2023 - 2024
Annual report



Purpose

Enrich lives with compassion and exceptional disability support

Vision

An inclusive society full of possibilities

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

CEO Report	2
President Report	5
Support Coordination	6
NDIS Plan Management	8
Kindergarten Inclusion Support	9
Pre-School Field Officers	10
Social Connect	12
Specialist Behaviour Support Services	14
Recreation	16
Accommodation Support Services	18
Weekend Oncall	18
Camps	20
Individual Supports	22
Therapy Services	23
Volunteers	24
Fundraising	24
Auxiliary	25
Service Awards	26
People and Culture	27
Easter Family Fun Festival	28
Client Experience	30
Information Communications Technology	30
Quality and Risk	31
Student Placement	31
Financial Statements	32



CEO Report

Over the past year I've had the honour of leading Gateways as we continue to build on our 40-year history of providing high quality disability support within our community. This reputation motivates us to keep reaching new heights, and we've worked hard to put the right structures in place to continue this success.

When I started, I created a 100-day plan to get familiar with Gateways and its people. I met many wonderful individuals, and together we worked on important tasks like building a financial strategy for long-term success, updating policies, and balancing strategy with managing risks. We also made workplace health and safety a priority and focused on improving staff engagement and communication.

We built a strong marketing and communications team, which has been key in sharing our important work with others. We've also started our digital transformation journey, bringing new technology to how we deliver care and support.

We've introduced a project management approach to make sure our work is focused and efficient. We developed and started putting into action a new strategic plan. Our leadership team is now stronger and more aligned, which is essential for Gateways' continued success. We've worked together to make sure we continue providing the best services possible to the community.

Our new strategic plan has been months in the making, with input from clients, families, staff, and key community members. Our goal is clear, to provide high-quality, client-focused services that truly meet people's needs, and we have placed the voices of the people we support at the centre to help reach this goal.

This plan helps us focus on what's important and outlines how we will achieve our goals, while including measures to make sure we stay on track. A key part of this plan is using technology to improve our service offering. We want to use digital tools to help us work more efficiently, protect data, and improve the lives of the people we support.

We've welcomed new members to our leadership team and each person brings valuable skills and



ideas. The leadership team helps guide the day-to-day work of Gateways and ensures we are reaching our goals. Notable appointments include James Rubeli as Chief Financial Officer, Georgia Jackson as Chief People Officer, Sean Justin as Chief Operating Officer, Jandi Watts as Chief Customer Officer, Simon McDowell as Manager Quality, Innovation & Strategy, Marina Levar as WHS Business Partner, and Christina Tutone as Director of ICT. I acknowledge the incredible work of these outstanding individuals and thank them most sincerely.

Together, we've worked on refreshing the Gateways brand, creating a new budget, and introducing projects to improve staff engagement.

Gateways is more than just a service provider; we are a community that cares deeply about the people we support. We will continue to grow, work together, and provide high-quality, compassionate services. Our future is focused on making a positive difference in the lives of individuals with disabilities through innovation, care, and dedication. Thank you to all of my colleagues who work so hard to make this possible, and to the board members, for their leadership and support.





Rohan Braddy
Chief Executive Officer



Thank you

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

Keith Baillie

Gregory Hughes

James Arnott

President Report

Since welcoming Rohan Braddy as CEO in April 2023, Gateways has seen exciting changes. With a new and clear strategic plan for the future and a strong executive team in place, we're set up with a stable foundation paving the way for growth with purpose in the years ahead.

Navigating the not-for-profit sector has presented its own challenges over the past decade, especially with the evolving landscape of the National Disability Insurance Scheme (NDIS) and the impacts of COVID-19. Despite this, Gateways has worked hard to adapt and stay on course, emerging even stronger.

One of our biggest achievements over the last twelve months is Gateways' solid financial position. Thanks to careful planning and strong leadership of the new executive team, we're in a great place to move forward with confidence, ready to handle future challenges and stay true to our purpose to enrich lives with compassionate and exceptional disability support.

Most importantly, none of this would be possible without the dedication of our amazing team members and volunteers. Their support and commitment to the people we support is the heart of Gateways, and the key to our success. We're deeply grateful for all they do, shaping the Gateways of today and the future we're building together.



Jacquie Malloch
Treasurer & Co-Chair



Karl Morris
Secretary & Co-Chair

Committee members

Jacquie Malloch
Karl Morris
Dr Bernie Jenner OAM
Jessica Eagles
Cassandra Gravenall
Graeme Howie (since 26/08/2024)
Chris Davies (since 29/07/2024)
Sonya Curceiv (since 09/10/2024)

Support Coordination

In 2023-24 our Support Coordination team has supported approximately 730 clients, while our Specialist Support Coordination team has supported 32 clients.

