

ANNUAL REPORT 2016



CLEVER IDEAS
CHANGING LIVES



CONTENTS

PURPOSE

We change the lives of people living with a disability by providing personalised equipment, technology and services.

MANTRA

Clever Ideas –
Changing Lives.

- 4 Introduction
- 5 About TAD
- 6 The Year Past
- 9 Strategic Achievements
- 13 Looking to the Future
- 14 How do we measure success?
- 16 Our People
- 22 40th Anniversary
- 25 Our Supporters
- 26 Financial Report

INTRODUCTION

Since 1975 TAD volunteers have created over 30,000 solutions to change the lives of people living with a disability. As we celebrated our 40th year it was heartening to look back on the innovative, creative projects that have helped people reach their goals – often when thought impossible.

Whether that be to eat independently, to ride a bike, to buckle a child's seat belt one-handed – TAD's skilled volunteers have been there, applying their skills and partnering with their community to make these goals a reality.

Behind every volunteer is a supporter who has helped provide the funding base for our vital work to continue and for this we can't thank you enough.

You have helped fund the niche service we have provided for 40 years and the future is bright for TAD thanks to your loyalty, dedication and generosity.

"Peyton was treated with the utmost care and respect and your service is absolutely fantastic, without people like TAD, kids like Peyton wouldn't be able to have the simple joy of riding their own bike and that means so much to her and us."

Lisa Turner, Peyton's carer

ABOUT TAD

TAD has three services to help change the lives of people living with disabilities.



UNIQUE SOLUTIONS

TAD Volunteers and therapists work with people living with a disability to design and build custom equipment, or modify existing equipment, to help improve their quality of life or achieve a specific goal.

TAD is dedicated to providing unique solutions that improve the wellbeing, lifelong learning, daily living and community participation of people living with a disability.

Personalised items include stair climbing strollers, phone and tablet mounts, shoe and sock applicators and much more to enable people with disabilities to live more independently and achieve their goals.



FREEDOM WHEELS

Custom built, personalised Freedom Wheels bikes enable children with disabilities to ride a bike for the first time in their lives. Many of these children cannot walk independently, but they can ride given the correct supports.

Freedom Wheels bikes are quickly disassembled for easy transport and are specially built to meet each child's individual height, weight and therapeutic needs.



ADAPTABLE SOLUTIONS

This range of products are designed for children to promote independence. Adaptable Solutions includes supportive seating, step and rails and mobility assistance.

Many of these designs are adjustable so they grow along with the child.

THE YEAR PAST: TAD'S 40th AND A TIME OF CHANGE

After 40 years TAD is still as relevant as when it was formed, and often the only option for people searching for the one piece of equipment that will change their life.

The future is bright. The changes made to prepare for the introduction of the National Disability Insurance Scheme (NDIS) have helped us become leaner, more efficient and increasingly customer-focused.

While continuing to work with our clients to improve their lives, we have launched projects to transform the organisation and how we operate. These include a brand refresh to update marketing tools; remodelling of some standard product designs; introducing software systems to make life easier and capture better data; implementing NDIS pricing models; recruitment of new team members to support delivery of strategic priorities; and creating new workshop and office space at Northmead.

To say we are proud of the resilience and hard work of our volunteers and small staff team is an understatement.

All the change of the past 12 months underpins the goal of maintaining the financial sustainability of TAD. We have assessed this sustainability by modelling our results to exclude the subsidy received from the TAD Foundation (investment account) and State Government funding (which ends in 2018). In the period July 2015 to June 2016 financial performance has been the best in the last 10 years.



This result demonstrates the success of changes made in the last two years and is heartening as we work to become less reliant on our investments and prepare for the end of government funding. As always, TAD's purpose is to change the lives of people living with a disability by providing personalised equipment, technology, and services.

The new volunteer group structure and increased responsibility of our Volunteer Coordinators has led to a number of improvements, including in project allocations, communication and engagement, volunteer recruitment, networking between groups, as well as to customer service.

We would particularly like to thank the coordinators who take on this role in addition to project work, and whose time, energy and contribution benefit our clients and strengthen our volunteer network.

We would also like to thank supporters who have helped this year including the Hamon Family, the Jibb Foundation and long-term Platinum Partner GIO and many more.

