



# 2024-25 Annual Report



*Life Your Way* ✨



## Contents

- About TADWA ..... 3
- Chairperson’s Report ..... 4
- CEO Report..... 5
- Strategic Milestones..... 6
- Our Shared Values..... 7
- Technology & Computer Services..... 8
- Recreation & Mobility Services..... 9
- Therapy & Consultancy Services.....10
- Home Modifications..... 11
- South West Services..... 12
- Finance Report..... 13
- Our People..... 14

TADWA respectfully acknowledges the traditional owners of this land, the Wadjuk Noongar people and their continuing connection to the land, waters and community.

We pay our respects to all members of Aboriginal communities and their cultures and to elders past and present.

# About TADWA

Technology for Ageing and Disability WA (TADWA) is a not-for-profit organisation dedicated to supporting people to live life their way - regardless of age or ability. For over 40 years, we’ve empowered seniors and people with disability through tailored solutions that promote independence, safety, and well-being.

From home modifications and assistive technology to mobility equipment, our multidisciplinary team works together to deliver person-centred services across Western Australia. As a registered provider for both Aged Care and the NDIS, we are dedicated to innovation, inclusion, and continuous improvement.

At TADWA, technology isn’t just about gadgets, it’s about creating possibilities. From a simple ramp or rail that restores independence to a safer bathroom, a modified trike, wheelchair hoist, or a refurbished laptop, every solution is tailored to individual needs and designed to enhance quality of life.

## What we do

### Technology & Computer Services

We support digital inclusion by making technology accessible through affordable refurbished laptops, tablets, and assistive devices. Through device donations, low-cost onselling, and sustainable recycling, we empower digitally disadvantaged people to stay connected and confident.

### Recreation & Mobility Services

We support active lifestyles and independent travel through vehicle modifications, wheelchair hoists, and modified bikes and trikes. These solutions enable people to participate in their communities, improve mobility, and achieve personal goals.

At TADWA, we believe everyone deserves the opportunity to live with dignity, independence, and connection. We’re proud to be part of the journey toward greater independence and inclusion.



### Therapy & Consultancy Services

Our team includes Occupational Therapists and a Specialist Disability Accommodation (SDA) Assessor. We provide assessments, prescribe assistive equipment, and recommend home modifications. For complex projects, our specially trained OTs work with our in-house registered builder to create safe and accessible living solutions.

### Home Modifications

We create safer, more accessible living environments through custom installations such as handrails, ramps, and bathroom upgrades. As a registered builder, our work meets clinical and Australian standards, supporting independent living for seniors and people with disability.



## Chairperson Report

### **It is with great pride that I reflect on a transformative year for TADWA.**

With the appointment of Dr Gill Walker as CEO in June 2024, we've seen renewed focus, strategic clarity, and meaningful progress across the organisation.

The launch of our Strategic Plan 2025–2028, shaped by strong staff and community engagement, marked a significant turning point. Our Strategic Plan has redefined our vision, values, and direction – laying the foundation for a more inclusive, collaborative, and future-focused organisation.

A key milestone was the restructure of our Executive Leadership Team, creating a more streamlined approach. This change reduced hierarchy and fostered a collaborative structure, empowering managers and teams to take ownership and drive impact across the organisation.

*“Our Strategic Plan has redefined our vision, values, and direction – laying the foundation for a more inclusive, collaborative, and future-focused organisation.”*

In November 2024, we proudly celebrated 40 years of service to Western Australians. This milestone was a moment to reflect on our legacy, honour the lives we've touched, and reaffirm our commitment to innovation and inclusion as we look to the future.

We made significant strides in sustainability and infrastructure. We secured our building registration licence, transitioned our OT fleet to electric vehicles, and began upgrading our ICT architecture – a process currently underway to support future growth and digital capability.

Importantly, we also experienced changes in our governance. We farewelled three long-serving Board Members, whose dedication and leadership have been crucial in shaping TADWA's journey. We sincerely thank them for their service, commitment, and invaluable contributions. At the same time, we were delighted to welcome new Board Members, bringing fresh perspectives and expertise to guide us into the future.

