



# Annual Report 2024 / 2025

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# Our Vision

Welcoming communities that value, respect and empower people with disability.

# Our Mission

Helping people live great lives.

# We Believe

Everyone Belongs.

## Our Core Values



### **Individuality:**

**Valuing people,  
employees, partners  
and services**



### **Respect:**

**Valuing choice,  
culture and diversity**



### **Empowerment:**

**Valuing abilities,  
goals and learning**



### **Belonging:**

**Valuing relationships  
and shared places**

Individuality is at the heart of our organisation. We listen and actively strive to provide flexible, tailored services to assist people in achieving their personal goals.

Everyone is equal and has the right to lead a good life. Through open communication, embracing diversity and valuing choice we respect every person all the time.

People are entitled to choose their own supports and we bring our experience and understanding when called upon. We know when to step up and when to stand back so everyone has a chance to shine.

Like peas in a pod, we are all the same at heart, and we belong together. Our community is one of acceptance and strength where everyone has a valuable contribution to make. Together we are stronger.



# A Message from the Chair

This past financial year has been a transformative one for Interchange WA, with a key milestone being the merger with Diversity South. The merger is more than a strategic partnership, it is a joining of two organisations sharing values, purpose, and a commitment to empowering people with disability. Together, we are stronger.

Honouring the legacy of Diversity South has been a guiding principle throughout this journey. We recognised the importance of what makes them unique, celebrating their contributions to the community, and honouring their history.

We were also pleased to welcome Monique Power from the Diversity South Board as a Director of Interchange WA. We extend our gratitude to the Board and the people of Diversity South for entrusting us in carrying forward their legacy.

The current economic and service delivery environment is not without its financial and clinical challenges, though we are not alone. Many of our industry peers face similar challenges in achieving cost-effectiveness while maintaining quality services.

I am proud to say that we remain highly regarded by those we serve, and many seek to replicate what we do. That said, we must always strive to do better.

The 2024/2025 financial year provided us a unique opportunity to progress our strategic goal to expand our Home & Living services and renew our commitment to quality supports that make a real impact in the lives of the people we support.

We are also delighted to welcome Alexandra McMillan to our Governance Committee, whose invaluable insight and expertise in clinical governance will strengthen our governance and leadership capacity.

Mal Cronstedt





Good governance demands more than good intentions, it also needs an authentic understanding of the sector and the everyday challenges that people we support face, something that is best understood through lived experience.

We are proud that three of our board members: David Renton, Monique Power, and myself, bring lived disability or lived carer experience to our decision-making. This perspective ensures that our service and governance remain purpose-driven, empathetic, and makes a positive impact on the lives of the people and communities we support.

As we look toward the future, we do so with renewed optimism and determination, committed to building a stronger community through Interchange WA, where every person with disability is empowered to live not just a good life, but a great one.

**Mal Cronstedt**

Chair, Interchange WA

## Interchange WA Board

**Chair:**

Mal Cronstedt

**Deputy Chair:**

Glenn Myers

**Chair of Audit & Risk, Secretary:**

David Renton

**Chair of Governance:**

Alexandra McMillan

**Members:**

Tanvi Haria

Monique Power

Sandra Holloway

Jamie Blair



Elizabeth (left) with  
Support Worker Chloe



# Words from the CEO

The last financial year marked a significant milestone in our journey, as two values-driven organisations came together with a shared vision, to create a greater and lasting impact in the lives of people with disability. This successful merger brought our people, values, and cultures together, building a stronger team with smoother processes, wider reach, and a renewed focus on delivering quality services that truly matter.

I am pleased to share that we successfully completed our first NDIS audit since the merger. It is a great achievement that reflects our commitment to quality services and continuous improvement. I would like to extend my thanks to everyone who contributed to this great outcome. As part of our commitment to quality, we strengthened our quality and clinical governance team this year. This enhancement helps to ensure we deliver safe, effective, and person-centred supports by equipping our frontline teams with the training, guidance, and frameworks they need to succeed.