This report includes more information about our strategic achievements as well as client stories, our activities throughout the year, our key measures of success and some special tributes.



We look forward to continuing to work for the year ahead to continue to change the lives of those living with a disability.

Best Regards

A handwritten signature in blue ink that reads "Monica Vardabasso".

Monica Vardabasso
Chairman

A handwritten signature in blue ink that reads "Danny Kapustin".

Danny Kapustin
Chief Executive Officer



STRATEGIC ACHIEVEMENTS

The year began with a fresh strategic plan created for twelve months with a focus on building efficiencies and growth in the new NDIS environment and was split into five core areas.

1. BUILD & STRENGTHEN PARTNERSHIPS

To celebrate our 40th anniversary we were fortunate to have a reception hosted for us by the Governor General at Admiralty House. This opportunity helped us to better engage with our government and corporate stakeholders in addition to the NDIA and other major disability organisations. It gave us a chance to reflect back on the last 40 years and celebrate the amazing work that our volunteers do.

To build our awareness and referrals, so as to widen the reach and delivery of our services, a Community Awareness Officer was appointed. Chris Tynan (also an Occupational Therapist) started in February 2016 and is an integral part of a sales plan which is already showing a growth in products and service demand. In the past TAD traditionally relied on word of mouth referrals and repeat referrals - this new approach is focussed on building relationships with therapists, special schools and other disability support organisations and in the first instance is aiming to promote Freedom Wheels but will be expanding to our other services. This strategy has also been complemented by the work of our new Communications and Events Officer.

As Freedom Wheels is a national service delivered by the organisations that make up TAD Australia, work has commenced to bring increased consistency to the marketing, product and pricing of the bikes to clients across Australia which we feel will over time bring further growth.

2. GROW OUR FUNDRAISING & GRANTS

Our Spring Cycle campaign saw our highest number of riders and funds raised than any previous year and focusing on cyclists who feel a great affinity for our Freedom Wheels service continues to pay off.

Our grant program grew with a focus on supporting clients not covered by the NDIS and we received a very generous \$100k grant from the Jibb Foundation to refresh the Freedom Wheels design and build a showroom, special riding track and dedicated assessment centre in our Northmead building. This exciting project has commenced and is due for completion June 2017.

3. IMPROVE OUR EFFICIENCIES & SYSTEMS

A review of our general overheads, corporate services and staffing expenses saw a large reduction in costs compared to previous years. Regular reviews of key costs will continue to secure further savings wherever possible.

A quality assurance system has been formalised for projects dispatched from the Northmead office and pilot systems in consultation with volunteer groups have commenced to better ensure quality and consistency.



The TAD Northmead office underwent significant renovation to create a second workshop to increase opportunity and collaboration for volunteers without home workshops or who prefer to work onsite.

This has resulted in the Freedom Wheels workshop now being dedicated to the bike service only. A dedicated sewing space was created and a new volunteer recruited to assist with our sewing needs which would have been difficult previously where the sewing projects were done in the Operations office.

The Administration and Development teams have moved downstairs to build better cohesion and improved communication between teams and free up the first floor for the showroom and assessment centre project. These projects could not have been possible without the generous support by the Ian Potter Foundation, the James N Kirby Foundation and the Jibb Foundation.

The implementation has begun for two new software systems: Salesforce and QuickBooks Online (an integrated CRM and accounting system) and these will replace three other systems we have had and significantly improve data collection, integration and ease of use with all teams using one system. It will also improve access for clients with an online application form being developed to integrate with plans for a new website.

Rationalisation and standardisation of our Adaptable Solutions range has commenced with a redesign of the main four products underway. The first item is a mobility walker that is in prototype stage currently to improve the functionality, adjustability, look and feel and ease of assembly. Ultimately, the aim of the project will make our products more attractive and usable for our clients as well as reduce delivery timeframes.

4. PREPARE FOR THE NDIS

Pricing changes have been implemented with a price level to cover costs of services for clients accessing funding and a subsidised price for self-paying clients (thanks to grants and fundraising) who might live in areas that the NDIS has not yet rolled out in. These changes ensure that TAD is receiving full cost recovery and will be financially sustainable under the NDIS model where our government subsidies cease.