We successfully shifted to remote Support Coordination services in the Southwest of Victoria following the closure of our Warrnambool office, thanks to the team's commitment to evolving and adjusting to the needs of our clients.

To enhance their skills, Specialist Support Coordination team members undertook professional development, including Mental Health First Aid and nationally recognised qualifications in Alcohol and Other Drugs. The team also participated in key events like the Melbourne Disability Exhibition and the National Disability Service Awards, representing Gateways with pride.

The recent quality audit of the Specialist Support Coordination Team highlighted the team's experience, including backgrounds in housing, mental health, domestic violence, and the justice system. The audit noted the team's educational qualifications in social services, psychology, and criminology, as well as their ability to identify and connect clients with suitable NDIS and mainstream providers.

We also celebrated significant milestones, including Bronwen McKerlie's 20 years of service and several team members reaching 5 years of service.

Looking ahead, we will keep improving our remote services, focusing on high-quality and effective communication, so we can support more clients with our expertise. Professional development will remain a priority, with further training planned in relevant areas. We are also preparing for the upcoming NDIS Navigator role to ensure our services continue to align with the evolving NDIS landscape.

By leveraging our team's diverse expertise, we aim to enhance support coordination and improve outcomes for our clients.

Maggie’s sky-high adventure

We are passionate about supporting every individual to live their best life, no matter the challenges they face. This story about Maggie highlights the power of commitment, trust, and teamwork in making special moments possible.

Maggie, who has complex support needs due to her disabilities, has been supported by our Specialist Support Coordination team for the past three years. Recently, we explored a thrilling new activity to cater to Maggie’s need for high sensory input – indoor skydiving!

Through careful planning, coordination, and unwavering support, we arranged for Maggie to travel from Terang to Melbourne for the experience. With her support team from Cooinda Terang by her side, Maggie’s day was filled with joy. Her beaming smile told us more than words ever could – this was a huge success.

Maggie’s parents are overjoyed, thrilled to see their daughter try something new and exciting. They can’t wait to see what other adventures lie ahead. This is a story of collective effort, patience, and the determination to ensure that everyone, regardless of their challenges, has the opportunity to experience life to the fullest.

Stay tuned for Maggie’s next adventure, as we continue to help her soar!





NDIS Plan Management

The 2023-24 financial year was a transformative period for the Gateways Plan Management team. With a clear focus on enhancing operational efficiency, maintaining market share, and improving customer satisfaction. Thanks to the dedication and hard work of our team, we are proud to report major progress and achievements.

Client and provider satisfaction increased notably throughout the year, driven by:
- Improvements in customer service and support technologies
- Faster payment times to providers
- Increased staff expertise through participation in NDIS training sessions and seminars

The Plan Management team now manages over $103 million in NDIS funding and processed a total of 57,056 invoices in 2023-2024.

Looking ahead, we are excited to continue implementing efficiencies in the Plan Management technology and the new NDIS Pace system. These advancements will allow us to enhance our product offerings, refine our operational strategies, and sustain the growth and success we've achieved, laying the foundations for new milestones in the coming year.



Kindergarten Inclusion Support

In 2023-24 the Kindergarten Inclusion Support Program supported over 200 children with disabilities and complex needs across Barwon and Southwest Victoria. Funded by the Victorian Department of Education, the program aims to ensure these children can fully participate in state-funded 3-year-old and 4-year-old kindergarten programs.

The Kindergarten Inclusion Support program provides additional resources and support to help kindergarten staff deliver high-quality educational experiences to all of their children. This includes funding for additional assistants working under the guidance of early childhood educators, playing a vital role in supporting children with specific needs as well as the entire class.

Their involvement helps create a supportive and inclusive learning environment, allowing all children to engage in various learning and developmental activities. By easing some of the demands on kindergarten staff, the assistants enable educators to focus on providing personalised and effective learning experiences for each child.

Looking ahead, the program will continue to offer training and professional development for both kindergarten staff and assistants. Additionally, we will implement feedback mechanisms to evaluate the program effectiveness and identify areas for improvement. This ongoing commitment helps ensure the KIS Program remains effective in supporting inclusion and enhancing educational outcomes for all children.



Pre-School Field Officers

Over the past year, the Preschool Field Officer service has conducted over 370 assessments for kindergarten children, supporting those enrolled in Four-Year-Old Kindergarten, Three-Year-Old Kindergarten, and Early Start Kindergarten.

The primary role of Preschool Field Officers is to support, guide, and coach early childhood educators, focusing on improving the participation of children with additional needs in kindergarten programs.

By creating professional partnerships and collaborative relationships with educators, Preschool Field Officers work to empower educators by offering information, resources, and strategies to improve their programming. This approach ensures that educational programs are inclusive and meet the diverse needs of all children. Preschool Field Officers help educators assess a child's capabilities, identify additional needs, and plan appropriate support, while also addressing and responding to parents' concerns about their child's development. Additionally, Preschool Field Officers assist in linking families to referral pathways for further support services, ensuring a holistic approach to each child's needs.

