



2025 - 2028

Strategic Plan

Life Your Way ✨ ✨



Acknowledgement of Country

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.

Message from our CEO

I am thrilled to introduce TADWA's Strategic Plan for 2025–2028—a roadmap that lays the foundation for our continued growth, innovation, and impact. Over the past 40 years, TADWA has proudly served the Western Australian community as a not-for-profit, charitable organisation dedicated to empowering seniors and people living with disabilities. Our commitment to fostering independence, enhancing quality of life, and building inclusive communities remains at the heart of everything we do.

This Strategic Plan reflects the collective expertise and insights of our team, developed through a deeply collaborative process. Engaging an independent consultant, we invited every team member to contribute their thoughts on TADWA's values, behaviours, and future priorities. Approximately 75% of our staff participated in these sessions, sharing their perspectives through anonymous surveys and a detailed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

This input was reviewed by our Executive Leadership Team and Board of Directors and directly informed the plan's development.

The result is a forward-looking strategy that positions TADWA to meet the needs of the community while embracing sustainable growth and innovation. It reaffirms our commitment to providing high-quality, person-centred services that enable people to live life their way.

Our organisation is driven by the belief that technology is more than just electronics—it is a catalyst for change across all our services. Whether it's helping seniors confidently access technology, creating custom mobility solutions, or modifying homes to enhance safety and accessibility, we are guided by our shared mission to deliver tailored, impactful solutions. Our business units are the foundation of TADWA's work.

At TADWA, we are fortunate to have a talented and passionate team and Board who bring specialised expertise to every project. Our dedication and innovation drive our mission forward and enable us to deliver meaningful, person-centred outcomes for those we serve.



Technology and Computer Services

We make technology accessible for seniors and people with disabilities, new and refurbishing laptops, PCs, and peripherals to make them affordable for students, low-income earners, and pensioners. We also donate refurbished computers to community charities that support those in need. Additionally, we recycle old or broken equipment, breaking them down to keep components out of landfill.



Recreational and Mobility Services

Our advanced vehicle modifications, including wheelchair hoists and assisted driver controls, ensure safe and enjoyable travel for seniors and people living with disabilities. We also offer bikes and trikes that are customised to meet the individual needs of both seniors and people living with disabilities, encouraging an active and healthy lifestyle.



Therapy & Consultancy Services

Our AHPRA registered occupational therapists deliver tailored assessments, mobility solutions, home modifications consultancy, and support with daily living aids to help individuals live more independently and safely. Through a person-centred approach, our team collaborates with clients, caregivers, and families to design solutions that enhance mobility, accessibility, and quality of life for seniors and people living with disabilities.



Home Modifications

Our team specialises in enhancing accessibility and safety through custom installations such as handrails, ramps, and bathroom adjustments. As a registered builder, we tailor these solutions to meet the needs of both seniors and people living with disabilities, ensuring their homes are safe, accessible, and supportive of their independence.

As we launch this Strategic Plan, we celebrate our 40-year legacy and look to the future with optimism and determination. Together, we are building a future where all people, regardless of age or ability, can truly live life to the full.



Dr Gill Walker
TADWA, CEO

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.



Shared Values

We are focused on the long term social, economic and environment outcomes.



SUSTAINABLE

We encourage creative and innovative approaches to deliver on our vision.



TRANSFORMATIONAL

We are accountable and transparent for our strengths and areas of learning.



ACCOUNTABLE

We value our clients, each other and promote the inclusion of all people.



RESPECTFUL

Objectives

1 ✨ **Our Clients:** Tailored services and solutions that make a difference to people

2 ✨ **Our People:** Skilled, supported, engaged people, passionate about making a difference

3 ✨ **Our Sustainability:** Effective operations that build the foundation for growth

4 ✨ **Our Governance:** Robust systems, processes that guide organisational success