The great work delivered by our team has not gone unnoticed. It has been a true highlight to see our employees recognised for their outstanding contributions, both at the WA National Disability Support Awards 2025 and through our internal iThink You Are Awesome program. It is the passion and dedication of our people that makes a positive difference in the lives of the people we support.

We do recognise the NDIS continues to experience significant change due to the implementation of the recommendations from the Disability Royal Commission, NDIS Review and legislative and regulatory change. Change will continue over the following years and will impact providers and participants alike. We are committed to guiding our people through this change as a quality registered provider helping our employees and the people we support to live great lives.

Looking ahead, our focus is clear-to consistently deliver exceptional services with quality care and be a great employer to our valued staff. Thank you to all the people who have supported us and contributed to who we are and what we have achieved together.

**Justin O'Meara Smith**

Chief Executive Officer, Interchange WA



**17**

Employees celebrating 10+ years with Interchange WA



**94**

Interchangers were nominated for the iThink You Are Awesome award



# Meet the Executives



**Justin O'Meara Smith** has been the Chief Executive Officer of Interchange WA since February 2017, bringing over 20 years of experience in disability services. He aims to provide personalised and flexible support for people with disability to enhance their quality of life.



**Anne Mecham**, our Chief Operating Officer, has over 20 years of experience in health and disability sectors, focusing on community customer engagement and strategic leadership. She collaborates with our employees, teams and external stakeholders to support people with disability to live fulfilling lives within their homes and communities.



**Gautam Gupta** brings extensive experience as a Chief Financial Officer in the not-for-profit sector, having spent the past 15 years supporting aged care and disability organisations. He is motivated by a strong sense of purpose and a passion for helping people achieve their goals.

# Merger News & Updates



Since the successful completion of the merger between Interchange WA and Diversity South, we have made significant strides in aligning our operations and strengthening our shared mission. A key milestone has been the smooth integration of the Mandurah office, which now proudly reflects our unified branding and values.

We are also pleased to report that the Diversity South Advisory Group has continued its meetings. This initiative provides a valuable platform for open dialogue, bringing together team members, customers, and their families to share insights, experiences, and ideas.

These conversations are helping shape our future direction and ensure that our services remain responsive, inclusive, and community-driven.

Together, we are building a stronger, more connected organisation. One that continues to champion choice, inclusion, and empowerment for all.

Diversity South, now part of Interchange WA, is focused on helping the people we support enjoy positive experiences in their homes and through community activities.

Shirley (left)  
with Support  
Worker May Lee



# Championing Lived Carer Experience in Leadership: Monique's Story

For Monique, life changed forever when her first daughter was born with a rare disability and later diagnosed with a complex medical condition. That experience reshaped her life, her career, and her sense of purpose.

Today, Monique is not only a devoted mother to her two young daughters but also a passionate advocate for families of children with disability. She now sits on the Interchange WA Board, bringing with her a wealth of lived experience that is helping to shift how leadership in disability services is defined.



**Becoming a parent to a child with disability completely changed the trajectory of my life.”**

Monique said that she moved away from working with government agencies to focus on understanding how their systems actually impact families on the ground. She used her skills in the industry and her education to start a social impact organisation called ‘RippleAbility’ that supports families as they navigate complex systems of support throughout their caring journey.

## **Navigating Complexity, Creating Change**

Monique understands both the challenges and rewards of being a carer. She emphasises the importance of finding the right support network. Without it, families can find themselves isolated and unable to take part in opportunities that could benefit them and their communities.



**I hope that by sitting in these spaces, I represent an underrepresented part of our community and create conscious thought about how to provide more opportunities for people who have not historically been given this chance.”**

For Monique, leadership is not just about strategy, it is about authenticity. Her insights challenge assumptions and bring the realities of families into conversations that shape services, programs, and systems.



## Interchange's Role in Representation

Interchange WA is committed to appointing leaders who bring diverse and lived carer experience to its governance. For Monique, that alignment was key to joining the Board.



