

2024 - 2025
Annual report

Vision for the future

Our Purpose

Enrich lives with compassionate and exceptional disability support

Our Vision

An inclusive society full of possibilities

Our Values

Commitment and Cooperation

Opportunity and Openness

Respect and Reliability

Excellence and Empathy

Acknowledgement of Country

Gateways acknowledges the traditional owners of the lands and waterways on which we operate. We recognise their continuing connection to lands, waters, and communities.

We further recognise the diversity, resilience, and the ongoing place that Aboriginal and Torres Strait Islander peoples hold in our community.

We pay our respects to the Elders, both past, present, and emerging; and commit to working together in the spirit of mutual understanding, respect, and reconciliation.





Table of contents

A message from the Chair 4
CEO Report 5
Committees 7

CLIENTS

Shaping support for tomorrow 9
Creating opportunities for independence and connection 12
Supporting independence, choice, and quality of life 15
Caring for the carers 18
Modernising governance to strengthen quality and safeguards 19

OUR PEOPLE

Building culture through connection 21
Building a digitally-driven organisation 23
Innovation through governance 25
Partnerships that open doors 26
Recognising Excellence and Dedication 27

OUR COMMUNITY

Strengthening community connections through events and fun fundraising 29
Easter Family Fun Festival 30
Golf with a purpose 33
Laying the foundation for future growth 35
Financial Statements 36

A Message from the Chair

This past year has been about strengthening Gateways for the future. To truly "enrich lives," we must remain financially sustainable, well-governed, and adaptable, continually reviewing how we work to deliver the best outcomes for the people we support.

This year we returned to a profitable financial result, an important milestone that positions us strongly for the future. We continued to strengthen our risk management framework, improve governance across the organisation, and advance our journey toward becoming a digitally driven organisation that uses technology safely and responsibly. Most importantly, we have continued to see the excellence and dedication of our team, whose compassion and professionalism bring our vision to life every day.

We are now one year into our 2024–27 Strategic Plan and have made strong progress alongside our CEO, executive team, and staff. We have strengthened our financial management, invested in technology, and simplified systems to improve how people experience Gateways. These steps are helping us build a more resilient, future-ready organisation that stays true to its purpose.

During the year we also saw changes at the board level. We farewelled Karl Morris, Cassandra Gravenall, Chris Davies and Jessica Eagles, whose commitment and leadership over many years helped shape Gateways into the organisation it is today. We were pleased to welcome Diana Gibson, David Johnston-Bell, Sonya Curciev, Graeme Howie and Dr Rachael Carling to the Board. Each brings valuable skills and fresh perspectives that will support Gateways as we move forward.

Looking ahead, the Board will continue to focus on strengthening Gateways' financial sustainability, governance, and strategic direction so that we can respond to the evolving needs of the community. With a strong foundation, a committed team, and a clear purpose, I am confident that Gateways is well placed to continue enriching lives for many years to come.



Jacquie Malloch
President



CEO Report

Over the past year, I've had the privilege of leading Gateways through a time of both growth and change. In a busy organisation like ours, it can be easy to focus only on the day-to-day and forget just how far we've come.

Looking back, I am proud of what we have achieved together and grateful for the commitment of our people, who continue to deliver compassionate, high-quality support to the children, young people, and adults who rely on us.

This was our first full year working to our 2024–27 Strategic Plan, and we've taken some big steps forward. We welcomed six new directors to our board, strengthening the skills and experience around the table, and established a new Human Rights and Practice Governance Committee. These changes have already had a positive impact on how we govern and the quality of decisions we make.

Internally, we continued to build a strong and capable executive team. Our new General Counsel has guided us through the complex legal and compliance requirements of a modern disability service.

We improved our ICT systems, moved all of our data securely to the cloud, and began implementing our AI strategy, important steps in becoming a truly digital organisation.

We have also made some tough but necessary decisions. This year, we exited Aged Care, Plan Management, and Therapy Services. While these were difficult decisions, they allow us to focus on the services we do best and make sure each one is financially sustainable. Every client affected by these changes was supported to transition to new providers that met their needs and wishes, something I am particularly proud of.

On the financial side, we were able to reduce a major overhead by downsizing our Thompson Road lease to a smaller, more suitable space. Our finance team has worked hard on a financial improvement plan that is already strengthening our sustainability and setting us up for future growth.

While much of this work has been about building strong foundations, we have also kept our eyes firmly on the future.

Over the next 12 months, our focus will be on continuing to grow our services, strengthen our presence in the communities we serve, and find new and innovative ways to meet the needs of people with disabilities. With a dedicated team and a clear strategy, we are well placed to build on our progress and create even greater impact.

I want to take this opportunity to thank every staff member and volunteer who has contributed to Gateways' success over the past 12 months. Your dedication and care are what make this organisation special. I also thank our board for their tireless work and unwavering support, which has guided us through a period of significant transformation.

Finally, I want to acknowledge the passing of our colleague Marina, who made a lasting contribution to Gateways and is deeply missed.