Objective 1 – Our Clients

Tailored services and solutions that make a difference to people

Strategy	Priority Actions	Performance Measure
<p>1.1. Delivering high-quality, contemporary services that prioritise choice, control, and dignity while balancing safety considerations.</p>	<ul style="list-style-type: none"> Actively engage with customers to understand their needs and preferences. Adapt services based on customer feedback to enhance quality and relevance. Ensure customers have informed choice and control in all aspects of service delivery. Embed the Strengthened Aged Care Quality Standards into service delivery while promoting awareness and understanding to staff and customers. 	<ul style="list-style-type: none"> Service performance metrics, including responsiveness, accuracy, and resolution times. Customer satisfaction surveys and feedback analysis. Implementation of continuous improvement initiatives based on customer and team input. Compliance with Strengthened Aged Care Quality Standards.
<p>1.2. Delivering the Right Services, by the Right People, at the Right Time</p>	<ul style="list-style-type: none"> Ensure responsive and efficient referral and assessment systems. Ensure that customers receive the right services from qualified professionals, delivered at the optimal time to meet their individual needs. 	<ul style="list-style-type: none"> Customer satisfaction. Number of customers waiting for services (by region and service). Average wait time for customers (by region and service). Number of customers on each service pathway (e.g., 100% TADWA, hybrid models, etc.). 70% customer quote acceptance rate.
<p>1.3. Strengthening Referral Pathways for Optimal customer Outcomes</p>	<ul style="list-style-type: none"> Develop clear and efficient referral pathways to connect customers with TADWA services. Establish partnerships to ensure customers receive the right support, even when their needs fall outside our scope. 	<ul style="list-style-type: none"> Number and type of referral sources directing customers to TADWA. Number and type of referrals made from TADWA to external providers. Number of formalised partnerships and MOUs in place (MOU: Memorandum of Understanding).

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Objective 2 – Our People

Skilled, supported, engaged people, passionate about making a difference

Strategy	Priority Actions	Performance Measure
<p>2.1 Strengthening Recruitment, Retention, and Performance. Establishing robust processes to attract, support, and retain skilled staff and volunteers</p>	<ul style="list-style-type: none"> • Ensure competitive salaries through benchmarking and pay parity reviews. • Enhance employment conditions to support work-life balance and job satisfaction. • Analyse workforce demographics to inform recruitment and retention strategies. • Develop and implement a comprehensive volunteer engagement strategy. 	<ul style="list-style-type: none"> • Net staff turnover. • Average staff tenure. • Number of workers' compensation claims. • Workplace Health & Safety (WHS) compliance. • Percentage of staff completing annual performance reviews.
<p>2.2 Fostering a Values-Driven and Supportive Workplace Culture. Embedding TADWA's values into daily operations while promoting an inclusive and enriching workplace.</p>	<ul style="list-style-type: none"> • Empower employees to take ownership of their roles and contribute to decision-making. • Integrate TADWA's values into leadership, team operations, and service delivery. • Promote leadership at all levels through mentorship and professional growth opportunities. • Implement a structured succession planning framework. • Actively nurture a positive and engaging workplace culture. • Conduct an annual staff survey to gather insights and drive continuous improvement. 	<ul style="list-style-type: none"> • Staff satisfaction levels. • Number of HR incidents reported and outcomes. • Integration of TADWA values into operational plans and team KPIs. • Employee feedback participation rates. • Workforce diversity metrics. • Staff wellness survey results. • Staff turnover rates.
<p>2.3 Supporting Professional Growth and Development.</p>	<ul style="list-style-type: none"> • Identify staff development needs and provide targeted professional development opportunities. • Ensure all employees remain up to date with mandatory training requirements. • Providing timely and effective learning opportunities that empower our people to excel in their roles. 	<ul style="list-style-type: none"> • Number and nature of professional development opportunities provided. • Percentage of staff current with mandatory training requirements.