Looking ahead, we will continue supporting early childhood educators in creating inclusive programs. We will further develop training and resources to enhance educators' skills in inclusive practices and build on existing professional partnerships. We will explore new collaborations with early childhood education providers to expand the impact of the Preschool Field Officers service whilst increasing awareness and accessibility to referral pathways and additional support services for families.

Social Connect

This year, the Social Connect program has provided 45,000 hours of support to 44 individuals. The program offers a range of activities, including cooking, art, dance, fitness, travel, and relationship building. These activities are designed to support clients in their personal growth while engaging them in enjoyable and meaningful experiences. By working closely with individuals, the program designs activities and support to best suit their specific needs and goals.

Looking ahead, Social Connect will undergo a strategic shift from a primarily 1:1 service model to focusing more on group-based programs. This transition aims to enhance social interaction and create a sense of community among clients. By creating a supportive environment where individuals can learn from and support each other, the program seeks to build stronger connections and a more collaborative atmosphere.

We will develop and apply a variety of group-based activities that cater to diverse interests and goals, while maintaining the high quality and personalisation of support. The new approach will ensure that individual needs are still addressed within a group setting, promoting inclusivity and collective growth. We are excited about this evolution and look forward to continuing our efforts to provide meaningful and effective support to our clients.



Cooper’s success with Social Connect

Everyone deserves the right support to thrive! Cooper who attends our Social Connect activities has had an amazing journey thanks to a program that was tailored to his strengths and interests.

At the beginning of the year, Cooper struggled to engage in his program. He often wanted to stay by his computer and avoid participating, showing high levels of anxiety about his day. To help him, we worked closely with Cooper’s family and support team to change his program, making it better suited to his needs.

These changes made a big difference! With a new daily routine filled with activities Cooper enjoyed, he began to engage more and show excitement about his program. With consistent support from the staff at Social Connect, Cooper’s success was clear as he participated more and more.

We are so proud of Cooper’s progress and grateful to his support team for their hard work. Their efforts made sure Cooper could enjoy his time every day at Social Connect.

Social Connect offers a range of weekday programmes that help adults with disabilities or additional needs. We focus on recreation, skill development, and social participation, with qualified staff who support each person based on their strengths and interests.



Specialist Behaviour Support Services

Our Positive Behaviour Support team has dedicated 11,000 hours to providing high-quality supports in 2023-24. Our approach focuses on using positive behaviour interventions rather than restrictive options, aiming to help individuals develop new skills and achieve their goals through supportive methods.

Our Positive Behaviour Support team consists of experienced professionals from various fields, who combine their skills with creative solutions to offer broad support. Building strong relationships with clients, their families, and support staff is a top priority for our team. Through these connections, we gain a deeper understanding of each individual, enabling us to create effective and personalised behaviour support strategies.

We are committed to facing challenges head-on. Our team invests significant time and effort, to ensure each client can achieve a successful outcome. Our goal is to enhance each person's quality of life by addressing their individual needs and challenges.

To complement our years of hands-on experience we have implemented training programs for direct care staff, covering two main areas: Positive Behaviour Support and Restrictive Practices. These training programs educate staff on effective strategies to support positive behaviour and minimise the use of restrictive practices.

Our commitment to our profession has led to many successful outcomes, improving clients' overall quality of life and helping them reach their personal goals. The ongoing training for staff enhances the effectiveness of our support services by ensuring staff are up to date with the latest practices.

We plan to refine and enhance our behaviour support strategies to keep them effective and relevant. We will continue to expand and develop our training programs for staff and further strengthen our relationships with clients, families, and our community.



Recreation

This year, the Recreation program has provided 195,000 hours of group support, focusing on enhancing clients' skills, promoting personal growth, and offering enjoyable experiences. Our programs cater to various age groups starting from 6 years through to adults, and typically involve 6-10 participants per group.

Weekly activities have included engaging options like Build and Play LEGO, gaming, swimming, and bowling. Social events have provided clients with opportunities to enjoy outings such as visits to zoos, aquariums, movies, and theatres. We've also hosted dining experiences, including high tea and dinner outings, and attended sporting events like football games. This year's highlights included escape rooms and pamper days, which were particularly well-received.

Our programs are designed to be fun, engaging, and enriching, while building community connections and creating social interaction.

Looking ahead, we aim to expand our range of regular weekly programs, providing more consistent opportunities for engagement, and develop additional social groups and events, especially in the Western Melbourne region.



Fun, fitness, and friendships with healthy connections

At Gateways, we support people to build independence and connect with others. One of the ways we do this is through our Healthy Connections program. This program is all about supporting people to achieve their personal goals while learning important life skills.