Gateways is more than a service provider, we are a community. Together, we will keep building on what we have achieved, staying true to our purpose of enriching lives with compassionate and exceptional disability support.





Rohan Braddy
Chief Executive Officer

Committee Members

Jacquie Malloch: Chair

Appointed 01.11.2021

Graeme Howie: Treasurer

Appointed 26.08.2024

Dr Bernie Jenner OAM

Appointed 01.11.1997

Sonya Curciev

Appointed 09.10.2024

David Johnston-Bell

Appointed 25.11.2024

Dr Rachel Carling

Appointed 25.11.2024

Diana Gibson

Appointed 25.11.2024

Thank you

We would like to thank the following former Board members for their service to Gateways Support Services:

Chris Davies

Appointed 29.07.2024 Resigned 14.07.2025

Cassandra Gravenall

Appointed 07.11.2018 Resigned 29.04.2025

Karl Morris

Appointed 17.08.2015 Resigned 26.11.2024

Jessica Eagles

Appointed 27.08.2018 Resigned 26.11.2024

We would like to thank our Committees for their dedication and service to Gateways

- Finance Audit and Risk Committee: Chaired by Graeme Howie
- Human Rights and Practice Governance Committee: Chaired by Dr Rachel Carling
- Governance Remuneration and Nominations Committee: Chaired by Sonya Curciev.

Our Clients



Shaping support for tomorrow

This year, Gateways' programs have experienced significant growth and evolution. We continue to respond to immediate community needs while driving transformative approaches that enhance how children, families, and services experience inclusion.

The Preschool Field Officer (PSFO) program is a clear example of transformation in action. In 2025, engagement requests in the South West more than doubled compared to the previous financial year. We welcomed an additional PSFO, bringing the team to six. Alongside our dedicated program administration support, this expansion ensures we can continue to meet the growing demands of the program.

By hosting the VICPSFO Conference and Annual General Meeting, the team helped shape sector-wide collaboration, ensuring lessons learned today pave the way for tomorrow.

Through the Victorian Department of Education and Training funded Kindergarten Inclusion Support Program Packages we placed over 200 Inclusion Support Additional Assistants (ISAA) in 120 kindergartens, creating more inclusive learning opportunities for children with additional needs.

This year's focus on upskilling staff, streamlining processes, and improving communication reflects our commitment to building systems that not only respond to current challenges but also prepare the workforce for the future of inclusive education.

The Kindergarten Inclusion Support (KIS) team strengthened its administrative and leadership structure to support long-term sustained growth, reinforcing its foundation to ensure services and children are supported with the consistency and stability they need during times of change.

Our Positive Behaviour Support (PBS) program supported over 120 participants and their families, delivering real outcomes for people that included reducing the use of restrictive practices, reductions in the use of medication and significant decreases in the use of behaviours of concern.

With the addition of a new Behaviour Practitioner, the PBS team is strengthening our capacity to shape evidence-based, sustainable support into the future.

Following a comprehensive review of program sustainability, Gateways made the decision to conclude its Therapy services in June 2025. Therapy has been a valued part of Gateways' support for children and families since the organisation's inception. However, shifts in the sector, including rising operational costs, limited funding growth, and workforce pressures, made the service increasingly difficult to sustain at the required quality and scale.

Throughout this period, our therapists played a critical role in supporting clients to ensure continuity of care and a smooth transition of their therapy supports. Clients were assisted to continue with their existing therapist, where possible, through private practice arrangements, or supported to transition to a new provider of their choice.

We are proud of the professional and compassionate way our team supported our clients through this change, prioritising their needs and ensuring continued access to therapy support.



Liam’s Mural: A vibrant symbol of inclusion

At Gateways, we are committed to creating environments that empower, support, and include everyone. At the end of last year we took another step forward with the official opening of our redesigned office space at Thompson Road, Geelong. The new space provides a more collaborative and community focused setting, enabling our teams to work more closely together in supporting our community.

A highlight of the space is a vibrant mural by Liam, A talented local artist with autism who first connected with Gateways at three and a half years of age. Liam discovered his passion for painting at 23 and has since become an ambassador for autism awareness in the Geelong region.

His mural captures the spirit of the many programs and activities Gateways delivers to ensure people with disabilities feel included and supported. Now the centrepiece of our office, Liam’s artwork is a daily reminder of the positive impact Gateways seeks to create. His story is a powerful reflection of the values we hold dear: community, growth, and inclusion.

As we look to the future, we remain focused on building inclusive environments where everyone belongs, and we invite our community to continue being part of this journey of connection and transformation.



Creating opportunities for Independence and connection

The community services team has continued to evolve and expand over the past year, welcoming new team members whose diverse expertise enhances our capacity to support clients across all service areas. This growth reflects our ongoing commitment to excellence, professional development, and responsive service delivery.