**I believe in Interchange WA's foundational story, and if it honours its roots, it can be a wonderful point of difference for the most complex people in the disability community."**

Her vision for Interchange WA is bold: moving towards Supported Independent Living options that embed people with disability in their communities, enabling them to shape their own lives. Monique would love to see more people with disability living purposeful lives that are unique to them. Not just in the spaces that are made available, but in spaces they create and define for themselves.

## A Message to Parents and Carers

When asked what advice she would offer families just beginning their journey, Monique doesn't hesitate: "Build your networks, you can't do it alone. Understand the difference between being a parent and being a carer. One of those roles can be shared, the other cannot. Don't be afraid to ask for help. And most importantly, foster authentic, organic relationships for your child. Transactional care is necessary, but friendships and community are what will sustain them in the long run."

## Leading with Lived Carer Experience

Monique's story is not only one of resilience and advocacy, but also of the power of lived experience in shaping better systems, policies, and communities. Her voice on the Interchange WA Board ensures that the realities of carers and families are represented at the highest level of decision-making. For Interchange WA, her leadership is a testament to our organisation's commitment to inclusion, not just in services, but in governance.



**By valuing lived carer experience, Interchange WA is modelling the future I want to see, one where families are supported, children are integrated, and people with disability are truly at the centre of decisions that affect their lives."**



Board member Monique







Sue (left) with  
Support Worker Melissa



# Living Life Her Way: Lisa's Story of Growth & Gratitude

## Meet Lisa

Lisa has a warm and positive personality that makes people feel comfortable and welcome. Whether she is sharing stories from her outings or enjoying a quiet moment with her housemate, Lisa's presence is a beautiful reminder of the joy found in everyday moments.

“Lisa is such a happy person. I love how grateful she is for all the little things life has to offer, it definitely rubs off on me.” says Lori, Lisa's Support Worker

## Independent Living in WA

Just over a year ago, Lisa and her family made the move from New South Wales to Perth, a decision that marked the beginning of a transformative journey. Now living closer to her brother, nieces, and nephew (whom she adores), Lisa has embraced the lifestyle and opportunities WA has to offer. She has also begun her Supported Independent Living (SIL) journey, which has brought newfound freedom, confidence, and personal growth. While chatting about her story, Lisa was out enjoying nature with Lori, spotting dolphins along the coast. It is moments like these that reflect the richness of her new life.

Lisa shares a two-bedroom apartment with her housemate and thrives in the independence this arrangement provides. She chooses and prepares her own meals, often sharing them with her housemate or her Support Team. Her love for cooking shines through in her favourite dishes, like gluten-free chocolate brownies and café-style avocado smash with eggs and cheese.

“She's grown so much emotionally and personally. Independent living has truly transformed her life.” says Lori

Together, Lisa and Lori make a great team, choosing healthy meals, staying active through gym sessions, Pilates, and long walks.

Lisa (right) with Support Worker Lori





### **Creativity & Connection**

Lisa is a creative soul. She loves arts and crafts, drawing, painting, scrapbooking, and playing games like 'Guess Who' and 'Bingo'. She is also an avid reader and enjoys a wide range of TV shows and movies, truly an all-rounder when it comes to hobbies. But Lisa is not just a homebody. She flourishes in her community, loves music and dancing, and enjoys being out and about. A recent highlight was attending an ABBA tribute show with Lori, a dream come true!

### **A Heart full of Care**

Lisa is known for her caring nature. She is always checking in on those around her, making sure everyone feels looked after, cared for, and cherished. Her kindness is a constant presence in her home and community. She also has some wonderful personal goals that reflect her adventurous spirit and commitment to growth. Lisa dreams of going on a holiday, possibly to New Zealand and the excitement is real!

### **Stepping Up & Speaking Out**

Lisa has been making incredible progress in building her confidence and becoming a voice for inclusion in her community.

One of her proudest moments came when she was invited to speak at the City of Mandurah Healthy Me Connect Program. Despite feeling nervous at first, Lisa was well-prepared thanks to the support of her team. With several practice sessions at home and leading up to the event, she stepped onto the stage with confidence.