Amy attends Healthy Connections every week. For her, the program is about more than just staying fit—it's also about enjoying time with others and having fun. Sharon, the Program Leader, said, "Amy loved having lunch and a slurpy by the Maribyrnong River after swimming. She also liked using the outdoor exercise equipment."

Amy works hard on her fitness goals and feels supported by the team at Healthy Connections. The program supports her improve her health while being part of a friendly, caring community.

Why choose Healthy Connections? This program is a great way to work on your goals while joining in fun activities. It focuses on building social skills, developing independence, and health improving well-being.



Accommodation Support Services

Over the past year, our accommodation services have made significant strides in supporting our clients. We managed 31 homes, including 1 Respite House and 4 Out-of-Home Care homes, providing essential care to 10 children and 72 adults. In total, our team delivered 380,000 hours of direct support.

We are proud to announce the opening of three new homes, which have expanded our capacity to support more individuals. Additionally, we had 3 new clients move into existing homes. Our strong focus on partnering with Specialist Disability Accommodation (SDA) housing providers has been helpful in replacing outdated homes and developing new, client-focused residences.

The accommodation team is committed to securing the best housing options, ensuring that each home is well-designed, safe, and capable of meeting both current and future needs.

We also bid a heartfelt farewell to Gloria Day, a remarkable woman who was a valued member of the Gateways community for over 20 years. Gloria was a passionate advocate for her own needs, those of her sisters, and all residents within Gateways homes. Gloria also participated in several Gateways committees, where she played a vital role in driving positive change and ensuring high-quality services.

Looking ahead, we will continue to expand our housing options through the development of additional new homes and ongoing collaboration with SDA housing providers. We aim to enhance and refine our accommodation services to better meet the evolving needs of clients, with a strong focus on safety and comfort. We remain committed to honouring Gloria Day's legacy by upholding the values of advocacy, quality, and continuous improvement in the services we provide.



Weekend Oncall

The Weekend Oncall team plays a crucial role in providing emergency support to our service delivery teams across the weekend. They handle an average of 74 issues each weekend, which includes:
Finding replacement staff when needed due to unexpected situations, resolving urgent issues related to clients that come up over the weekend, ensuring that team members get the timely support they need and helping to maintain the quality and continuity of our services. Their round-the-clock coverage is essential for keeping services running smoothly and addressing any immediate needs.

By quickly managing team member and client issues, the Weekend Oncall team helps ensure that our operations run efficiently and that our staff can perform their roles effectively.

Chris’ journey to independence

Chris recently made an exciting move to a newly built Improved Liveability home in Norlane. Before this Chris and his housemate were living in a private rental in Highton, but the house didn’t quite meet their needs, prompting the search for better accommodation.

They moved to their new home with the assistance of their Support Coordinators and Supported Independent Living services, and they’ve settled in beautifully. They’ve even designated their own separate lounge areas for those cozy, relaxed evenings.

This move has sparked a renewed sense of independence in Chris, and he’s feeling more motivated than ever!



Camps

This year, we underwent a major expansion in camp services, which allowed us to reach a more diverse group of clients and provide a broader range of inclusive opportunities. Our commitment to offering enriching experiences guided us through various adventures, ensuring that every client's needs and preferences were at the front of our planning.

We kicked off the year with the Mornington Peninsula Exploration, where clients enjoyed an adventure through both coastal and inland environments. This exploration offered a great connection with the natural beauty of the region, creating a sense of appreciation for the outdoors.

Our Nagambie Sunset Cruise aboard a riverboat, where clients embraced the calming beauty of a sunset cruise, creating memorable moments of relaxation and stillness.

For those seeking excitement, the Warburton Abseiling and Rock-Climbing activities were a highlight. Clients faced thrilling challenges and overcame their fears in the stunning Warburton landscape.