A comprehensive market analysis was undertaken to better understand our client's needs, the demand in the market, our competitors and the need for the right products at the right price. The results have been used to form our marketing and sales strategy as well as our product redesigns.

All volunteers were required to undergo Police and Working with Children Checks to meet the probity requirements of the NSW Government and the future requirements of the NDIS. All staff continue to maintain this requirement.

“The processes and communication were transparent throughout the whole process, the volunteer was accommodating and completed high quality work for the client.”

Kellie Shuttleworth,
Centacare Community Options

5. RENEW & ENGAGE OUR WORKFORCE

SharePoint was implemented so all staff and volunteers have a central access point for forms, policies, calendar, chat room and blog to better facilitate communication and document sharing. It also allows a quicker online submission of reimbursement requests and accident and incident reports.

We've also created a centralised database of volunteer skills with a regular update to support project allocation for clients and other internal projects. This has also included piloting new systems to allocate client projects to volunteers so we can better use our workforce, speed up timeframes for project delivery and spread work more evenly across the volunteer base.

All staff position descriptions were reviewed and KPIs implemented in addition to a new, six monthly performance review system which was introduced to ensure the team is receiving feedback regularly and are supported to meet their development needs.

A new, more interactive Volunteer Conference was launched to provide information sharing and networking opportunities to volunteers and to recognise their work and celebrate their achievements. The feedback received will refine the model for the future events.

The first Volunteer Coordinator meeting was also held with a representative from each group from around NSW joining together for a one day workshop to better share information across regional boundaries with an aim to create a better sense of team and consistency – something that had been lacking especially with the more remote groups.



LOOKING TO THE FUTURE

We will continue to grow our services to help more people, and continue to improve access to our services and efficiency of our operations.

KEY PROJECTS:

1

Refresh the Freedom Wheels design, create a dedicated assessment centre and showroom at the TAD Northmead office with thanks to the Jibb Foundation.

2

Refresh our Adaptable Solutions range to improve the designs and the build methods.

3

Create two new websites tailored to clients to improve access with online application forms.

4

Grow relationships with therapists, support organisations and schools to increase referrals with an initial focus on Freedom Wheels.

5

Continue to improve our customer service with system improvements and training and development for staff and volunteers to improve our NPS scores.

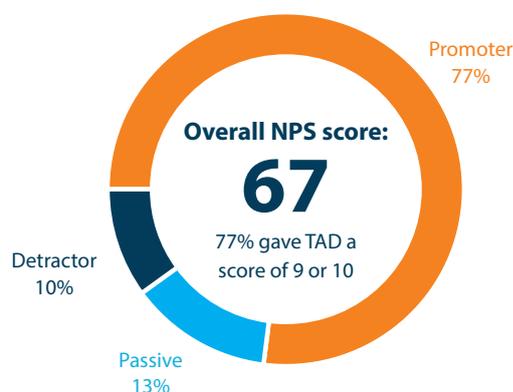
HOW DO WE MEASURE SUCCESS?

In addition to project number growth and financial measurements, this year saw a new way of measuring our success using the Net Promoter Score (NPS). The NPS is a way to determine how likely someone is to recommend a product or service to another person thereby indicating their level of loyalty and likelihood of 'telling a friend' about TAD. The maximum score achievable is 100 and the lowest score -100.

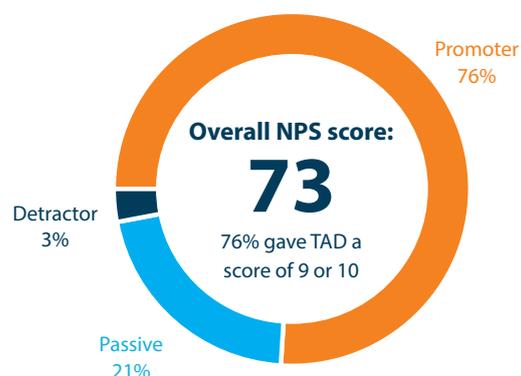
We are incredibly happy with these first results which are very positive and are looking to further improve them in the year ahead.

