned for working with people to provide clever solutions to help them do what's important.

Over the past year our Mechatronics team has been working to further evolve our expertise in computer-controlled linear actuators, developed originally in our work on the ride-on-mower conversion.

The main focus has been on the complex instruction set required to provide automated bed control for people with significant disability.

Phase One saw the development of scanning electric bed controls to enable people with loss of fine hand movements, arthritic pain, declining eyesight and muscle strength activate their bed using a single soft-press button.

Phase Two saw a revision of the hardware and software to allow customers to control their bed using a tablet or smartphone. Each function is mapped to a button on the screen so a finger or stylus tap engages bed function.

Phase Three has seen the addition of voice control so customers can now command their bed to raise, tilt and lower with just a few words. Phase Four is currently being researched with a focus on integrating internal delivery processes with the use of cloud services and Industrial Internet of Things (IIoT).

## 2019/20 Highlights

- Development of automated bed controls
- Concept development for internal lift system, rise-and-fall cabinetry
- Numerous 3D printed adaptations, including a cigarette holder to provide independence while reducing passive smoking for carers
- Created a showroom of home automation products for customers to view designs
- Designed corrosion resistant beach walking stick to enable easy wheelchair access in and out of surf



# Renee's Story

Watch the video on our website



To Renee, life had become a series of losses.

Since receiving a diagnosis of Late-Onset Pompe Disease, a rare muscle-debilitating condition, she'd not only lost her position at work but also the ability to own competition horses, a life-long passion of hers.

Many of her horses had to be retired as a result of the disease and sadly, getting around the paddock to do simple things had become increasingly challenging. It was clear she needed a walker to navigate the terrain around the property. However most walkers aren't designed to work with the tricky demands of farm life with its grassy terrain, sand and gravel.

After approaching a few providers of assistive equipment with discouraging results, Renee imported a walker from Switzerland and approached TADWA to adapt it to suit her unique lifestyle. Alan from our Custom Modifications team successfully modified the walker and now, Renee can get down to the stables to take care of her horses' day-to-day needs. "I need one thing for my mental health and that's being able to get around my property. Just being able to walk around, brush down a horse, fill up the water troughs and enjoy winter burn-offs in the paddock with the family. Things that might not be important to someone else but, to me, are everything."



# Home Modifications



TADWA can design and deliver everything required for independent living in the home from simple solutions like grab rails, non-slip tiles and modified steps, to complete bathroom and kitchen renovations.

Our Home Modifications unit has experienced rapid growth over the last year resulting in substantial achievements and improvement.

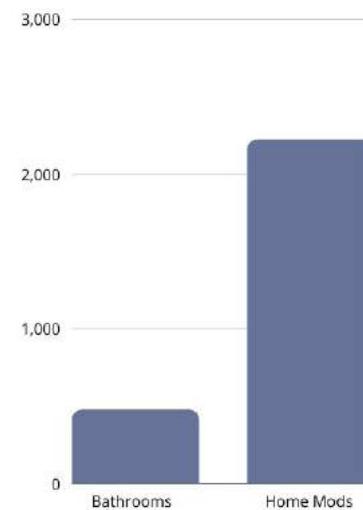
To keep pace with growing demand for custom rails and metal stairs and ramps, a spacious metal fabrication workshop has been established in nearby Belmont. The team now works off computer-generated drawings for increased accuracy and reliability.

We have also expanded our network of trusted subcontractors to assist in servicing customers in the Wheatbelt region and to expand the range of services TADWA can provide.

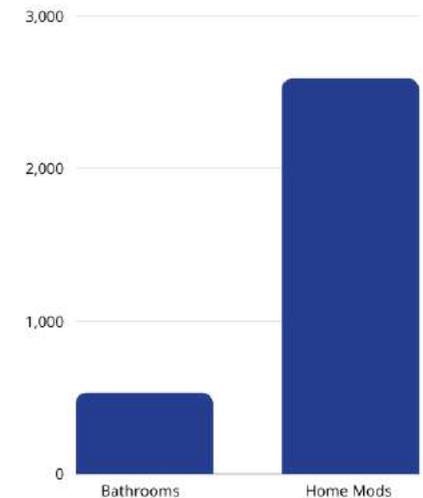


## 2019/20 Highlights

- Established a dedicated metal fabrication workshop for custom ramps and rails
- Increased compliance with the National Construction Code and other relevant Australian Standards
- Quality improvements in the delivery and execution of works
- Training and upskilling for compliance
- Accountability and quality control through photographically recording all critical stages of works
- Expansion of service to offer more complex, higher value home modification including door widening, wall removals and extensions
- Gained NDIS registration for consulting and assessing in building works project management



Total Jobs Completed:  
Home Modifications FY19



Total Jobs Completed:  
Home Modifications FY20



# Madi's Story

Watch the video on our website



Madi loves bike riding.