“My friends were cheering me on, and I was so happy that all my hard work paid off.” Lisa shared

Lisa is also working hard to improve her verbal communication with the support of a dedicated speech therapist. Her determination is inspiring, and every step forward is a celebration.

Her growing confidence has opened even more doors. She became a face of the Fun Fit for Everyone flyer for the Mandurah Aquatic and Recreation Centre and proudly appeared on the cover of the [City of Mandurah Inclusive Sport and Recreation Guide](#).

Now a familiar and inspiring presence in the local inclusive fitness scene, Lisa not only participates but also represents the spirit of inclusion, health, and fun, showing others what's possible when you step up, speak out, and never stop growing.



# NDIS Audit Success: Another Milestone for Interchange WA

This year, we completed our first NDIS Audit since merging with Diversity South. The outcome was outstanding with zero non-conformities across our core services: Social and Community Participation and Home and Living. This achievement reflects our ongoing commitment to quality, safety, and continuous improvement. What makes it truly special is how the teams came together just six months into the merger to deliver a remarkable audit result, proving once again that we are stronger together.

## A Team Effort

We extend our thanks to everyone who contributed to the audit preparation. The auditors commended our partnership approach, noting the professionalism and dedication of our employees.

“Interchange WA is a large organisation with a small organisation feel. We saw teamwork in action, felt very welcome, and witnessed the values of empowerment and belonging clearly brought to life through the staff.”

This feedback reinforces the culture we have built. One that prioritises connection, inclusion, and excellence.

## Audit Highlights

- **Zero non-conformities** in all aspects of direct care and governance.
- **Strong participation** from the people we support, their carers, and our employees.
- **Two non-conformities** identified in Plan Management, both related to brand new NDIS requirements. These were promptly addressed by verifying Plan Manager credentials and supporting professional memberships to meet updated standards.

▼ Brian (right) with Support Worker Joanne



# Audit Testimonials from Customers & Families

"Good teamwork. Interacting with me and the other agencies. We work together to solve any problems."

"They really understand the individual and value community participation."

"The staff are brilliant. They listen to him, and they take on board what I say."

"They take the time to recruit Support Workers who now know him well and understand his needs."

"We've never had an instance where I've raised an issue and they haven't been responsive."

"They try very hard to accommodate us and make sure employees have the right training."

"There is a very good team around her. They encourage her to do her own things."



# Driven by Purpose: A Governance Team Committed to Impact

This year, Interchange WA strengthened its commitment to safe, high-quality services by investing in clinical governance, quality and employee training.

## **Governance & Quality Compliance Team**

Our Governance & Quality Compliance Team ensures services meet NDIS standards and deliver safe, person-centred care. The team is overseen by our COO and guided by the Governance Committee, chaired by board member Alexandra McMillan, an experienced healthcare leader with expertise in clinical governance and strategic care delivery.

### **Key roles include:**

- HR Manager: Partners with operational leaders to monitor safe work practices.
- Quality Leads: Works with Support Teams to ensure compliance with NDIS rules, including restrictive practices and reportable incidents.
- Team Review: Roles within the Governance Team are being reviewed to strengthen high-intensity support delivery.

## **New Role: Clinical Supports & Training Coordinator**

We introduced a new role to lead improvements in training and clinical support. This new role will address key areas of risk and continuous improvement related to Support Worker training and assessment competency, particularly in relation to clinical, complex, and high-intensity support requirements. We welcomed Tristran Ball-Hornblow who has over 20 years of clinical and training experience. Through him we are refreshing our learning framework, updating our online training modules and enhancing capacity to develop training and competency assessments.

### **Looking Ahead**

- We are rolling out a new Internal Audit Framework that aligns with NDIS Practice Standards and our Clinical Governance Framework.
- A refreshed employee training framework is also being implemented to ensure our team continues to grow and deliver excellent care.

Anne (left) and Tristran are part of our Clinical Governance Leadership Team







Jacob (left) with  
Support Worker Craig



# Interchange WA is like family:

## Meet Trevor

We are celebrating Trevor and his thriving veggie garden. His dedication in the garden is rewarding him with fresh and healthy produce. Often, only moments pass between a vegetable being plucked from the soil and sizzling on Trevor's pan or being served on his plate. It is a beautiful rhythm of care, harvest, and nourishment in Trevor style.