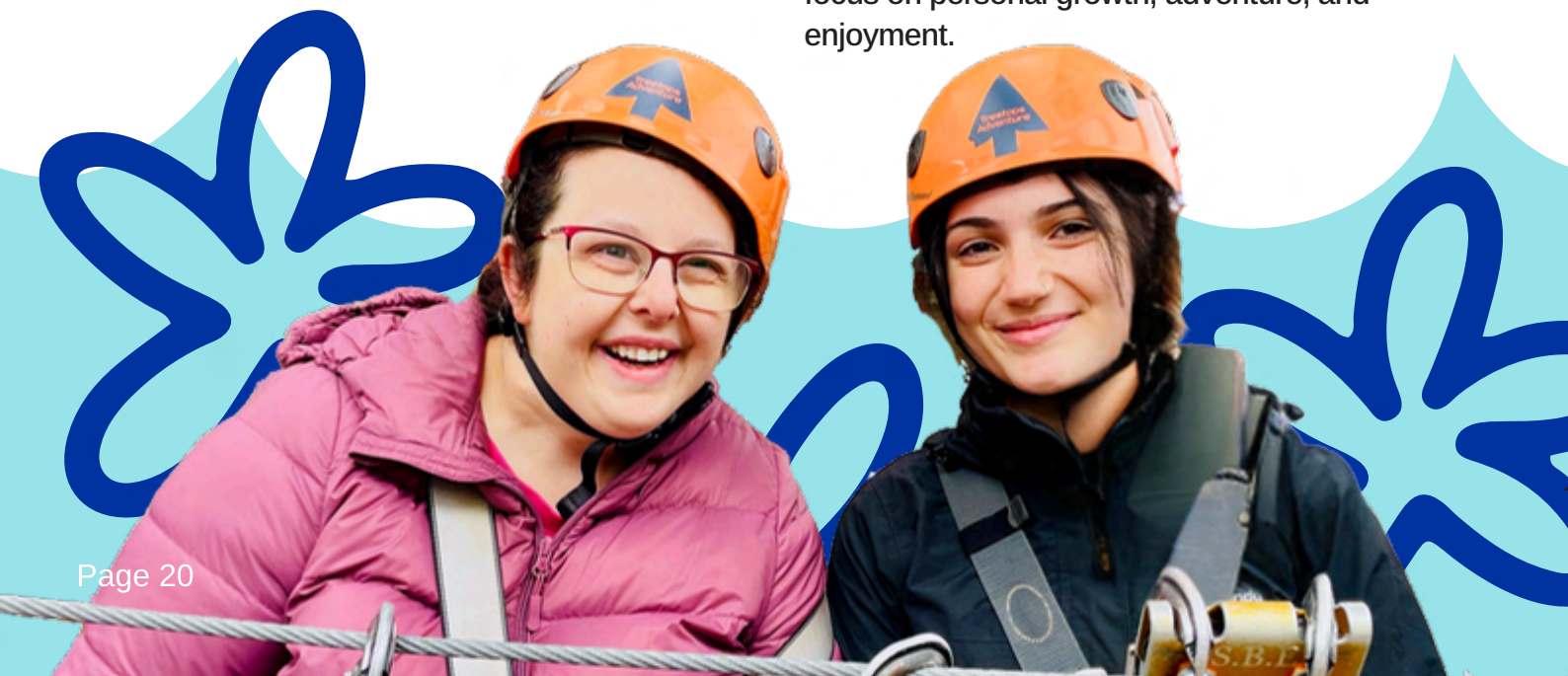
The Point Nepean Coastal Camping trip allowed clients to immerse themselves in the Victorian coastline. Activities such as beachcombing and coastal hikes were favourites amongst participants who enjoyed the opportunity for adventure!

Our Surf Coast Trail Ride was a journey along the surf coast, where clients connected with nature and enjoyed the scenic beauty of Victoria's coastline. This trail ride combined adventure with the coastal landscape, offering a unique and memorable experience.

In a distinctive and educational opportunity, the "Zookeeper for a Day" experience allowed clients to step into the role of a zookeeper. They gained hands-on knowledge and experience working directly with the animals.

Throughout all these activities, our focus remained on creating a safe and nurturing environment, tailored to the choices and preferences of our clients. We aimed to foster personal growth while ensuring a fun and memorable experience in every camp.

Looking to the year ahead, we are committed to introducing new activities that cater for a wide range of interests and abilities, with a continued focus on personal growth, adventure, and enjoyment.



Exploring Melbourne with Tracy

Our Camps team had the joy of crafting a Melbourne experience for our client, Tracy. Tracy took the lead in planning every detail of her overnight adventure, from selecting activities to detailing her stay.

Here's a glimpse into Tracy's custom camp package:

Tailored experience

Tracy's adventure was a fully personalised journey, featuring visits to the aquarium, the vibrant winter night market, and the iconic Queen Victoria Market. She also had the opportunity to enhance her public transport skills and spend relaxing time enjoying the view from her balcony.

Support and comfort

To make sure Tracy felt completely at ease, our team arranged a meet & greet and several shadow shifts with her dedicated support worker, Penny.

Throughout the camp, Tracy faced and overcame challenges, such as using the escalator and gaining confidence on public transport. Tracy noted, "Penny helped me feel safe," highlighting the crucial role Penny played in her comfort and confidence.

Memorable highlights

Tracy's standout moment was the silent disco at the night market, which she described as "the best time ever!!" Her enthusiasm was palpable, as she relished in the market's offerings, enjoyed her "great" room with "good views," and enjoyed a delicious apricot danish!

We're delighted that Tracy's trip was such a resounding success and are grateful for the opportunity to support her in creating these cherished memories.