Our Social Connect day program underwent a significant transformation with the relocation of our Hunter Street program clients to our day program facility at Thompson Road. The transition was managed seamlessly, with clients adapting exceptionally well to the new environment. Engagement in group-based programs has been strong, with noticeable improvements in independence, social connection, and active participation.

This successful outcome is a testament to the professionalism and dedication of our staff. Their ability to create a welcoming, structured, and supportive space has been critical in helping clients feel safe, motivated, and empowered to achieve their personal goals. The program now offers an expanded range of group activities focused on socialisation, skill-building, and community engagement.

Looking to the future, we have plans to upgrade the on-site facilities, enabling us to build and expand on our range of life skills programs so that we can welcome more clients into our Social Connect program across the region.

The Social Connect volunteering program continues to offer our clients meaningful opportunities to contribute to their community, develop practical skills, and build confidence. This year our clients had the opportunity to participate in a range of volunteer placements, including hosting the sausage sizzle at Wallington's water, rural garden (WRG) community days, taking on Ambassador roles for Gateways' community events, or performing meaningful tasks around the Gateways head office.

The cooking and baking program remains a favourite, with clients involved in every stage, from planning and shopping to preparing meals and enjoying the final product. These sessions foster creativity, teamwork, and vital daily living skills in a relaxed and social environment.

Over the past year, we have provided Individualised Support to more than 150 clients at home and in the community. Our support workers focus on promoting client choice and independence through strong, personalised relationships. We take great care in matching clients with the right team members to ensure support is effective and goal oriented.



Our Camps program has delivered a range of enriching experiences for clients across all age groups. Locations this year included Warburton, Wilsons Promontory, Tootgarook, the Mornington Peninsula, and a unique glamping experience in Creswick. These camps provide safe and structured opportunities to build independence, strengthen peer connections, and simply have fun. We are currently exploring new models of service delivery to ensure our Camps program is accessible and affordable for clients of all ages.

Our Recreation program offers a diverse and engaging calendar of community-based activities for clients aged 6 through to adulthood. Programs are tailored to client interests and goals, with strong emphasis on peer connection and the development of social networks. Activities have included zoo visits, aquariums, theatres, and more.

A key highlight has been the continued success of the Urban Explorers group, originally formed during COVID-19 lockdowns. The group independently navigates Melbourne, Geelong, Ballarat, and beyond via trains, buses, and ferries, demonstrating the power of supported travel and exploration while building confidence and friendships.

We will continue to explore new recreation initiatives that reflect the evolving needs of our clients, particularly in Melbourne's western suburbs. Our aim is to create fresh opportunities for personal growth, community participation, and social inclusion, supported by a skilled and committed team.



How Adam’s birthday showcased the importance of individuality and fun

At Gateways, we are committed to supporting and celebrating what makes each person unique. This year, Adam, who attends our Social Connect program, marked his 29th birthday in a truly creative and joyful way.

Each year, Adam selects a special theme for his celebration. In 2024 it was Cartoon Network. In 2025, inspired by one of his favourite Play School presenters, he chose the ABC as his theme and asked to be called Alister for the occasion.

With the support of Gateways staff, Alister spent months planning the details. He handcrafted stuffed teddies of ABC characters, carefully selected songs for the day, and worked with staff to bring his vision to life. On his birthday, Social Connect participants and members of the wider Gateways team joined together, dressed as characters, singing, dancing, and celebrating Alister’s creativity and individuality.

Social Connect is designed to help people pursue their passions, make friends, and share their ideas in a supportive environment. For Alister, his birthday was more than a party, it was a chance to express himself, showcase his interests, and feel the joy of belonging. Looking ahead, Adam is already planning his 30th birthday celebration with a Thomas the Tank Engine theme. In keeping with tradition, he has given himself a special role as the Conductor and asks that everyone call him by this title. Each staff member he meets is also assigned a character to play and dress up as, adding to the fun.

Stories like Alister’s highlight the importance of creating opportunities that empower people to celebrate who they are and what makes them happy. At Gateways, this is at the heart of everything we do.



Supporting independence, choice, and quality of life

Through our Supported Independent Living (SIL) program, we provide tailored support to individuals living in both shared and individual homes, helping them build skills, increase capacity, and live in ways that reflect their personal needs, preferences, and goals.

Clients are supported to engage in their communities, strengthen relationships, and build social and economic participation, whether through supported employment, volunteering, or enjoying leisure activities with others. Importantly, we ensure each client's home feels like their own, with supports designed to enhance comfort, security, and independence.

In 2025, Gateways provided accommodation across 27 sites throughout South-East Melbourne, Geelong and South West, including three Child and Youth Services homes, and a respite home in Warnambool. Over the past year, we have:

- Strengthened partnerships with Specialist Disability Accommodation (SDA) providers, ensuring a pipeline of safe, modern, and needs-appropriate homes.
- Welcomed new participants in the Barwon region, including one who joined a three-person service, strengthening staffing capacity and enhancing support for all residents.
- Supported clients to transition into homes better suited to their lifestyles:
  - one long-term client moved into a more suitable home that better meets his needs.
  - another transitioned from living alone into a larger shared home that provides greater social opportunities.
  - a client moved from a shared house into her own modern home with the one-to-one support she had been seeking.