But Trevor's love for growth and achievement does not stop at the garden gate. He is always eager to explore his community and discover what the city of Perth has to offer. Whether it is challenging his Support Worker to a round of mini golf, visiting animal parks and dinosaur exhibitions, or creating stunning woodwork at the local men's shed, Trevor embraces each experience with curiosity and joy.

Trevor's goal is to continue living independently, feeling safe and comfortable in his own home and community. He is keen to learn new skills and gain knowledge that supports his journey to live well. With guidance and support, Trevor is building a life filled with purpose, connection, and confidence.

Though his family lives overseas, Trevor finds companionship, trust, and reliability in friends as well as his Interchange Support Team. To him, Interchange WA is not just a service: it is like family.

They are there for the everyday moments and the big milestones, helping Trevor thrive in the life he is creating for himself. His excellent Support Team brings warmth and dedication to every interaction. For Kylie, one of his Support Workers, supporting Trevor has been an incredibly rewarding experience. Trevor, being a motivated, well-travelled, and deeply appreciative person, has shown Kylie that resilience comes in many forms, and that strength often shows up in quiet, determined ways.



**It's been so inspiring to watch Trevor bring his garden to life" Kylie shared**

It is an absolute delight to see Trevor's growth and we are excited to witness where his journey will take him.

Trevor (left) with Support Worker Kylie





# Our WADSA Finalists

In 2025, our commitment to empowering people with disability and fostering inclusive communities was proudly shared through our three wonderful nominations for the [WA Disability Support Awards](#) (WADSA). We are incredibly proud that all three of our entries were selected as finalists in their categories. This prestigious acknowledgment celebrates the dedication and compassion of our team in delivering person-centred support that truly makes a difference.

We extend our heartfelt congratulations to our three remarkable finalists. Their achievements embody the spirit of Interchange WA and the values we hold dear. Let's take a closer look at each of their inspiring stories.

## Celebrating Hayley & Christine

Our first WADSA finalist Hayley, was nominated in the category 'Excellence in Disability Support Work'. Her profile shines a light on the incredible partnership between Hayley and Christine, one of our valued Interchange WA customers. What began as support during pool-based physiotherapy sessions has grown into a powerful journey of advocacy, empowerment, and change.

With Hayley's unwavering support, Christine has transformed personal challenges into a platform for progress, becoming a passionate advocate for beach accessibility across Western Australia. Together, they have not only opened up new opportunities for Christine to enjoy our beautiful coastline, but they have also amplified the voices of people with disability in the community.

Hayley's dedication and Christine's determination are a testament to the impact of truly person-centred support. Their story is one of courage, connection, and creating lasting change.



◀ Christine (right) with Support Worker Hayley

### **Celebrating Sandra, Nicola & Marc**

Our second WADSA spotlight turns to Support Workers Sandra and Nicola, who were nominated in the category 'Excellence in Supporting Employment Outcomes'. Their vision and dedication have helped Marc, one of the people we support, turn his passion into a meaningful career. This WADSA finalist story celebrates a journey built on belief, perseverance, and person-centred support.

Marc, a young man with a deep love for motor vehicles, began volunteering at a local car dealership with the encouragement and guidance of his support team. Through their consistent support and Marc's drive, this opportunity has grown into a paid role, an incredible milestone that reflects the power of tailored support and the importance of nurturing individual strengths.

Marc's story is a shining example of what is possible when people are supported to pursue their goals. We are proud of his achievements and deeply grateful to Sandra and Nicola for helping make this dream a reality.

### **Celebrating our Champion for Disability Rights, Janine**

Our third and final WADSA finalist is Janine, nominated in the category 'Excellence in Rights Promotion', whose relentless advocacy for Lucas and Christian exemplifies what it means to go above and beyond. Through her tireless efforts, Janine successfully secured a 70% increase in funding ensuring the boys receive the support they need to flourish.