2015-2016 NET PROMOTER SCORE RESULTS:

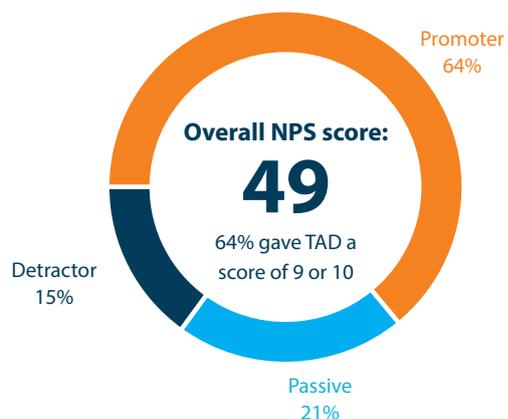
TAD CLIENTS



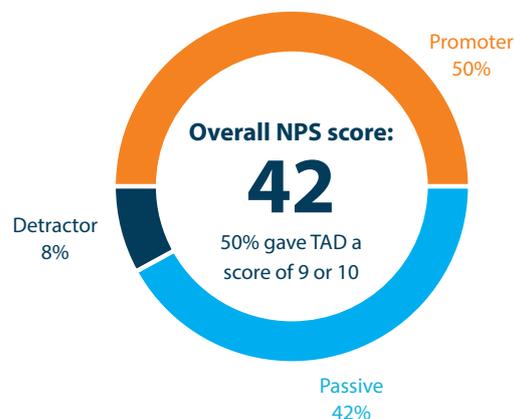
TAD REFERRERS



VOLUNTEER ENGAGEMENT



STAFF ENGAGEMENT





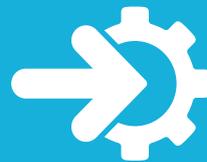
68

**FREEDOM
WHEELS**



99

**ADAPTABLE
SOLUTIONS**



268

**UNIQUE
SOLUTIONS**

WHAT IS THE NATIONAL DISABILITY INSURANCE SCHEME (NDIS)?

The NDIS is a national scheme designed to bring increased choice and control to people living with a disability by providing individualised funding packages to be used for a variety of support services and assistive technology. The traditional model of funding organisations (block funding) is being phased out and organisations will need to attract clients and price the services differently to be sustainable.

HOW DOES THE NDIS IMPACT TAD?

The NDIS means TAD needs to be more outward facing, change our pricing structure and market our services to raise awareness to attract more clients.

To achieve this a Community Awareness Officer position has been created to build relationships with therapists and other support organisations and execute our sales and marketing plan.

This will ensure that all people who need our personalised assistive technology to achieve their goals will have access and we thank our volunteers and supporters for continuing to make this a reality.

OUR PEOPLE

OUR VOLUNTEERS

Our volunteers are the heart and soul of TAD. Over 100 volunteers dedicate their time, skills and energy to produce life-changing solutions to people in their communities. They are our core workforce and many have spent decades donating their time and skills.

TAD's Annual Volunteer Conference was held in November with representatives attending from across the state. The conference built cohesiveness and gave volunteers an insight into the new NDIS and direction of TAD.

Our Volunteer Group operations were centralised allowing consistency of operations and price, reduction of risk, improved efficiencies and increased opportunities.

The Central Coast and Albury Groups ceased operations during the year. New relationships are being developed to create a new Central Coast group in the future. Volunteers in the Hunter and Sydney have worked to ensure clients in these areas continue to receive the personalised equipment they need to meet their goals.

The Hon. John Ajaka MLC, Minister for Disability Services presented the Premier's Volunteer Recognition Awards to the following volunteers:

- **Jim Barrett**
- **Geoff Bishop**
- **Rob Blackadder**
- **Bob Joseph**
- **Roger Knight**
- **Barry Lees – for 25 years of service**
- **David Low**

Damien Tudehope MP presented the Premier's Volunteer Recognition Award to **Gail Tang-Demetriou** for her outstanding contribution to the NSW community. Gail has been on the Board of TAD for 25 years.

Andrew Every also received recognition for his contribution as a TAD Director with Gabrielle Upton MP presenting him with a Premier's Volunteer Recognition Award.

Three new committees were established to oversee and contribute to TAD's operations and financial capacity. A Continuous Quality Improvement Committee, a Finance and Risk Committee and an Investment Committee.

OUR STAFF

This year saw TAD's staffing structure revised to better align with the strategic plan. Project Coordinator, Event and Communication Officer and Community Awareness Officer roles were created.