Over the next 12 months, we aim to

- continue to expand in the Barwon and South West regions, supporting more clients with high quality, person-centred care that we are known for.
- explore opportunities to replace some older homes with modern, accessible homes tailored to client needs.
- continue building and maintaining strong relationships with SDA providers ensuring clients have access to the right housing options.
- balance growth ambitions with the realities of funding limitations and an oversaturated SDA housing market, while remaining committed to meeting our strategic goal of growth and quality improvement.

Gateways' accommodation services are focused on ensuring every client has the opportunity to live in a home that supports their independence, reflects their individuality, and enhances their quality of life, today and into the future.

Living life on their terms

At Gateways, we know that a home is more than just a place to live, it's a space where people feel comfortable, supported, and free to be themselves. Our Supported Independent Living (SIL) program provides exactly that, a balance of independence and support that helps people with disabilities build skills, form friendships, and enjoy everyday life.

One of the best examples of this is the home shared by Karen and Michael, two people who demonstrate how SIL can create both stability and connection.

Karen is warm, friendly, and loves to keep active. She enjoys cooking, baking, and catching up with friends and family over coffee. Her weekends are often spent shopping, attending outings, or cheering at an AFL game. Karen is always eager to try something new, whether it's catching a train to Melbourne or going to a musical.

Michael, on the other hand, enjoys a quieter pace. He's happiest watching sport, going for walks, or relaxing with some TV. Though naturally shy, Michael values quality time with others in calm settings, like a meal at the pub or watching a game together. Michael also looks forward to seeing more live sports and exploring new local spots.

Together, Karen and Michael's home reflects the heart of SIL, a supportive environment that allows people to live on their own terms, while still having the encouragement and companionship that make daily life more meaningful.

As Gateways continues to expand its SIL options across the Barwon region, Wyndham, Western Melbourne, and South West Victoria, we're proud to see how these homes foster independence, community, and belonging.



Caring for the carers: nurturing those who support others

The Carers Project is a key initiative supporting Gateways' goal of delivering an exceptional client experience through a holistic approach. Recognising that carer's wellbeing directly impacts the people they support, the project focuses on nurturing, connecting and celebrating unpaid carers.

Funded by the Victorian Support for Carers Program (SCP), the project offers meaningful opportunities for rest and connection.

In 2024-25, Gateways hosted four fully funded retreats at Cosy Tents in Daylesford. These glamping getaways gave 90 carers time to relax and connect. Two additional events, a Paint & Sip session and a Pottery Day, welcomed 30 more carers, offering creative outlets and social engagement.

Feedback was overwhelmingly positive, with 100% of participants recommending the program and many highlighting the value of connecting with others who share similar experiences.

Carers described the experience as:

"So relaxing… an unbelievable feeling to not have that responsibility for 2 days and truly recharge."

"As parents with children who have disabilities we just connected and shared so much valuable information."

"This getaway provided a well needed, overdue break… helpful mentally, emotionally and physically."

"Serenity is not freedom from the storm, but peace amid the storm."

Looking ahead, Gateways has secured funding for 2025-26 and will expand the popular retreat model to support more carers, while introducing new activities to meet diverse needs. This project reflects Gateways' commitment to ensuring those who care are also cared for.





Modernising governance to strengthen quality and safeguards

As part of our ongoing commitment to quality and compliance, Gateways has continued to modernise its governance framework in line with sector best practice and evolving regulatory standards.

One of this year's key strategic projects has been the comprehensive review and consolidation of all organisational policies and procedures. This body of work ensures:

- A more accessible and consistent framework for staff
- Improved alignment with the NDIS Practice Standards, and
- Enhanced clarity and transparency in service delivery.

We have also focused on strengthening our internal audit function to promote an "audit-ready" culture across all business units, laying the foundation for our next NDIS Quality and Safeguards Commission audit in July 2026.

This has seen:

- enhanced compliance reporting across all service areas,
- integration of data analysis tools to track improvements and mitigate risks,
- ongoing reforms to improve safeguards and reduce restrictive practice, and
- active engagement in national consultation processes, including contributing to the review of the Practice Standards for Supported Independent Living.

We will continue to build on these achievements and invest in systems that enhance oversight, safety, and service quality.

By modernising our governance and compliance foundations, Gateways is well positioned to respond to sector reform, meet growing regulatory expectations, and deliver safe, high quality, and rights-driven services into the future.

Our People



Building culture through connection

Over the past 12 months, 187 new team members joined Gateways. Each new starter participated in a face-to-face induction program designed to embed our organisational values and connect them with our purpose and vision from day one. These sessions emphasise how our values translate into daily behaviours, decision-making, and the individual moments that collectively shape Gateways' culture.