Janine's work is a powerful reflection of our values at Interchange WA, where personalised, high-quality care is at the heart of everything we do. Her nomination for this prestigious award is a true testament to her unwavering commitment to disability rights and her drive to create meaningful, lasting change.



Janine (left) with Justin and Carolynne (Lucas' and Christian's mum)

Sandra (left), Marc (middle) and Nicola at the Gala

# Financial Report

## Strategic Investment and Growth

In the 2024/2025 financial year, Interchange WA continued to invest from its balance sheet in key areas of growth, governance, and risk management, aligned with our long-term strategic objectives.

A major milestone for the year was the successful merger with Diversity South, completed on 2 December 2024. This strategic acquisition marked the commencement of a new line of business: 'Supported Independent Living' (SIL) and expanded our geographic footprint into the Peel region. We are proud to welcome our new customers and employees into our great community. As a result of the acquisition, Interchange WA acquired net assets valued at \$4.27 million, strengthening our financial position and capacity to deliver high-quality services. We extend our sincere thanks to the dedicated team who led and supported the merger process with care and professionalism.



**276**

New Plan Managed customers (50% growth)



**47**

New Home and Living customers (294% growth)



**99**

New Interchangers joined our team (25% growth)

## Technology and Systems

Information and Communication Technology remains a critical area of focus. During the year, we initiated a comprehensive review of our Customer Relationship Management (CRM) system, while also investing in upgrades to other core systems to improve service delivery and operational efficiency.

We also commenced a strategic investment in branding and website redevelopment, aimed at enhancing our digital presence and accessibility for customers and stakeholders.

## Service Growth and Financial Resilience

Our Plan Management services continued to grow, with a net increase of 276 customers, rising from 341 in 2024 to 617 in 2025. This growth reflects our commitment to responsive, person-centred support in a challenging and evolving NDIS environment.

While navigating the complexities of the NDIS and managing within tight financial constraints remains demanding, our balance sheet and cash reserves remain strong. This financial resilience ensures we can continue to deliver on our promise of high-quality services, particularly for people with high-intensity support needs.

## Gautam Gupta

Chief Financial Officer, Interchange WA



# Strategic Plan 2025-2028

As we celebrate the achievements of the past year, we look ahead with optimism and purpose. At Interchange WA, our future is guided by a strong commitment to inclusion, innovation, and continuous improvement.

In 2025, we refreshed our Strategic Plan to shape our direction through to 2028. It highlights our core values and the vital role our employees play in delivering meaningful outcomes.

The years ahead offer exciting opportunities to grow our services, strengthen community ties, and enhance support for people with disability across Perth and Peel.

Our strategic objectives will steer our decisions, ensuring we foster an inclusive culture and uphold sustainable, accountable practices.

## Our Strategic Objectives

1

### People We Support

- Enhance participant experience through continuous improvement and meaningful relationships that foster trust, respect and belonging.
- Enhance our capability to meet the needs of people requiring high intensity or complex supports.

2

### Employees

- Build workforce capability through ongoing training to support the needs of people with diverse and higher support needs.
- Increase retention through open communication, structured feedback, and recognition programs.
- Strengthen workplace health and safety through proactive risk management and effective controls.

3

### Services

- Develop strategic alliances that complement and enhance our service delivery and add value to our stakeholders.
- Increase stakeholder awareness and our capability to deliver valued Shared Management and Shared Coordination services.
- Grow quality Home and Living offerings through collaboration and strategic partnerships that meet the unique needs of the people we support.

4

### Governance Framework




- Review and enhance our ICT investment to support our decisions and actions.
- Embed our Clinical Governance Framework for quality supports that are accountable, transparent, sustainable and achieve positive outcomes.
- Build sound financial management to enhance our impact, outcomes, and sustainability.



We wish to acknowledge the traditional custodians of the land we are on, the Whadjuk and Bindjareb people. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

At Interchange WA, we have been listening to people with disability and providing personalised supports for over 33 years. In homes. In communities. In the Perth and Peel region.

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