The Project Coordinator roles will ensure a high standard of customer service is delivered to clients and volunteers are better supported with one contact point at the Sydney office.

The Communications and Events Officer will increase and improve our communication to the sector and supporters to support the work of the Community Awareness Officer who is building relationships in the sector and promoting TAD services to the public and therapists.

The two key teams are the Development Team who undertake customer service, marketing, communications, administration and fundraising projects, and the Operations Team who deliver our three services and support the volunteers.

OUR BOARD

**Monica Vardabasso BA (Communications),
DipLaw, MBus, FPRIA**

Principal Manager Communications & Stakeholder Engagement, Transport for NSW
Chairman

Gail Tang Demetriou BSc Studies, MSW, MAASW

Social Worker, Policy Analyst, Teacher
Deputy Chairman

Rod Weir FCA

Chief Financial Officer, Pooled Energy Pty Ltd
Company Secretary

Andrew Every BComm, CA

General Manager Commercial and Content, Telstra
Director

Marianne Hammerton BA(Hons), MA, MIPAA

Public Service Executive (Retired), Consultant
Director

Matthew Kayrooz BSc

Head of Accident & Trauma, Personal Injury Portfolio & Products, Insurance, Suncorp
Director

William Phippen OAM, BSc, BE, FIEAust

Manager, Railway Resource Centre,
Australian Railway Historical Society
Director

**Camilla Love GAICD, F.FIN. MBA (Exec), B.A,
B.Com, Dip Fin Advising, M. Applied Finance, Dip.
Company Directors**

Senior Manager, Institutional Business,
Perennial Value Management
Director (Joined February 2016)

Sujeet Rana MBA (Exec), BCompSc, MAICD

General Manager Customer Technology,
Woolworths Group
Director (Joined February 2016)

Lali Wiratunga LLB Hons, MBA (Exec)

National Manager, Social Sector Segment & Davidson
Institute, Westpac
Director (Joined February 2016)

FAREWELL BILL

In 2015 we farewelled one of our volunteers of over 20 years, Bill Jenkins. Bill built hundreds of custom equipment pieces from his garage for people with disabilities and was the Coordinator of the Macarthur Volunteer Group. A fitter by trade and an engineer, he used these skills to make bath chairs, standing frames and other custom solutions to improve the independence and daily lives of children and adults.

In 2013 Bill was awarded the NRMA Senior Volunteer of the Year award and talked about how he liked to volunteer because it helps to fill the time while helping people.

'You can't sit and twiddle your thumbs or can't spend all your time in the garden! The work is very satisfying. It's the satisfaction of knowing that I still have something to offer to make the lives of these families a bit better.'

'I like a bit of a challenge and there's no better feeling than knowing you've been able to come up with a design to help the kids.'

Bill's children Peter, Richard, Debbie and Allen made a significant donation in his memory which will fund the TAD Volunteer Conference for the next five years. By supporting our volunteers to continue to do the work Bill loved so much, we can help hundreds more.



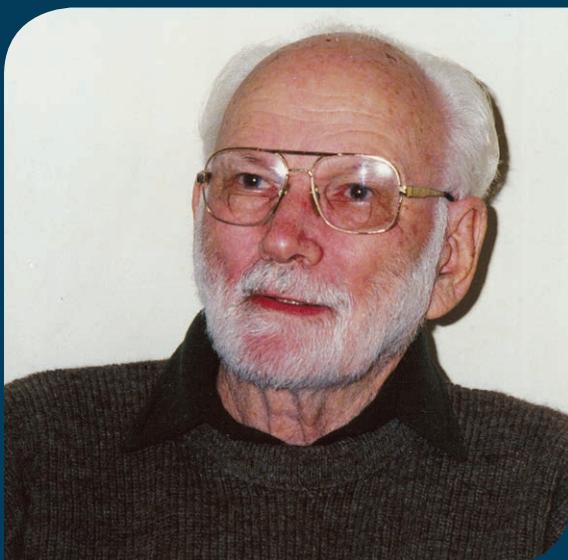
CHANGING LIVES

We sadly farewelled a great friend of TAD; Bruce Hamon. Bruce, like so many of our volunteers, was an engineer with a passion for helping people. In his 13 years of volunteering Bruce touched countless lives with his custom designs. He was dedicated and continually improved on his designs and others. Bruce was responsible for many of the Adaptable Solutions designs still used today.