A hallmark of our onboarding experience is the opportunity for every new employee to meet with CEO, Rohan and members of the Executive team early in their employment journey. This direct engagement reinforces our commitment to connection, visibility, and shared purpose.

Results from our 2025 Employee Engagement Survey reflect the strength of our organisational culture:

- 91% of respondents reported enjoying the work they do.
- 92% agreed that their work feels meaningful and worthwhile.

These outcomes highlight a strong alignment between the roles that individual team members undertake and the broader purpose of Gateways.

Our people understand the impact of their work and are driven by shared values that underpin our service delivery and strategic direction.

As at June 2025, Gateways employed 781 team members, including approximately 635 direct support workers. This compares to a total of 849 staff in 2024

The decrease reflects a deliberate and strategic refinement of programs and services to ensure we are focusing on areas of greatest strength and impact, delivering the highest quality support where it is most needed.

Together We Can

Informed by feedback gathered during the 2024 annual performance review cycle, we have rebuilt our training portfolio to better meet the needs of our workforce. This included the launch of a curated resource library featuring elective learning modules on key topics such as:

- Sensory needs and preferences
- Augmentative and Alternative Communication (AAC)
- Behavioural support strategies and more

In addition, we have successfully consolidated our training systems into a single Human Resource Information System (HRIS). This shift has simplified the learning experience for team members, reduced administrative burden, and enhanced reporting and oversight for managers, ultimately leading to more effective support of team learning and development.

In July, we proudly celebrated 70 team members who reached service milestones at Gateways, including recognitions for 5, 10, 15 and 25 years of continuous service. The celebration brought together colleagues, clients, and family members to acknowledge the dedication and impact of these valued team members. These milestones are more than numbers, they represent the commitment, expertise, and care that continue to shape the experience of our clients and the culture of our organisation.



Building a digitally-driven organisation

The Information and Communications team (ICT) has played a pivotal role in advancing Gateways' strategic goal of becoming a digitally-driven organisation. Now one year into the implementation of the Gateways ICT Roadmap, we are proud to report on significant achievements that have strengthened our digital foundations and positioned us for scalable, secure, and innovative service delivery.

The Gateways ICT Roadmap delivered a three-year plan to align with the objectives of our 2024–2027 Strategic Plan. The first phase, Infrastructure & Network Foundations, delivered several key benefits, including:

- Centralise our network infrastructure
- Enhance cybersecurity in line with the national Essential Eight Security Maturity Model
- Successful transitioned to a managed services environment with our new ICT partner, Centorrino Technologies
- Improved connectivity across all sites, strengthened data backup and recovery capabilities, and planning was completed for our move to a private cloud environment.
- These initiatives have created a stable technology environment that have improved service continuity, mitigated risk, whilst enhancing operational efficiency.

With foundational work nearly complete, phase 2 of the ICT Roadmap "Path to Transformation" will commence.

This next phase is focused on aligning systems and technologies with specific organisational needs to drive performance, enhance client outcomes, and improve employee experience.

Priority areas for the coming 12 months include the use of artificial intelligence (AI) tools to better support operational efficiency, data insights, and service innovation, ensuring Gateways remains future-ready. Along with a comprehensive review of current platforms and digital tools to better support frontline staff, managers and clients.

Gateways' digital transformation is guided by a clear vision to enhance service delivery, improve accessibility, ensure data security, and empower our workforce through reliable, intuitive systems. Progress made this year has built strong momentum, creating a positive cultural shift and greater recognition of the strategic value of technology in enabling high-quality, person-centred services. As we enter the next phase of our roadmap, the focus remains on delivering practical, scalable solutions that align with our mission and position Gateways to thrive in a digitally enabled future.



Creating opportunities: Rachel joins our Geelong head office team

As part of our commitment to creating inclusive and meaningful opportunities, we are pleased to welcome Rachel as a volunteer at Gateways' Head Office.

Rachel recently started volunteering in an administration support role, working two hours each Wednesday and Thursday. Her presence is already making a positive impact, contributing to the day-to-day organisation of our office environment.

With guidance from her support worker Rachel assists with a range of important tasks, including:

- ensuring team name cards and emergency code cards are visible at all desks
- checking that team members are wearing their Gateways lanyards
- assisting the Recruitment team in preparing for upcoming interviews
- maintaining tidy and organised whiteboards
- verifying that meeting rooms have working remotes and computer accessories available
- and the most important job of all is making sure the lolly jar in Rohan's office is full!

Rachel uses alternative forms of communication, including gestures, sounds, and visual communication tools such as COMPIC symbols, with support from her dedicated worker to help facilitate effective interactions.

Her involvement demonstrates the practical ways we can foster inclusion, participation, and contribution in the workplace. Rachel's enthusiasm and commitment have been warmly received, and she has quickly become a valued member of our office community.



Innovation through governance: empowering people and practice

In early 2025, Gateways took a significant step toward strengthening internal capability with the establishment of the Legal & Compliance Division.