I am proud of the dedication and resilience shown by our team. Together, we are building a future that honours our past while embracing growth, inclusion, and excellence.

### **Dr Bernadine Tucker**

Chairperson



## Chief Executive Officer Report

### **This has been a year of renewal and purposeful action for TADWA.**

Turning strategy into action, empowering our people, expanding our impact, and building the foundations for sustainable growth. It has been a privilege to lead an organisation with such a strong legacy through this period of change in my first full year as CEO.

A major focus has been preparing TADWA for the Strengthened Aged Care Quality Standards and broader sector reforms. We have reviewed systems, policies, and practices to ensure compliance and, more importantly, deliver the highest quality care and support for the people we serve.

Our Strategic Plan 2025–2028 introduced our STAR values – Sustainable, Transformational, Accountable, Respectful – which now guide our culture, decisions, and the way we work together. These values are more than words; they shape how we collaborate and deliver on our mission.

We have begun building our Environmental, Social, and Governance (ESG) approach, including transitioning our Occupational Therapy fleet to electric vehicles – reducing our environmental footprint and aligning with our commitment to a sustainable future.

*“This year has been about turning strategy into action – empowering our people, expanding our impact, and building the foundations for sustainable growth.”*

Sustainability has been brought to life through our Environmental Champions, who introduced practical initiatives such as recycling stations and awareness campaigns.

Building strong relationships has also been a priority. Over the past year, I have engaged with partner agencies, industry networks, and community organisations to strengthen collaboration and share knowledge. Representing TADWA in panels and podcasts has amplified our voice and reinforced our advocacy for inclusion, innovation, and choice.

Our Executive Leadership Team (ELT) has been instrumental in driving progress. With roles now secured, their expertise and collaboration have set a clear direction for the future. I am grateful to the ELT, our managers, and every member of the TADWA team for their dedication and resilience.

Thank you to our Board, staff, participants, and partners for your trust and support. Together, we are building an agile, inclusive, and future-ready organisation – shaping a future where people can truly live life their way.

### **Dr Gill Walker**

Chief Executive Officer



# Strategic Milestones

In the first year of delivering the Strategic Plan 2025–2028, TADWA made strong progress toward its vision and laid the foundation for future growth:

- **Celebrated 40 Years of Service:** We marked the anniversary with a community celebration attended by federal and state ministers, dignitaries, participants, families, partner organisations, and former leaders, including life members.
- **Strategic Alignment:** The new plan was embedded across all teams and business units.
- **Leadership Strengthened:** An Executive Leadership Team (ELT) restructure improved collaboration and agility.
- **Quality Focus:** Work began on embedding the Strengthened Aged Care Quality Standards.
- **Partnership Growth:** Referral pathways expanded with aged care providers, coordinators, and health services.
- **Community Engagement:** Showcased TADWA at major events including the ATSA Independent Living Expo, Ageing Well Expo, Disability Connection Expo, Have a Go Day and several smaller community events.
- **Sustainability & Governance:** Environmental, Social, and Governance (ESG) principles were integrated into planning and oversight.

Looking ahead, we will continue to build on these achievements by deepening partnerships, investing in innovation, and ensuring our services remain responsive to the evolving needs of seniors and people with disability.

## Vision

people living life their way regardless of age or ability.



## Mission

delivering high quality, person centred services and solutions, so people can live life their way.

# Our Shared STAR Values

At TADWA, our STAR values – Sustainable, Transformational, Accountable, Respectful – are the foundation of how we work, make decisions, and support the people we serve. This year, these values guided both our day-to-day actions and long-term strategies.

### Sustainable

We focused on practices that deliver long-term benefits for clients and the organisation. This included improving internal systems for efficiency, reducing waste in refurbishment and modification work, and exploring alternative funding streams to strengthen resilience.

### Transformational

We embraced change by reviewing service models, launching new programs such as Therapy at Home, and commencing the integration of the Strengthened Aged Care Quality Standards across the business. Staff across all teams contributed to service improvements informed by client feedback and sector reforms.