In addition to his technical contribution, Bruce made a significant donation to help us purchase our office and workshops in Northmead. Now, after his passing Bruce again made an impact on TAD that will be long lasting - a very generous bequest.

This gift has been invested into a long overdue database system update and new website project which is due for completion in 2017. The increased efficiencies and increased access will mean more projects, less cost and quicker delivery time to our clients now and into the future.

The impact Bruce had on TAD and our clients will be felt for years to come, in the clients he helped, in our office and workshop, in our Adaptable Solutions range and in our work – changing the lives of people living with a disability.





RILEY'S RIDE

Ten year old Riley Weeding rode 12kms in the Spring Cycle on his special Freedom Wheels bike to raise funds for kids with disabilities to ride for the first time in their lives. Riley was joined by the NSW Attorney General and Spring Cycle TAD Ambassador Gabrielle Upton MP, his twin brother Bradley, family and friends.

Riley is living with cerebral palsy and gets around mostly using a wheelchair. He relishes the independence that riding a bike gives him.

“On his bike he is like everyone else,” says mum Tracey.

Special attachments enable his orthotics to fit the pedals and a special seat keeps him upright. Just as important is the boost to his independence, confidence and self-esteem that comes with his Freedom Wheels bike. For Tracey, Riley's Freedom Wheels bicycle “is not just a bike - It's something magic that has opened a whole new world for him.”

“We had such a great day, Riley was so proud to have ridden so far and even though he had a few blisters he pushed through. We loved it.”

Tracey Weeding,
Riley's Mum

Riley lead 60 riders in Team TAD and finished the ride from North Sydney, over the Harbour Bridge to Pyrmont with a cheer.

Riley was the superstar of the day being recognised for his Freedom Wheels bike along the course.

Gabrielle Upton, NSW Attorney General and Member for Vaucluse, rode the 50km ride with TAD CEO Danny Kapustin and Team TAD members.

The team from Pitcher Partners took on the 105km ride and funded six Freedom Wheels bikes for kids this year.

“It was fantastic, being out with lots of people in the community, supporting a cause like TAD. Riley is a very courageous boy and is very brave to take on such a challenge and that's where TAD makes it possible for kids like him to have a go,” says Gabrielle Upton MP.

TAD was proud to be the event charity partner at the Spring Cycle to raise awareness and funds for the Freedom Wheels program so everyone has a chance to enjoy the thrill of riding a bike.

40th ANNIVERSARY

It was a year of celebrations as we rang in our 40th year of providing innovative, unique solutions to our community. The highlight was an event hosted by Their Excellencies General the Honourable Sir Peter Cosgrove AK MC (Retd) Governor-General of the Commonwealth of Australia and Lady Cosgrove at Admiralty House.

The evening began with a special viewing of an anniversary video commemorating TAD's humble beginnings and encapsulating TAD's vision for the future.

Joined by the Hon. John Ajaka MLC, Minister for Disability Services representing the Premier, TAD volunteers, supporters, state MPs and Suncorp representatives, TAD celebrated 40 years of delivering our niche service.

Thanking everyone in attendance the Governor-General was pleased to be speaking to and about TAD's volunteers and his first encounter with TAD last October, where he and Lady Cosgrove toured head office and the Northmead workshop.

"If your first contact with TAD can be one or the other, you would want to go and meet the volunteers, go to the workshops where they assemble their brilliant offerings."

He spoke in high regard to those who generously give their time, skills and expertise to meet with clients, design and subsequently build products to meet each individual's needs.

"People who have the imagination and the skills to build unique devices that quite literally transform the lives of people with a disability."

"They help people overcome the challenges that otherwise seem insurmountable and live life to the absolute fullest."

"The 40 years that this organisation and their volunteers have been helping people overcome challenges and obstacles is more than most of us can imagine. It's a great contribution of technical skill, expertise and ingenuity but also a contribution of compassionate humanity where volunteers roll up their sleeves, with determination to help their fellow men."

Thank you to everyone who has contributed to this milestone – we simply cannot thank you enough.



“They help people overcome the challenges that otherwise seem insurmountable and live life to the absolute fullest.”