In the past, the only way Madi could go out on a bike was by sitting in a small trailer, led by her mum Brooke.

Brooke knew some assisted technology would be required to suit her daughter's needs and help her more fully enjoy outdoor experiences and talked to a physiotherapist who recommended TADWA to help bring this dream to life.

Our Recreation team made an assisted side-by-side bike so that Madi now feels more in control of her biking experiences. Brooke can also help her with anything she needs whilst cycling without having to turn around or stop the bike.

"It's great," Brooke said. "Now she can sit up front with me where all the action is happening. "We have really good conversations on our rides and she loves it. We laugh and I can tickle her and it's really great. It's a nice family outing."

With her newfound sense of freedom and mastery, Madi looks forward to going out more than ever.

"It's definitely made her look forward to going out," Brooke said. "She's never had that option before.

"Now she's contributing and it's made a massive difference to her confidence. Because we are up together side by side, she's now an equal."



# Technology and Computer Services



Our Technology and Computer Services (TACS) unit built on last year's success to further increase revenue in 2019/20.

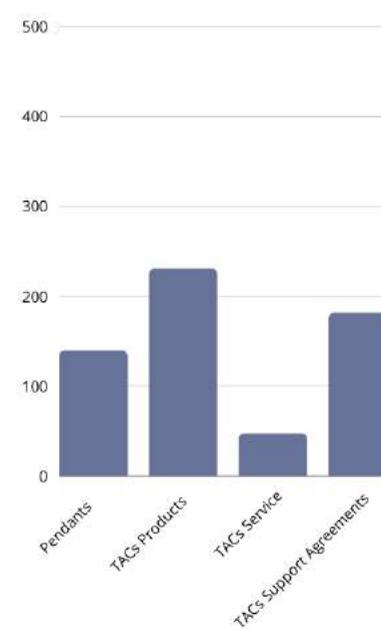
Strong demand for refurbished computers, laptops, helpdesk and maintenance services continued into 2020. COVID-19 resulted in a spike in demand for TACS products and services, which is expected to continue. There was also a surge in NDIS technology equipment referrals.

Our Community Volunteer Program was boosted with the establishment of a large new warehouse to house a new computer build room. This helped to raise the overall output levels and our refurbishment capacity.

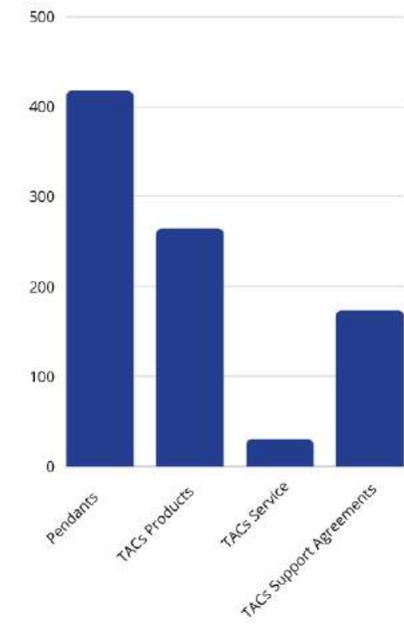


## 2019/20 Highlights

- Maintained and grew the number of customers with support agreements to 336
- Assisted with 1,458 customer support calls
- Performed 262 repairs
- Performed over 80 face-to-face training and support sessions
- Provided 417 emergency fall mobile pendants
- Upgraded the pendant from 3G to the faster 4G technology and featured an LED screen to provide the wearer with additional safety information
- Supplied 41 laptops to partner organisations under the ParentsNext funding scheme
- Picked up, processed, recycled and refurbished a total of over 5,700 pieces of donated ICT equipment