### Strategic Plan: Implementation Highlights

The development and implementation of the Strategic Plan 2025–2028 was a truly collaborative effort:

- 75% of staff participated in SWOT and planning sessions.
- Independent facilitation ensured inclusive and transparent strategy development.
- Business Unit Managers led service alignment workshops in Q3 and Q4 FY2024–25.
- Monthly team catch-ups and CEO-led staff briefings reinforced progress and alignment.

In Year 2, we will focus on accelerating key initiatives, completing the integration of the Strengthened Aged Care Quality Standards, and ensuring that every action brings us closer to achieving our strategic goals.

### Accountable

We strengthened our culture of accountability through updated policies, enhanced compliance processes, and clear performance expectations. Regular reporting, team reviews, and performance discussions kept us aligned and focused on outcomes.

### Respectful

Respect was evident in how we listen to participants, support colleagues, and collaborate across teams. We reviewed our language and communications to ensure dignity and inclusion, and supported staff-led initiatives promoting cultural safety and mutual understanding.

As we move forward, these values will continue to guide every decision, ensuring that TADWA remains a trusted partner for the people and communities we serve.





## Technology & Computer Services

Our Technology & Computer Services team is focused on closing the digital divide and making technology accessible for everyone in our community. Through our Digital Inclusion Program, we provide affordable refurbished devices and practical support to those who need it most.



### Key Achievements

- Distributed **1,291 devices** last financial year through various channels, including donations and low-cost sales.
- Of these, **209 devices were donated** to people in need through partner agencies.
- Provided an estimated **1,494 tech assist tasks**, both remotely and face-to-face, supporting people with MyGov, My Aged Care, online banking, and scam recovery.

### Impact

- Enabled access to education, employment, and essential online services for hundreds of households.
- Supported seniors and people with disability to stay connected and safe online.
- Reduced e-waste through ethical recycling and refurbishment processes, including secure data wiping with certification.

“I didn’t think anyone would help us. This laptop changed everything.”  
- recipient



## Recreation & Mobility Services

At TADWA, recreation and mobility go hand in hand. Our team is committed to supporting people of all ages and abilities stay active, independent, and connected – whether through modified bikes and trikes that make cycling possible for everyone or customised vehicle modifications for safe and accessible travel. This year, we focused on creating opportunities for people to experience freedom and confidence through tailored solutions, community events, and partnerships.

### Key Achievements

- **Completed 74 bike assessments** and delivered 43 modified bikes and trikes, with more awaiting NDIS approval.
- **Celebrated our oldest rider** at 98 years old, who received her custom trike.
- Hosted **7 CPD training sessions for 74 Occupational Therapists**, giving them hands-on experience with our range.
- Organised **18 “Trial A Trike” events** in the South West, attended by **115 people with disability**, and **5 “Have A Go” events** for seniors in lifestyle villages.

- Partnered with **RAC via Telethon to donate two modified trikes** to two young people.
- **Vehicle Modifications**
  - » Carried out **290 hoist services, repairs, and breakdowns**, plus **41 vehicle modifications** to support safe and accessible transport.

### Expanding Access

To make our bikes and trikes more accessible, we loaned equipment to the Manjimup Visitors Centre and three Occupational Therapy companies in the South West, enabling more people to trial our range locally.

### Impact

Through these initiatives, we created opportunities for people with disability and seniors to enjoy cycling and safe travel, promoting independence, health, and social connection.

“Seeing the joy on someone’s face when they ride for the first time is why we do what we do.”  
- tadwa team

## Freedom Through Mobility and Support

After experiencing major health setbacks – Wally had been without independent transport for nearly three years. Through the NDIS, he was connected with TADWA, where he received expert consultation and support to find a safe, practical solution that suited his needs.

Following a personalised assessment, Wally received an electric trike – an assistive mobility device that allowed him to travel safely on footpaths without the need for a driver’s licence. The trike has transformed his

daily life, giving him the freedom to visit shops, attend church, and participate in local art activities.

With renewed independence, Wally has embraced a new passion for painting birds, a hobby that connects him to cherished childhood memories. He’s now an active member of the local arts community and uses his trike to support others, whether it’s helping his sister collect cans for charity or simply offering companionship.