General the Honourable Sir Peter Cosgrove AK MC (Retd) Governor-General of the Commonwealth of Australia





THANK YOU

This year the wonderful trusts and foundations who supported our work this year and into the next. A variety of projects were undertaken during the year to support people living with disabilities achieve their goals and live more independently.

Projects included providing much needed subsidies to keep our solutions affordable for families and individuals, providing assessments free to families, expanding our clinics to reach even more kids, starting our Freedom Wheels redesign, showroom and dedicated assessment centre project and volunteer support projects.

GIO Insurance continued as our Platinum Partner supporting Freedom Wheels, volunteering and entering the GIO4TAD Team in the City2Surf to support even more kids to ride.

Woolworths chose TAD as the charity of the month in July 2015 and the recipient charity for their annual cricket day.

There are so many more individuals and organisations who have donated time and funding to make our work a reality and change the lives of people with a disability. We cannot thank you enough for your support, interest and commitment to our cause.

MAJOR SUPPORTERS

The Estate of the late Bruce Hamon
GIO Insurance
The Jibb Foundation
The Jenkins Family
The Danks Trust
The Fairbridge Foundation
The Baxter Charitable Foundation
Chain Reaction Challenge Foundation

KEY SUPPORTERS

Cecilia Kilkeary Foundation Ltd
Gregory Patrick & Marie Dolores Farrell Foundation
Coopers Brewery Foundation
The James N Kirby Foundation Ltd
Reserve Bank of Australia & Reserve Bank Benevolent Fund
Sidney Myer Fund
ANZ Staff Foundation
Courtney's Brasserie
Golden Stave Foundation
The George Lewin Foundation
Todd Family Foundation
Port Macquarie Rowing Club
Ashcroft High School
Mackellar Girls Campus

CLUBGRANTS

The ClubGrants program supported local clients and volunteers – thank you to the generosity of the following clubs:

Guildford Leagues Club
North Ryde RSL Community Club Ltd
Castle Hill RSL Club Limited
Beresfield Bowling Club
Co-Op Limited
Panthers Group
Bathurst RSL Club Limited
Carlingford Bowling, Sports & Recreational Club
Hornsby RSL Club Ltd
Dora Creek Workers Club
Campbelltown Catholic Club
Club Liverpool
Wallsend Diggers Club
Moss Vale Services Club
Avalon Beach RSL Club Limited
Mosman Returned Services Club

FINANCIAL REPORT 2015-16

COMMENTARY

Overall we finished the year in a surplus and significantly improved over the previous year.

Most notable was a significant reduction in reliance on Government funding and the TAD Foundation subsidy resulting in the most financially sustainable result we have achieved in the last ten years.

Key variances to note:

- We were able to significantly reduce our expenditure on staff costs compared to the previous year with a reduction in staff numbers and a more efficient structure.
- The reduction in fee for service revenue was a result of the transition out of the CSS service and the cessation of some regional groups. We are anticipating that fee for service revenue will grow over the next two years as we focus on growing services under an NDIS model.

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
Revenue and other income	\$'000	\$'000
Fee for service revenue	191	260
Grants and donations	1,326	1,156
Other income	18	6
	1,536	1,423
Less: expenses		
Materials and consumables used	167	197
Depreciation and amortisation expense	34	27
Employee benefits expense	780	1,006
Repairs and maintenance expense	13	10
Advertising expense	21	9
Office expenses	136	167
Consultancy and professional expenses	126	149
Other expenses	93	66
	1,373	1,634
SURPLUS/(DEFICIT)	163	(210)

BALANCE SHEET AS AT 30 JUNE 2016

	2016	2015
	\$'000	\$'000
Current assets		
Cash and cash equivalents	627	431
Receivables	26	102
Inventories	78	81
Other assets	16	–
Total current assets	749	614
Non-current assets		
Intangible assets	48	–
Property, plant and equipment	121	57
Total non-current assets	169	57
TOTAL ASSETS	918	672
Current liabilities		
Payables	100	42
Provisions	47	108
Other liabilities	281	203
Total current liabilities	429	354
Non-current liabilities		
Provisions	11	3
Total non-current liabilities	11	3
TOTAL LIABILITIES	441	358
NET ASSETS	477	314



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