Total Jobs Completed:  
TACS FY19



Total Jobs Completed:  
TACS FY20

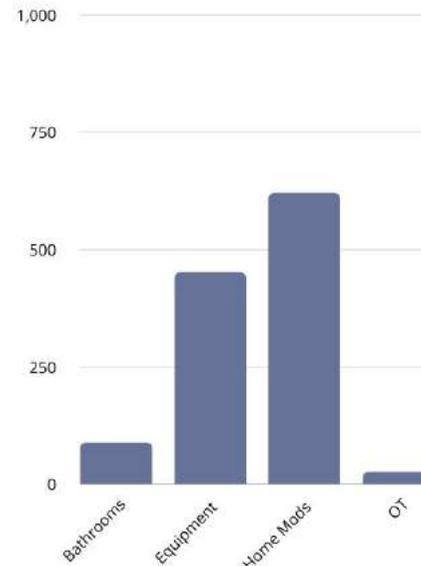


# South West Operations

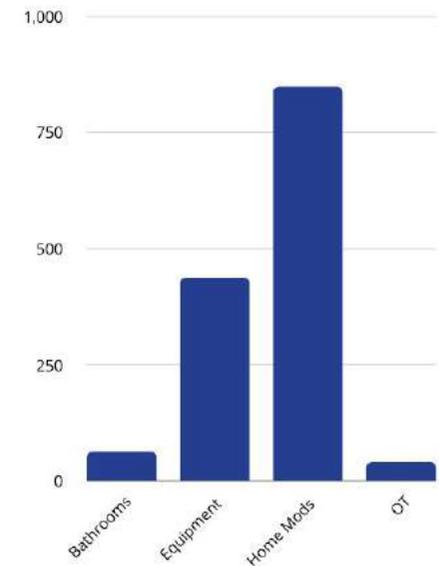
As with our metro services, TADWA's South West Operation has grown substantially over the past five years. From a team of just three in 2015, 14 members of staff now work out of our Bunbury branch illustrating the increased scope of service we now provide to regional customers.

This financial year, new staff include: Maria in estimating, Roxanne in service coordination and Laurie and Allan in the bathroom team. Other developments include major OH&S upgrades including the installation of welding bay exhaust fans to improve air quality and comfort.

Although Bunbury entered the 2020 financial year with a backlog of work for installs, fabrications and bathroom jobs, the ripple effects of the pandemic allowed the team to catch up with the majority of wait listed projects. Looking forward, more streamlined, efficient processes and customer relationship building are being implemented to enable us to better meet the growing customer demand.



Total Jobs Completed:  
South West Operations FY19



Total Jobs Completed:  
South West Operations FY20

# Business Development

Strategic support, communications, event management, partnerships and relationship development are all part of Business Development's remit.

In response to the pandemic, our Digital Producer, CEO and Pandemic Coordinator ensured customers and industry partners were aware of the safeguards put in place by TADWA, producing a video and regular website updates.

Funds were secured via a pitch to Bendigo Bank to run three 'Planning for the Next Season' workshops designed to help older people and their families plan for staying well in their home now and into the future.

The first workshop was held at Bayswater Community Centre with 22 older people and their families in attendance.

Our social media presence continued to grow and high quality video content for both internal and external use was produced.

## 2019/20 Highlights

- Co-Presentation of the TADWA co-design project at the NDS State Conference
- Attending a presentation on technology and ageing research at the Australian Association of Gerontology annual conference and becoming a member of AAG's national inaugural Technology Special Interest Group
- Participation in LASA Care and Ageing Expo, the National Disability Service State Conference, the Sci-Tech Family Day (Carers WA) and Have a Go Day
- Presentations of TADWA's work at Bethanie Waters in Port Kennedy
- Ongoing virtual reality pilot with residents at Bethanie Beachside, Yanchep
- Ongoing participation in the National Disability Services and NDIS Provider Support Network, LASA Home Care Advisory Group and TAD National Marketing Group



# People and Culture

This year has seen significant challenges across the organisation, with our people needing to adapt to the rapid pace of change driven by improved processes, functional requirements and COVID-19.

The team excelled in their ability to adapt to this changing environment and we were able to respond to the pandemic by implementing a very high standard of COVID-safe practices quickly.

TADWA was able to operate close to our normal capacity despite having almost all of back-office teams working remotely and our service delivery teams having to undertake additional hygiene practices. Our ability to quickly adapt to the 'new normal' is both a testament to our people and our continued efforts in building a resilient, cloud-based network of computer systems.