“The trike gives me freedom. It gives me ability and mobility. I can go anywhere I want, anytime I want and I don’t need to wait for someone to come and help me.”  
- participant Wally



## Therapy & Consultancy Services

Our Occupational Therapy team achieved exceptional outcomes this year, supporting thousands of people to live safely and independently in their homes. To meet growing demand across Western Australia, we expanded our team, streamlined processes, and strengthened partnerships. Our services include home modifications, design consultations, aged care assessments, and Specialist Disability Accommodation (SDA) assessments – reflecting our commitment to holistic, person-centred care.

### Key Achievements

#### • Commonwealth Home Support Program (CHSP)

- » **Team Growth:** 16 Occupational Therapists (OTs).
- » **Service Delivery:** 91% of contracts fulfilled (Metro & South West).
- » **Client Impact:** 7,000+ OT hours for ~2,800 clients.
- » **Regional Expansion:** Regular services in Wheatbelt & Great Southern.

#### • Home Care Packages (HCP)

- » Supported **150+ clients** – (Levels 1–4).
- » **Quote Acceptance:** 89%
- » **Future Ready:** Updated pricing/policies; built referral network for Support at Home.

#### • National Disability Insurance Scheme (NDIS)

- » **Referrals:** 140 new; May being the busiest month on record.
- » **Complex Home Modifications:** ~32 approvals; 94.12% success rate.
- » **Team Growth:** Grew from 3 to 8 staff.

#### • New Service Offerings

- » **SDA Assessments:** Delivered by certified OT.
- » **Wrap-Around Care:** OTs provide follow-up visits to ensure supports are used safely and confidently.
- » **Efficiency:** New software system reduced wait times and improved experience.

“Our OT was wonderful – very professional, helpful, and really understood our needs for now and the future.”  
– participant



home modifications that have made a real difference in their daily routines.

Janice and George’s story highlights the impact of collaborative, person-centred support – empowering seniors to live well at home, with dignity and peace of mind.

## Living Safely and Confidently at Home

Janice and George Horton have always valued their independence and connection to family. As their needs changed, they turned to TADWA for support in making their home safer and more accessible.

Through personalised Occupational Therapy consultations, the couple received expert advice tailored to their lifestyle and health needs. This led to a series of prescribed



## Home Modifications

Our Home Modifications team is our largest service area, committed to supporting thousands of seniors and people with disability to live safely and independently at home. From ramps and rails to bathroom and full home modifications, the team designs environments that enhance accessibility, uphold dignity, and improve quality of life.

### Key Achievements

- **Delivered 2025 home modifications**, including ramps, rails, and bathroom upgrades, tailored to individual needs.
- **Supported 1731 participants** to live safely and independently at home.
- **Completed 399 bathroom modifications**, improving accessibility and reducing fall risks.

- Secured **builder registration** during the financial year, strengthening our capability to deliver high-quality, compliant building solutions.
- Worked closely with participants, families, and Allied Health professionals to design and implement modifications that meet both functional and aesthetic needs.

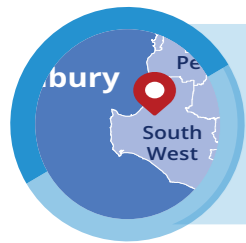
### Impact

- Enabled thousands of people to remain in their homes longer, reducing the need for residential care.
- Improved safety and accessibility, reducing the risk of falls and injuries.
- Enhanced independence and confidence for seniors and people with disability.

“The new bathroom has changed everything for me. I feel safe and confident again in my own home.”  
– participant



“The service has been absolutely outstanding. The team took the time to understand our situation and gave us practical, professional advice. The changes to our home have made it easier and safer for both of us. We feel more confident moving around and managing day-to-day tasks.”  
– participants Janice & George



## South West Services

As TADWA's hub for the South West, our Bunbury team delivers a full range of services close to home so people can access the support they need without having to travel long distances.



From quick safety upgrades like grab rails and ramps to complex projects such as level-access bathrooms, custom fabrications, and mobility solutions, the team ensures homes are safer and lives more independent.