Individual Supports

Our Individual Support services provided over 28,000 hours of support to 135 clients. Our focus was on creating a strong, office-based team that now offers consistent support across the entire Gateways ecosystem. This change has greatly improved how we coordinate and deliver services.

We worked hard to build and strengthen our Support Worker teams, which has led to better and more reliable support for clients, while making the support we provide more consistent and satisfying. Our team has also been innovative, creating tailored programs to meet each client's specific needs and goals.

We introduced overnight trips to give participants a break from their usual environment. We also offered overnight in-home support to give clients and their carers a much-needed rest. By understanding each client's unique situation, we have found creative solutions to improve their quality of life.

Our focus on team building and new support methods has greatly improved our client's experience, and assisted in delivering consistent and personalised support. Programs like Urban Explorers and Buddy Bubbles have helped participants connect with their community and make new friends.

We will continue developing unique programs that offer enjoyable and meaningful experiences. We will seek new and creative ways to improve our services and focus on building our team to ensure high-quality support. We also aim to introduce more tailored experiences to further enhance the lives of clients and their families.



Therapy Services

This year, our Therapy team provided 2,900 hours of support to 72 clients across Western Melbourne. We supported individuals from early years, school-aged children, and adults, working with them to establish goals, and provide support as they work towards achieving them.

One of our main focuses has been on improving our skills through training in key areas. We learned more about trauma-focused care to better support those who have experienced trauma. We also improved our abilities in equipment prescriptions to recommend the right equipment for each client.

Collaboration within Gateways was a key part of our approach. By working closely with other departments, we can provide more integrated support. We also worked to increase community awareness about our short-term services including functional capacity assessments, assessments for school placements and NDIS access, expert advice on equipment, and recommendations for home modifications.

Looking ahead, we will continue to support our clients with a focus on training and advanced therapy areas, such as trauma care and equipment prescriptions. We will work to raise awareness about our services and explore new partnerships to improve our support capabilities and share knowledge.



Volunteers

Gateways is fortunate to have the services of over 58 dedicated volunteers across both the Barwon and Western Melbourne regions. Our wonderful volunteers have given over 3,864 hours, primarily supporting our recreation programs and camps.

Their time, energy, and enthusiasm have greatly enhanced the quality of our programs, and their dedication has made a significant difference in the lives of those we support. We are incredibly grateful for their ongoing commitment.

As we look to the future, our focus will continue to be on strengthening our volunteer programs and ensuring we continue to attract passionate individuals committed to making a positive impact in our community. We aim to further enhance our programs with their invaluable support, creating an environment where both volunteers and clients can thrive.

Fundraising

Gateways is dedicated to growing our fundraising efforts in 2024-2025 and beyond. The development of a new fundraising strategy emphasises key areas of growth such as building funding sources, improving community engagement, and exploring new fundraising opportunities.

We aim to widen our supporter base, increase our community impact, and ensure continued community support in the delivery of our services. By expanding our funding streams and creating strong relationships with donors, partners, and the broader community, we are confident in making a lasting, positive difference in the lives of those we support.





Auxiliary

The Gateways Auxiliary organised many successful fundraising events in 2023-2024. The highlight of these events was the Annual Golf Day hosted by the Barwon Heads Golf Course on May 17th. Despite challenging weather conditions, the event raised an impressive $24,193. Additional events including a Geelong Botanic Garden tour and lunch, movie night at the Pivotonian and a card making day raised a further $6,090.

The funds raised by the Gateways Auxiliary were used to support the landscaping project at Edmill House, creating a beautiful outdoor space for our clients to enjoy. We are deeply grateful for the Auxiliary's hard work and commitment to improving our community.

Our dedicated Auxiliary members this year were Katrina Jeremiah, Sue Lansdell, Liz Roydhouse, Liz Crawford, Rosie Gates, Jenny McMillan, Winkie Mactier, and Sue Smith.





Service awards

5 years

Carla Rayner
Jamie Edwards-Mugge
Tiina Kuusisalo
Kym Helman
Gemma Rodgers
Jackson Brown
Xavier Robertson
Danielle Edwards
Daniel Broomby
Brittany Saraci
Susan Bartlett
Julian Hadwen
Rochelle Anderson
Sebastian Geall
Wendy Carter
Cheryl Marriner
Leigh Fox
Tamara Metcalfe
Wendy Rogers
Ebony-Kate Flynn
Elica Petrovski
Matthew Long
Gregory Dean
Tobias Duff
Tracy McGinness
Louise Bourke
Darren Foster
Deborah Edgerton
Hama Muyaruka
Gillian Thornton
Jody Slater
Handayani Then
Siobhan Kelly
Meagan Bothe
Nana Darko

10 years

Maria Rodriguez
Jessica Eletva
Peter Hobbs
Zoe Newell
Bianca Lihou
Sharon Bassett
Luke Gunn
Tinashe Nyatsanga
Gagandeep Kaur

15 years

Chris McIlvenny
Rod Day

20 years

Kate Fagan
Aimee Dodd
Mark Bliss
Nicholas Fletcher

25+ years

Robbie Meade



People and Culture

This past year, the People & Culture team at Gateways has taken meaningful steps to enhance the employee experience. A key achievement has been streamlining processes such as onboarding, performance reviews, and supervision for both team members and managers.