In 2020/21, TADWA will focus on refining our operating model to improve customer experiences. Central to People & Culture will be the delivery of substantially higher levels of skills development and training driven by funder requirements and the drive for market competitiveness.

Nurturing our people's passions with a focus on enabling growth and delivering our best will be front and centre.

## 2019/20 Highlights

- Positions recruited: 30
- Total TADWA headcount: 107
- Workforce consists of - 42% female, 58% male
- Volunteers made up 21% of our FY20 workforce
- Completed 655.75 hours of training across the organisation



# Finance and IT

Our Finance team had a busy year with the implementation of some new methods of reporting and invoicing.

Reporting across each business unit was restructured to develop more efficient monthly results interpretation while client invoicing was made more user-friendly by incorporating Stripe payments, which allows customers to instantly pay via email or over the phone.

All finance policies, procedures and documentation are currently under review and will be accessible to employees via Promapp, TADWA's electronic database.

## 2019/20 Highlights

- Strict cash-flow and investment management
- Meeting all statutory reporting deadlines
- Preparation of 20/21 annual budget for all departments
- Receiving additional COVID-19 funding for FY20 and FY21
- Timely completion and submission of 18/19 financial audit and funding acquittals
- Redesign and implementation of the monthly financial reporting to Board and Management Team
- Secured increased CHSP funding for 2020-22



# Our Volunteers

Committed, enthusiastic and dedicated - our volunteers freely share their time and skills across a range of activities, helping us support carers, those actively aging and people living with disabilities.

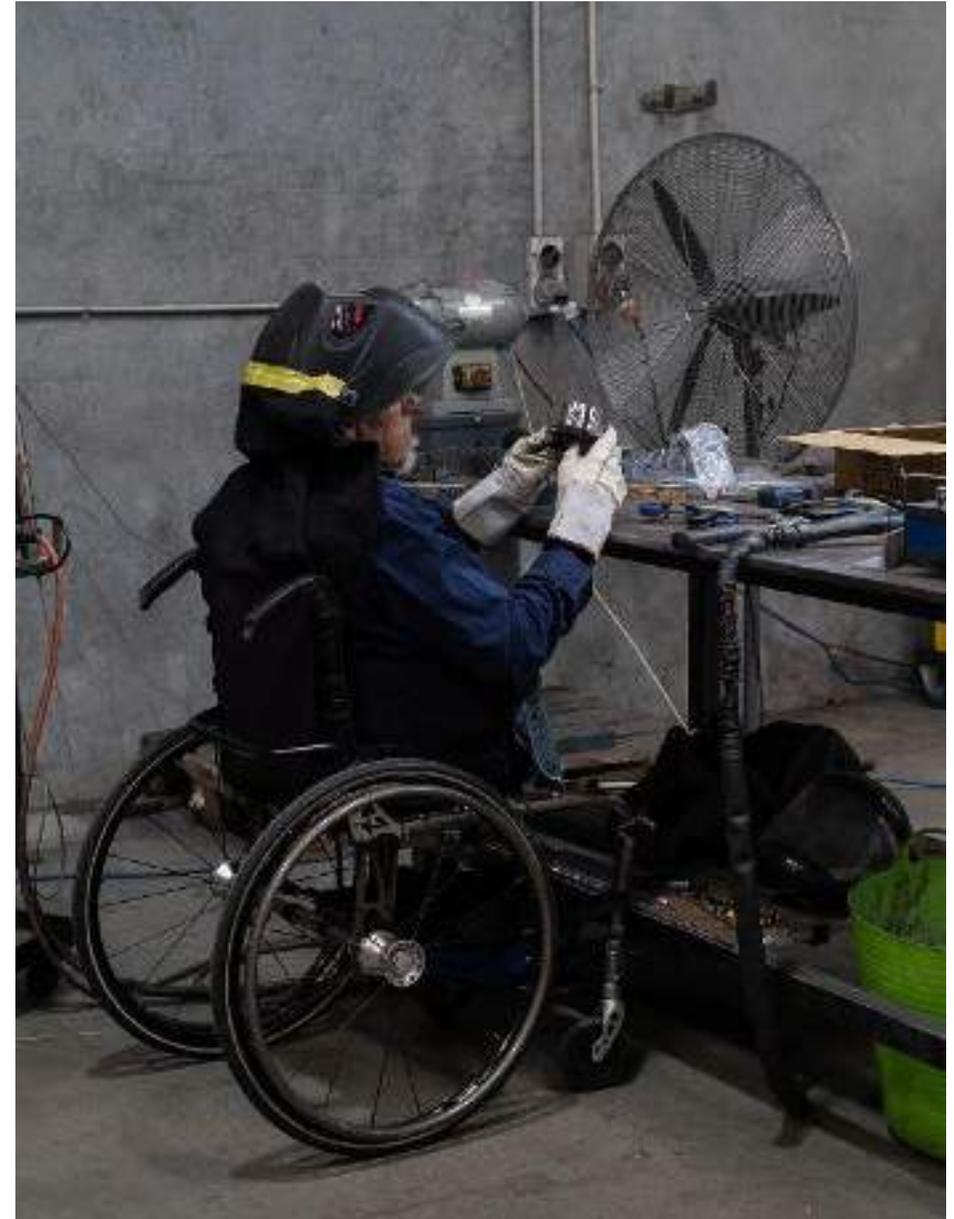
Assisting with custom projects, deliveries, events, reception and administration are just some of the things they do along with computer refurbishment and dismantling for recycling.