This newly created division brings together:

- Quality and Risk
- Authorised Program Officers (APO's)
- Work Health and Safety (WHS)

By centralising these key governance functions, we have implemented a streamlined structure that embeds legal, regulatory, and compliance requirements at every level of the organisation

The continued development of the Human Rights and Practice Governance (HRPG) Sub-Committee of the Board, further strengthens the connection between governance and person-centred service delivery. The sub-committee plays a pivotal role in:

- overseeing incident and restrictive practice data,
- identifying emerging trends, and
- championing human rights and safeguarding principles across all programs.

Our service teams, supported by this governance oversight, have successfully phased out 47 individual reportable restrictive practices in the past 12 months, contributing to improved quality of life and increased autonomy for people we support.

These outcomes reflect our commitment to rights-based practice, evidence-informed service delivery, and ensuring that every person we support is empowered to thrive.



Partnerships that open doors

Gateways continues to invest in opportunities that not only strengthen our service delivery but also help build a skilled, passionate, and values-aligned future workforce.

This year, we saw strong engagement through our volunteer and student placement programs, which contributed meaningfully to our organisational capacity, community connections, and talent pipeline.

Across the year, we supported:

- Volunteers contributing essential support to Gateways' programs
- Event volunteers providing essential support at key community events, including the Easter Family Fun Festival and Gateways' 21st Annual Charity Golf Day
- A number of students, who completed more than 1,880 placement hours across various Gateways services and programs

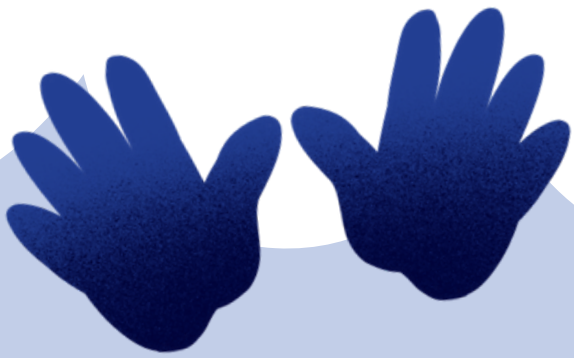
Gateways values the contribution of volunteers and students, recognising the vital role they play in strengthening our services and community. These opportunities not only provide meaningful experiences and skill development but also create pathways to employment. Our ultimate goal is for these relationships to grow into long-term careers, enabling volunteers and students to continue making a positive impact as part of the Gateways team.

"My placement at Gateways was a great learning experience, and I felt like part of the team from day one. I'm proud to now be working in a role where I can support people to achieve their goals every day." — Adam Norsworthy, former student placement.

This year, Gateways established partnerships with leading training institutions Australian Catholic University (ACU), The Gordon and GenU, to offer high-quality placements for students, including Certificate III and IV in Disability.

We also participated in key student engagement events in the region, including The Gordon Careers Expo and Deakin University Employer Expo. We also partnered with the DeakinTalent Freelancing Hub, hosting a team of eight Deakin University students to complete a Voice of the Customer project aimed at enhancing Gateways' client engagement strategies.

Looking forward, Gateways is actively working to broaden access and reduce barriers to employment within the disability support sector. By investing in people, partnerships, and purpose-driven workforce development, we are laying strong foundations for sustainable growth, service quality, and community impact well into the future.



Service awards

The Annual Employee Service Awards recognises the incredible dedication and long-standing commitment of team members who reached milestone anniversaries of 5, 10, 15, and 25 years — a proud reflection of the people who continue to shape Gateways into the organisation it is today.

5 years

Julia Vaughan
Michael Cartwright
Victor Aturu
Gabrielle Nitchie
Geraldine Moloney
Yusuf Adewale
Geovanny Urbina
Khandoker Ahammed
Nicholas Cosgrave
Willah Koech
Willie Kamara
Kimberly Feldman
Rasesh Makwana
Yusuf Bility
Umesh Kakkar
Julee Hall (Hancock)
Josephine Ozoani
Peter Armstrong
Deepika Walia
Faustin Bigirimana
Mangar Ring Nak
Rajinder Singh
Sanjog Bhattarai
Christiana Harper
Bradley Farrar
Gursewak Singh
Edward Masola
Jacquelyn Osbourne
Jess Rus - Team Leader
Bianca Deans Worker
Samjhana Karki
Kate Stewart Worker
Olivia Foot
Taylor Buhrmann
Joanne Merriman
Donna Hey
Kimberley Halpin
Cooper Bateson
Deidre Defeudis
Jayden Rushby
Katrina Conroy
Anna Bedggood
Carolyn Clark
Kim Amalfi
Zora Jovanovic
Denise Glovitch
Tahli Shakespeare
Georgie Gnjec
Carolyn Foot

10 years

Christopher Blackney
Alicia Martinez
Breanna Justin
David Seery
Emma McLachlan
Kelli Irvine
Sheryl Hunter
Despina Tsakouridis
Ebony Bottrell
Kylie Donovan
Fraser Lever
Helen Beaton
Breeana Nash

15 years

Jodie Silverback
Jan Bullock

25+ years

David White
June Agapiou

Our Community



Strengthening community connections through events and fundraising

Gateways' commitment to building inclusive, supportive, and engaged communities has been evident throughout the year, with a strong focus on fundraising, strategic partnerships, and community outreach.