In addition, we successfully negotiated a new Enterprise Bargaining Agreement with our Accommodation team, ensuring working terms and conditions that reflect their needs. This agreement, tailored specifically for Gateways, is a testament to our commitment to creating a work environment that supports and empowers our people.

Our efforts are reflected in our recent engagement survey, where we achieved a 77% overall engagement score, 9 percentage points higher than in 2022. Scores above 75% indicate a highly engaged workforce, and we're particularly proud that 95% of our team members find their work meaningful.

Over the next 12 months, we will work to create a sustainable organisational design that ensures the continued success of our programs. We will define key capabilities, create career growth, and help our team realise their hopes within Gateways.



Easter Family Fun Festival 2024

The Gateways Easter Family Fun Festival has quickly become a standout event, perfectly aligning with our mission of fostering community engagement and delivering meaningful services. Our goal was to create an event that not only gave back to the community but also introduced new families and clients to Gateways. Based on the feedback received, the festival was a resounding success, and we are excited to see it become an annual tradition.

This year, over 1,100 people attended, with 90% indicating that they would recommend it to friends and family, and 100% indicating they are eager to return next year. This response highlights the event's impact and the strong sense of connection it created within the community.

One key feature that stood out was the introduction of a "quiet hour," allowing individuals who prefer a calmer environment to enjoy the festivities before the main event started. Due to its popularity, we plan to make this a regular part of future events to ensure that everyone feels welcome and included.

Gateways Committee member Dr Bernie Jenner OAM encapsulated the spirit of the day, stating, “This event epitomised everything Gateways stands for—Purpose, Mission, and Vision. It was an event filled with inclusion, fun, respect, and caring, and I would highly recommend it as a must-attend for all Gateways families, staff, and the wider community.” His words reflect the sentiment shared by many attendees.

The festival wouldn’t have been possible without the generous support of our community partners, including Woolworths at Work, Barwon Water, Harcourts North Geelong, and Meli. Their contributions ensured that the event ran smoothly and that we could offer a wide range of free activities for everyone to enjoy.

Entertainment was a major highlight, with performances by local groups such as JADA Dance Group, Indigenous Outreach Project, and CircArts Geelong, alongside vibrant music from DJ Vinnie. Families were treated to an array of fun activities, including an inflatable maze, butterfly enclosure, face painting, and the chance to meet local police and firefighters.

Food and drinks were also a big draw, with Giovanni’s Gelato Cart handing out over 1,000 free ice cream scoops and Pete’s Wood Fired Pizza selling out after serving more than 150 pizzas. The Meat Mechanics food truck, Lions Club of Hamlyn Heights, and Kombi Keg rounded out the festival’s culinary offerings, adding to the festive atmosphere.

More than just an event, the Gateways Easter Family Fun Festival was a celebration of community, inclusion, and the values at the heart of Gateways. With strong participation and glowing feedback, we look forward to welcoming even more families to this growing tradition in 2025.

















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







Client Experience

Over the past year, we have made significant steps in improving client experiences through active engagement and feedback. Our client Ambassador Group hosted four focus groups, where clients provided invaluable insights on various aspects of our services. These discussions covered key areas such as website design, feedback mechanisms, event planning, recreation program bookings, and how they like us to communicate with them. The feedback received directly influenced the success of events like the Easter Family Fun Festival and shaped many of our internal and client-focused initiatives.

To further elevate the client experience, we have established a Customer Office dedicated to overseeing every stage of our clients' journey with us. This office plays an important role in community engagement, event management, partnerships, marketing, communication, volunteer and student placements, customer service, and the delivery of quality services. Our goal is to ensure every interaction with Gateways is a positive, inclusive, and supportive experience for our clients.

Looking into the future, the 2024-2027 Gateways Strategic Plan will focus on deepening our understanding of our clients' evolving needs. We aim to streamline client-facing processes and create more opportunities for clients to share their voices. Through enhanced engagement efforts and strengthened digital capabilities, we are committed to preserving our legacy in the Barwon and Western Melbourne communities while continuously improving the services we offer.

Information and Communications Technology

Over the past 12 months, work has begun on conducting a thorough review to identify areas for improvement and opportunities for innovation. As we continue this journey over the next three years, Gateways aims to leverage Information and Communication Technology to reach our goals, make our operations smoother, and support our clients and staff.