### Key Achievements

- Completed **1657 projects** this year, including ramps, rails, bathroom upgrades, and assistive technology installations.
- Delivered **758 Occupational Therapy Assessments**.
- Supported an **average of 32 people per week** across all service areas.

### Impact

The Bunbury team is essential to regional communities, reducing wait times and improving safety for seniors and people with disability. Their strong local presence and trusted partnerships with OTs and aged care providers mean people can access high-quality services without leaving their community.

*"The team was efficient, professional, and very caring - nothing was too much trouble."*  
- participant

## Volunteers at TADWA

This year, TADWA became a proud member of **Volunteering WA**, reinforcing our commitment to community engagement. We celebrated **National Volunteer Week** (19-25 May) with an appreciation morning tea, presenting certificates and gift cards to thank our volunteers.

Our current volunteer team is a small dedicated group who support our Technology and Computer Services team by refurbishing computers and recycling obsolete equipment, reducing landfill.

Looking ahead, we plan to grow our volunteer program across all TADWA services, creating more opportunities for people to contribute and strengthening our impact in the community.



## Finance Report

Year ending 30 June 2025



This year, TADWA continued to navigate a dynamic funding environment while staying true to our mission of empowering people to live life their way. Our financial performance reflects both the challenges and opportunities of operating in a sector undergoing significant reform.

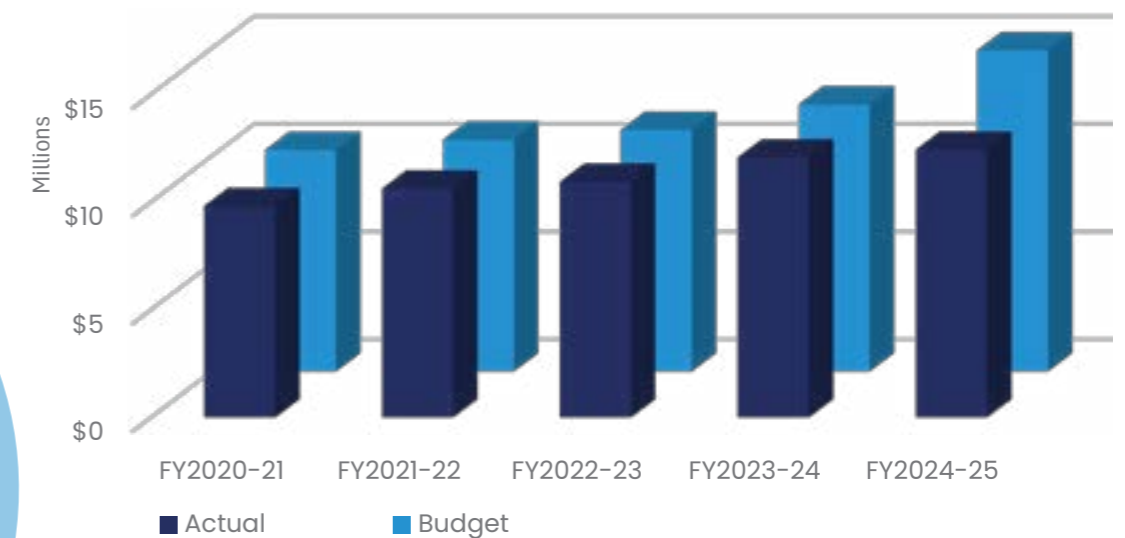
**Total revenue reached \$12.43 million, representing a 3% increase on the previous year.** This modest growth demonstrates stability in a period of change, supported by strong governance and disciplined financial management. However, revenue from Home Care Packages (HCP), the National Disability Insurance Scheme (NDIS), and commercial agreements declined by 23%, falling short of budget expectations. This shift highlights the evolving nature of aged care and disability funding and reinforces the importance of our strategic focus on diversifying income streams.