By strengthening relationships with individuals, local organisations, educational institutions, and philanthropic partners, we continue to broaden our impact and lay the groundwork for future growth and sustainability.

This year, we delivered and participated in a number of highly successful events that engaged our community, fostered connections, and raised essential funds for our programs.

- Australian Doctors Orchestra – we're grateful for the support of the ADO in their 2025 Geelong performance held on 6 April.
- Gateways presents Easter Family Fun Festival – building new relationships and expanding community understanding of disability
- Gateways' 21st Annual Charity Golf Day

Our dedicated Auxiliary continues to play an essential role in supporting Gateways hosting 3 fundraising events throughout the year:

- Pivotonian Movie Night – 23 July 2024
- Geelong Botanic Gardens Tour – 17 March 2025
- Annual Bridge Day

Funds raised throughout the year play a critical role in enabling program delivery, innovation and access for clients and families. We are grateful for all the support we receive.

As we plan for the next stage of growth, Gateways will continue to expand its impact through community engagement, events, and strategic partnerships. Our goal is to create more inclusive pathways into the disability sector, build lasting relationships with donors and partners, and inspire greater community involvement in creating our vision.



Easter Family Fun Festival: friendraising in action

As part of our ongoing commitment to inclusive community engagement, Gateways hosted the 2025 Easter Family Fun Festival, an event that continues to grow in reach, impact, and purpose.

Held in early April, this year's event attracted significant community interest and attendance, further establishing the festival as a signature initiative for both celebration and connection.

1,700 attendees registered for free tickets, demonstrating continued demand for inclusive and accessible community events.

The event was proudly supported by a City of Greater Geelong (COGG) Community Grant and our event sponsors Barwon Health, G-Force Employment Solutions, Remunerator and Harcourts. We thank you all for your generous support. Event Ambassadors: Gateways clients Sammy and Brooke served as Event Ambassadors, bringing warmth and enthusiasm to the day. The Easter hat parade, judged hourly by Sammy and Brooke, was once again a crowd highlight, celebrating creativity and inclusion.

Expertly emceed by Kylie Oliver, Acting Manager Strategic Engagement at Meli, the festival offered a wide range of free, family-friendly activities and a diverse line-up of performance on the community stage, creating a vibrant, welcoming space for people of all abilities to participate and connect.

This year's Festival also served as a powerful example of "friendraising" - building community awareness, strengthening relationships, and creating shared moments of joy and participation. We would like to acknowledge and thank the contributions from:

- Highton Rotary Club,
- Student volunteers from Sacred Heart College Geelong and Baked By Us, who sold their famous cupcakes and enjoyed being part of the event.
- The event also received outstanding support from Victoria Police, Ambulance Victoria, and the CFA, whose presence was both engaging and informative for attendees.

Gateways remain committed to creating meaningful, inclusive experiences through events that celebrate community, amplify client voices, and engage supporters in our shared vision. We will continue to review and evolve this event to accommodate future growth and the needs of our community, and we look forward to seeing everyone again in 2026!

















"My kids loved the event and had so much fun. It also helped them learn about inclusion and empathy."







Meet Anthony - Gateways safety champion and event expert

At Gateways, we are proud to work alongside clients who not only engage with our services but actively contribute to the life and culture of our organisation.

One such individual is Anthony, a long-standing member of the Gateways Safety Squadron and a familiar face at many of our community events. For more than four years, Anthony has served as a Client Safety Officer, supporting our commitment to workplace safety and wellbeing. His responsibilities are varied and essential, including:

- conducting risk assessments.
- monitoring and maintaining first aid kits.
- assisting with occupational health and safety (OHS) processes, and
- helping team members build confidence and understanding of safety protocols.

Anthony approaches his role with professionalism, diligence, and genuine care, making him a valued member of the Safety Squadron team.

Beyond his safety responsibilities, Anthony is a highly engaged volunteer who consistently supports our community events and fundraising initiatives. Whether it's behind the BBQ, International Day of People with Disability team member event, overseeing registrations at the Annual Charity Golf Day, or ensuring OHS processes are followed at our Easter Family Fun Festival, Anthony brings energy, reliability, and a warm, approachable attitude to every event he's involved in.

With more events on the horizon, Anthony is already looking forward to the next opportunity to contribute. His ongoing involvement reflects the true spirit of Gateways, creating inclusive, welcoming spaces where everyone has the chance to participate, give back, and thrive.



Golf with a purpose: 21 years of community impact

Gateways celebrated a significant milestone in 2025, the 21st Annual Charity Golf Day, held at the Clifton Springs Golf Club. This longstanding event continues to grow in impact and purpose, raising vital funds to support children and adults living with disability.