More than 5,000 devices, parts and peripherals were processed by TACS volunteers in FY20; an amazing achievement.

We are incredibly grateful for all our excellent volunteers and the contribution they make to the TADWA community. Each and every year, their hard work is significant and to be commended.

## 2019/20 Highlights

- Refurbished just over 1,000 desktop, laptops and tablets
- Assisted with the pickup of about 3,000 pieces of equipment from donors
- Assisted with the recycling of about 3,000 pieces of equipment





# Financial Summary

## Statement of Profit or Loss

	2020 \$	2019 \$
Revenue	9,680,857	8,023,930
Cost of sales	(1,848,731)	(1,147,597)
Other costs	(1,221,451)	(1,012,522)
Payroll expenses	(6,439,764)	(5,393,109)
Depreciation and amortisation	(430,110)	(408,274)
Interest expense	(22,062)	(15,157)
<b>CURRENT YEAR SURPLUS</b>	<b>(281,261)</b>	<b>47,271</b>

## Balance Sheet

	2020 \$	2019 \$
<b>ASSETS</b>		
Current Assets	3,927,747	5,074,493
Non-Current Assets	4,477,128	4,688,935
<b>TOTAL ASSETS</b>	<b>8,404,875</b>	<b>9,763,428</b>
<b>LIABILITIES</b>		
Current Liabilities	1,075,194	2,529,827
Non-Current Liabilities	399,711	309,610
<b>TOTAL LIABILITIES</b>	<b>1,474,905</b>	<b>2,839,437</b>
<b>NET ASSETS</b>	<b>6,929,970</b>	<b>6,923,991</b>
Retained Surplus	6,929,970	6,923,991
<b>TOTAL EQUITY</b>	<b>6,929,970</b>	<b>6,923,991</b>

## Statement of Cash Flows

	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Grants received	6,497,153	5,750,873
Receipts from sale of goods	1,822,354	3,267,177
Donations received	2,756	11,634
Payments to suppliers and employees	(9,360,825)	(7,446,579)
Interest paid	(22,062)	(15,157)
Interest received	57,581	72,288
<b>Net cash generated from operating activities</b>	<b>(1,005,799)</b>	<b>1,630,707</b>

	2020 \$	2019 \$
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property, plant and equipment	(146,754)	(224,381)
Proceeds from sale of property, plant and equipment	1,598	9,889
Property, plant and equipment write-off	-	(91,556)
Rental security deposits	-	(18,335)
<b>Net cash used in investing activities</b>	<b>(47,220)</b>	<b>(16,517)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of loans	(17,642)	(16,517)
Reduction in finance lease	(29,578)	-
<b>Net cash used in financing activities</b>	<b>(47,220)</b>	<b>(16,517)</b>
Net increase in cash held	(1,198,175)	1,289,807
Cash and cash equivalents at beginning of financial	4,523,895	3,234,088
Cash and cash equivalents at end of financial year	3,325,720	4,523,895



**TADWA**

Technology for Ageing & Disability

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