Our strategic goal to "enable a digitally driven organisation" is at the forefront of embracing emerging technologies such as artificial intelligence (AI) and machine learning. We will continue to work on improving our efficiency by automating and optimising processes. We also plan to utilise advanced data analytics to deliver quick and clear information to help make decisions.

Technology will continue to play a role in better connecting us with the community. Digital tools will also improve how we work together with our staff, clients, and key partners This will allow us to deliver personalised experiences and responsive services, strengthening our relationships and building loyalty. We will continue to review and improve our standards for data protection, cybersecurity, and industry guidelines.

Gateways will keep making sure our technology plans fit with our overall goals and follow all rules and standards. We are ready to continue building a stronger, more efficient, and more connected digital future.

Quality & Risk

The successful audits conducted by the NDIS Commission and the Department of Families, Fairness and Housing (DFFH) earlier this year have been a major highlight for our quality team. We are deeply grateful for the positive and constructive feedback provided, which helps us continually refine and improve the services we provide for people we support, families, and carers. These audit outcomes reflect the dedication of everyone at Gateways in keeping quality at the heart of everything we do.

In the future, our focus will be on reviewing how we interact, and communicate effectively with the people we support. This will help ensure that our services are built on a genuine understanding of people's needs and aspirations and how we can best support them to live fulfilling lives. As part of our new Strategic Plan, our quality team will be evaluating frameworks to guarantee the delivery of safe, high-quality supports by a skilled and competent workforce.

A key element of this process will be improving our ability to actively listen and respond to feedback, ensuring that the supports we offer foster independence, personal identity, and the promotion of human rights. Through this, we aim to continually strengthen the quality of care and services we provide to our community.

Student Placements

In the last 12 months student placements at Gateways have continued to steadily grow. In Western Melbourne, we held 21 students in recreation and camps, while Barwon welcomed 13 students through our accommodation programs. 70% of these placements were for Certificate III and IV students in Disability Support and Individual Support, with the remaining placements for Bachelor students fulfilling their community service requirements.

Looking ahead, our focus is on strengthening partnerships with key local institutions with campuses in the Barwon region, West Melbourne and Ballarat. By building these connections, we aim to create mutually beneficial outcomes that enhance our programs and provide valuable opportunities for students.

Financial Statements

Statement of financial position

As at 30 June 2024

	2024 $	2023 $
Asset		
Current assets		
Cash and cash equivalents	3,976,567	5,713,007
Trade and other receivables	2,618,185	1,907,563
Financial assets	5,246,220	5,123,918
Other assets	766,989	675,483
Total current assets	**12,607,961**	**13,419,971**
Non-current assets		
Trade and other receivables	459,806	304,076
Property, plant and equipment	4,773,159	5,353,623
Investment properties	4,720,000	1,971,392
Right-of-use assets	8,458,469	9,811,815
Other assets	564,875	566,811
Total non-current assets	**18,976,309**	**18,007,717**
Total assets	**31,584,270**	**31,427,688**
Liabilities		
Current liabilities		
Employee benefits	3,638,740	3,729,422
Trade and other payables	4,762,901	2,941,043
Lease liabilities	1,602,214	1,600,486
Other financial liabilities	1,104,844	2,059,099
Total current liabilities	**11,108,699**	**10,330,050**
Non-current liabilities		
Lease liabilities	9,573,239	10,898,972
Employee benefits	1,083,975	919,652
Total non-current assets	10,657,214	11,818,624
Total assets	**21,765,913**	**22,148,674**
Net assets	**9,818,357**	**9,279,014**
Equity		
Reserves	724,163	1,012,000
Retained surplus	9,094,194	8,267,014
Net assets	**9,818,357**	**9,279,014**

Statement of profit or loss
As at 30 June 2024

	2024 $	2023 $
Revenue	58,641,728	49,297,248
Employee benefits expense	(48,867,609)	(43,733,066)
Depreciation and amortisation expense	(2,209,895)	(2,244,851)
Impairment expense	(1,891,479)	-
Other expenses	(5,249,386)	(4,064,580)
Finance expenses	(608,179)	(673,365)
Deficit from operations	(184,820)	(1,418,614)
Revaluation increment	724,163	-
Total other comprehensive income for the year	**724,163**	**-**
Total comprehensive surplus/(deficit) for the year	**539,343**	**(1,418,614)**

Read the full audited financial report here

Throughout the 2023-24 financial year, Gateways focused on strategic changes aimed at returning to surplus and securing future sustainability. In 2024-25, Gateways will advance these efforts by implementing additional strategic initiatives, including securing new revenue streams, optimising property arrangements, and continuing to review service delivery. Combined with an ongoing focus on cost management, these initiatives support Gateways' overarching strategic goal of financial sustainability.



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