This year's event raised an outstanding $34,600, thanks to the generosity of our sponsors, donors, players, and volunteers. These funds will support the refurbishment of our Social Connect kitchen facilities, making them more accessible and inclusive for more people.

The event also provided a valuable platform for networking and deepening connections within the local business and philanthropic communities. We were delighted to welcome two new sponsors in 2025 - JB Were and Workplace Wizards.

We extend our sincere thanks to all of our sponsors and major donors, whose contributions were central to the event's success:

Platinum Sponsor:

- LBW Business + Wealth Advisors

Silver Sponsors:

- Adroit Insurance & Risk
- WorkPlace Wizards

Tee Sponsors:

- JB Were
- Smith Land Consulting
- Geelong Insurance Brokers
- Michael Albrecht
- Moore Australia
- Mactier Family
- Ducas Paul Foundation – who made a generous $10,000 donation



We acknowledge the support of Event Ambassador Adam Cooney, whose involvement in all activities created memorable moments and added a special touch to the all-abilities putting competition our clients participated in. A special thank you to the Gateways Auxiliary, whose dedication played an integral role in recruiting players, securing donated goods and vouchers for prizes, and supporting event logistics. Their contribution behind the scenes remains essential to the ongoing success of this important annual fundraiser.

The 21st Annual Charity Golf Day not only reflects the strength of our community partnerships but also highlights the power of a shared vision. We look forward to continuing this tradition in 2026 as we grow our impact and bring people together in support of Gateways' mission.













Together We Can



Laying the foundations for future growth

Sponsorship and fundraising are vital to Gateways, enabling us to go beyond the basic supports provided through NDIS funding.

While NDIS covers essential services, it does not extend to the programs, experiences, and opportunities that allow people with disability to lead truly fulfilling lives. With the support of our donors and partners, we can create meaningful experiences, foster independence, and open up a world of possibilities for our clients.

Over the past 12 months, Gateways has continued to align its community engagement and fundraising efforts with the organisation's broader strategic goals.

The establishment of a long-term fundraising framework, combined with strengthened event execution capabilities, positions Gateways to deepen community connections, amplify its social impact, and secure the resources needed to continue supporting people with disabilities and their families within the region.



Financial Statements

Statement of profit or loss

As at 30 June 2025

	2025 $	2024 $
Revenue	56,064,257	58,641,728
Employee benefits expense	(48,011,589)	(48,867,609)
Depreciation and amortisation expense	(1,607,897)	(2,209,895)
Impairment expense	(540,815)	(1,891,479)
Other expenses	(4,993,879)	(5,249,386)
Lease interest expenses	(490,502)	(608,179)
Surplus/(deficit) from operations	419,575	(184,820)
Revaluation increment/(decrement)	(192,444)	724,163
Total other comprehensive (loss)/income for the year	**(192,444)**	**724,163**
Total comprehensive surplus for the year	**227,131**	**539,343**

Throughout the 2024-25 financial year, Gateways focussed on its Strategic Goal of Financial Sustainability. Financial Sustainability was driven by a Financial Management Improvement Plan that contained many strategies to better Gateways financial position. Through implementing these strategies, a Surplus from Operations of $419,575 was generated. In 2025-26 Gateways will look to further strengthen its financial sustainability by continuing to implement strategies that improve the financial position of Gateways.

Read the full audited financial report here

Statement of financial position
As at 30 June 2025

Assets	2025 $	2024 $
Current assets		
Cash and cash equivalents	6,418,949	3,976,567
Trade and other receivables	1,626,727	2,618,185
Financial assets	649,154	5,246,220
Other assets	485,428	766,989
Non-current assets held for sale	771,637	-
Total current assets	**9,951,895**	**12,607,961**
Non-current assets		
Trade and other receivables	497,465	459,806
Property, plant and equipment	4,392,820	4,773,159
Investment properties	4,720,000	4,720,000
Right-of-use assets	4,005,828	8,458,469
Other assets	213,170	564,875
Total non-current assets	**13,829,283**	**18,976,309**
Total assets	**23,781,178**	**31,584,270**
Liabilities		
Current liabilities		
Employee benefits	3,702,779	3,638,740
Trade and other payables	2,802,061	4,762,901
Lease liabilities	651,955	1,602,214
Other financial liabilities	1,885,909	1,104,844
Total current liabilities	**9,042,704**	**11,108,699**
Non-current liabilities		
Lease liabilities	3,615,521	9,573,239
Employee benefits	1,077,465	1,083,975
Total non-current liabilities	4,692,986	10,657,214
Total liabilities	**13,735,690**	**21,765,913**
Net assets	**10,045,488**	**9,818,357**
Equity		
Reserves	531,719	724,163
Retained surplus	9,513,769	9,094,194
Net assets	**10,045,488**	**9,818,357**



Contact information

Geelong - Head Office

12-14 Thompson Road, North Geelong, VIC 3215

03 5221 2984

info@gateways.com.au

Werribee

3 Princes Highway, Werribee, VIC 3030