Strong governance and prudent management **positioned TADWA to deliver a net surplus of \$146,790.** This outcome reflects disciplined fiscal management and the dedication of our teams, ensuring we

can continue to invest in services, innovation, and infrastructure that benefit the people we support. Our reserves remain strong, and operating cash flow positions us well to adapt to sector reforms and future-proof our organisation.

Over the past year, we have taken steps to strengthen sustainability, including embedding Environmental, Social, and Governance (ESG) principles into planning and exploring new partnership opportunities. These initiatives will help us respond to changes in aged care and disability funding while maintaining service quality and accessibility.

Looking ahead, we will continue to focus on financial resilience and strategic growth. This includes diversifying revenue streams, leveraging technology to improve efficiency, and investing in programs that deliver long-term impact for seniors and people with disability. Our commitment remains clear: to provide high-quality, person-centred solutions that enable people to live safely, independently, and with dignity.



The full Financial Statements for the year ended 30 June 2025 are available on the Australian Charities and Not-for-profits Commission (ACNC) website: [www.acnc.gov.au/charity/charities](http://www.acnc.gov.au/charity/charities)

# Our People

## Board Members

Our Board provides governance and works closely with the CEO and management to keep TADWA on the right track.



**Dr Bernadine Tucker**  
Chairperson

Bernadine's governance expertise and PhD in Criminal Justice ensure transparency, accountability, and sustainable outcomes.



**Shayne Sherman**  
Vice Chairperson

Shayne's 40-year public sector career supports strong governance, quality systems, and integrity.



**Lina Barbato**  
Treasurer

Lina's 30-year leadership spans finance, governance, and digital transformation driving organisational innovation.



**Alimul Al Tasin**  
Secretary

Tasin's career in human services supports financial oversight, audit, and risk governance.



**Terry Meyers**  
Board Member

Terry brings vast construction experience, industry insight, and regulatory knowledge to governance.



**Correne Bartlett**  
Board Member

Correne's occupational therapy background and leadership expertise advance governance and equity.



**Ed Clerk**  
Board Member

Ed's 30-year mining career combines strategic leadership, ESG expertise, and operational excellence.

### Finance, Audit & Risk Subcommittee

- Lina Barbato (Chair)
- Dr Bernadine Tucker
- Ed Clerk

### Governance & Quality Subcommittee

- Correne Bartlett (Chair)
- Ed Clerk
- Shayne Sherman
- Alimul Al Tasin
- Terry Meyers

Retired Board members:

- Lisa Williams (retired 31/07/2024)
- Tom Monks & Michael Carroll (retired 20/11/24)

## Executive Team

Our executive team combines diverse expertise with a shared passion for making a meaningful difference.



**Dr Gill Walker**  
Chief Executive Officer

Gill's 30-year health leadership experience and clinical background drive strategic growth, innovation, and impactful organisational change through visionary governance and collaboration.



**Richard Orr**  
Executive Lead  
Corporate Services

Richard provides strategic leadership across corporate functions, ensuring operational excellence, organisational growth, and strong governance frameworks.



**Tanya Carstein**  
Executive Lead  
Therapy & Consultancy

Tanya provides leadership in therapy and consultancy services, NDIS, GEAT, and aged care, drawing on her occupational therapy background to ensure quality and drive growth.



**Jayson Hitchens**  
Executive Lead  
Operations

Jayson provides strategic operational leadership, ensuring efficiency, continuous improvement, and responsive services that meet evolving community needs.

"Leaders have a responsibility to open doors and create opportunities for others and to support them to reach their full potential."

- Anne Poelina

Anne Poelina is an Aboriginal Australian community leader, human rights advocate, and academic.



**TADWA**  
Technology for Ageing & Disability



**Perth - Head Office**

371 Collier Road  
Bassendean WA 6054

Phone: 08 9379 7400  
Email: [enquiries@tadwa.org.au](mailto:enquiries@tadwa.org.au)

**Bunbury - South West Office**

3 Parade Road  
South Bunbury WA 6230

Phone: 08 9379 7450  
Email: [bunbury@tadwa.org.au](mailto:bunbury@tadwa.org.au)

**[www.tadwa.org.au](http://www.tadwa.org.au)**

*Life Your Way* ✨