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Objective 3 – Our Sustainability

Effective operations that build the foundation for growth

Strategy	Priority Actions	Performance Measure
<p>3.1 Enhancing Operational Efficiency and Infrastructure. Optimising systems, processes, and facilities to support sustainable growth and service excellence.</p>	<ul style="list-style-type: none"> • Maintain up-to-date policies and procedures. • Streamline ICT systems for efficiency and user needs. • Expand access to refurbished equipment. • Optimise Perth office facilities for operations. 	<ul style="list-style-type: none"> • Staff feedback on efficiency. • IT infrastructure age and suitability. • IT system count and interoperability. • Policy and procedure effectiveness. • Process cycle times and improvements. • Budget variances and financial alignment. • Continuous improvement implementation rates.
<p>3.2 Expanding and Innovating Our Services. Growing TADWA’s service offering to meet evolving customer needs and drive sustainable impact.</p>	<ul style="list-style-type: none"> • Invest in research and development of innovative services. • Expand services to address market needs. • Strengthen and grow referral pathways to increase accessibility. 	<ul style="list-style-type: none"> • Service growth by type and region. • Customer growth by type. • Geographic expansion metrics. • Business Unit growth metrics.
<p>3.3 Establishing TADWA as the Trusted Experts in Independent Living Solutions. Building credibility, influence, and brand awareness in the sector.</p>	<ul style="list-style-type: none"> • Develop and implement a comprehensive communications and marketing strategy. • Build strong relationships and demonstrate expertise. 	<ul style="list-style-type: none"> • Sector representations and consultations. • Number of media engagements and approaches. • Brand awareness metrics and online reviews. • Referral rates from partners and customers. • Net promoter score (satisfaction and advocacy). • Digital growth and marketing effectiveness.
<p>3.4 Achieving Financial and Contractual Sustainability. Ensuring financial resilience through sound financial management and diversified revenue streams.</p>	<ul style="list-style-type: none"> • Define unit costs for service delivery. • Review and refine pricing strategies to align with market needs and sustainability goals. • Diversify income streams. • Prepare the organisations people, processes and systems for future funding systems beyond current block/grant funding 	<ul style="list-style-type: none"> • Maintain a 5% net profit margin while ensuring compliance with funding contracts and delivering services within specified unit costs. • Diversify revenue streams, aiming for 30% from external sources, and track actual vs. projected income and expenditure. • Achieve a clean financial audit.

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Objective 4 – Our Governance

Robust systems and processes that guide organisational success

Strategy	Priority Actions	Performance Measure
4.1 Ensuring an Agile and Effective Organisational Structure. Maintaining a structure and systems that enable responsive and efficient service delivery.	<ul style="list-style-type: none"> Regularly review the size and composition of business units to optimise efficiency and effectiveness. 	<ul style="list-style-type: none"> Organisational structure review outcomes. Staff feedback on organisational agility and effectiveness.
4.2 Retaining a Skilled and Engaged Board. Ensuring strong governance through a capable, well-informed, and strategically aligned Board.	<ul style="list-style-type: none"> Conduct an annual Board assessment to evaluate effectiveness. Develop and maintain a Board Charter and governance training framework. Maintain a Board skills and demographic matrix to ensure diversity and expertise. Confirm the Board and subcommittee structure, policies, and procedures. Develop and implement an annual Board plan to guide governance priorities. 	<ul style="list-style-type: none"> Board assessment results and improvement actions. Number and nature of governance training sessions completed. Delivery against the annual Board plan.
4.3 Advancing Environmental, Social, and Governance (ESG) Standards and Reporting. Embedding ESG principles into operations and decision-making.	<ul style="list-style-type: none"> Develop organisational ESG measures, targets, and baselines. Implement strategies to improve social and environmental outcomes. 	<ul style="list-style-type: none"> Progress against ESG performance targets. Carbon footprint reduction initiatives and outcomes. Resource management improvements. Level of ESG considerations integrated into decision-making processes.
4.4 Strengthening Risk, Regulatory, and Governance Compliance. Maintaining rigorous compliance frameworks to safeguard organisational integrity and accountability.	<ul style="list-style-type: none"> Establish and maintain a robust risk management framework, including a comprehensive risk register. Conduct an annual review of risk appetite and tolerance levels. Perform internal compliance audits to ensure adherence to regulations and policies. 	<ul style="list-style-type: none"> 100% compliance with all regulatory requirements. Risk register maintained within acceptable risk thresholds. Risk incident reporting rates and response effectiveness.

Life Your Way ✨



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