

ANNUAL REPORT

20
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Golden City
SUPPORT
SERVICES



ACKNOWLEDGEMENT OF COUNTRY

Golden City Support Services (GCSS) acknowledges and pays respect to the Traditional Owners and Custodians of Country across the communities in which we work throughout Victoria. We recognise their enduring connection to land, waterways, and community. We pay respect to Aboriginal and Torres Strait Islander peoples and cultures, and to Elders past and present. GCSS is headquartered on the Traditional Lands of the Dja Dja Wurrung people.

DEEPENING OUR CONNECTION TO COUNTRY



Photo: Lewis Brown

At our 2025 all-staff event, we were honoured to welcome a representative from DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation), who guided us in deepening our understanding of the Country on which we live and work.

The session helped our team reflect on our shared connection to Dja Dja Wurrung Country and the importance of acknowledging the Traditional Owners of the lands we operate across. Through this experience, staff were encouraged to explore the meaning behind an Acknowledgement of Country and to find their own authentic voice when delivering it.

This learning reflects our ongoing commitment to Respect and Recognition, fostering greater cultural understanding and connection within our organisation and the communities we serve.

Golden City Support Services (GCSS) was established as a charitable organisation to improve the quality of life and uphold the human rights of people living with disability.

PURPOSE STATEMENT

Supporting people to lead their own lives with choice, independence, and full participation in their communities.

VALUES

- Recognise
- Respect
- Reflective
- Rights

Photo: Work Experience Student Kyle Bird and his support worker



OUR BOARD



Dr Dru Marsh

Chair



Prof. Christine Bigby

Vice Chair

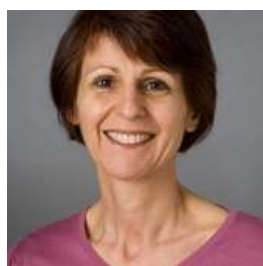


Stacey Bloomfield

Secretary



Fiona Corrigan



Prof. Teresa Iacono



Julie Evans



Kevin Pittman

OUR LEADERSHIP TEAM

Natasha Williams

Chief Executive
Officer



Andrew Chittenden

Chief Financial
Officer

Reanna Stanway

Manager People
and Culture



Neil Sing

General Manager
Resources

Maddy Niemann

Manager Service
relationship Team



Linton Ashley

General Manager
Operations

Shane Mason

Senior
Accountant



Michael Dobson

Manager Support
Coordination

Adam Patten

IT Team Leader



Beau McKenna

Marketing and Business
Development Manager

CHAIR'S REPORT

The past year has been one of renewal, reflection, and growth for Golden City Support Services (GCSS). Building on the significant transitions of 2024, our organisation has entered a period of steady progress and optimism about the future.

Under the leadership of CEO Natasha Williams, GCSS has continued to strengthen its operations, workforce culture, and financial sustainability. The energy, professionalism, and collaborative spirit Natasha has brought to the organisation have been felt across all levels, from our Board and leadership team through to frontline staff and the people we support.

A key milestone this year has been the development and launch of our 2025-2030 Strategy, setting a clear direction for GCSS over the coming years. Guided by our refreshed Purpose Statement and newly defined Values; Recognise, Respect, Reflective, and Rights, we have reaffirmed who we are and what drives us. These values are more than words on a page; they are the foundation of how we lead, make decisions, and deliver person-centred support every day.

Our Board has also been encouraged by the continued improvement in GCSS's financial position. Following several years of investment and stabilisation, we are now seeing positive month-on-month results that reflect prudent management, improved systems, and strong governance. We warmly welcome Andrew Chittenden to the role of CFO and look forward to his leadership as we continue to strengthen our financial foundations.

Equally important has been our ongoing commitment to our people. Across the organisation, we have continued to invest in professional development, leadership capability, and workplace culture, ensuring GCSS remains an employer of choice and a place where staff feel valued and supported.

We are optimistic about the future and confident that GCSS will continue to grow its impact in the Bendigo region and beyond championing the rights, voices, and aspirations of the people we support.

I extend my sincere thanks to my fellow Board members for their dedication and thoughtful stewardship, and to all GCSS employees for their unwavering commitment to quality, kindness, and inclusion. Together, we are building a strong, future-ready GCSS, one that continues to recognise and respect every individual's story and right to live a meaningful life.

DR DRU MARSH

Board Chair

Photo: Dr Dru Marsh



CEO'S REPORT

GCSS has proudly served the community for nearly 50 years, consistently prioritising the people we support. Despite ongoing challenges with the NDIS funding model, our leadership remains focused on balancing individual needs with available resources. As a not-for-profit organisation, our agility enables us to reinvest in people and adapt quickly to change. While we are not yet as financially robust as some providers, we are working towards becoming a break-even organisation by FY 2026–27. This goal depends on growing our revenue while maintaining operational stability for both our employees and the people we support.

Over the past year, GCSS has strengthened its presence across Central Victoria, actively engaging in community events and advocacy in Bendigo, Echuca, Heathcote, Castlemaine, and Gisborne. We continue to be recognised as a trusted support provider in these regions. We have invested in an improvement to our client management system and remain committed to long-term research partnerships, including ongoing collaboration with La Trobe University. Our practice is grounded in person-centred active support, empowering individuals to reach their potential through meaningful engagement and tailored assistance.

GCSS was re-accredited this year as a registered NDIS provider, reflecting our commitment to high-quality service delivery and transparent reporting to the NDIS Quality and Safeguards Commission. We have also expanded opportunities for students with intellectual disabilities, offering work experience placements in IT, reception, and resource teams—resulting in significant personal and professional growth.

Our "people first" culture is reflected in the dedication of our employees, whose daily efforts, from supporting medical appointments to celebrating personal milestones, are the foundation of our success.

We continue to invest in staff training, coaching, and supervision to ensure a safe and fulfilling workplace. We continue to look for contemporary opportunities and innovative ideas to support individuals to live their best lives.

As we enter the first year of our 2025-2030 Strategy, our focus is on becoming future-ready and sustainable, delivering quality practice through engaged and capable people. I am honoured to be leading this journey as CEO and extend my gratitude to the leadership team and board for their continued support.

NATASHA WILLIAMS

Chief Executive Officer

Photo: Natasha Williams



CFO'S REPORT

This year, Golden City Support Services demonstrated resilience and purpose, navigating a complex funding landscape with unwavering dedication. Our focus remained on delivering high-quality, person-centred support that fosters independence and community belonging.

Financial Overview

GCSS recorded total revenue of \$14.77 million, comprising:

- \$14.29 million from customer contracts (primarily NDIS-funded services)
- \$244,875 in other income
- \$238,235 in interest income

Total expenses amounted to \$15.88 million, resulting in an operating deficit of \$1.10 million, a significant improvement from the prior year's deficit of \$2.59 million. This reflects our ongoing efforts to streamline operations and manage costs while maintaining service quality.

Cash and Reserves

At 30 June 2025, the Association held:

- \$2.36 million in cash and cash equivalents
- \$3.33 million in investment bonds
- \$10.25 million in property, plant, and equipment

During the year, management elected to consolidate the Capital Works Reserve and Program Funding Reserve into the Accumulated Surplus, simplifying our equity structure and enhancing transparency.

Financial Position

The Association's net assets stand at \$13.85 million, supported by a strong asset base and prudent financial management. While the current ratio is not explicitly stated, the reduction in liabilities from \$3.98 million to \$2.84 million indicates improved short-term financial health.

Operational Highlights

- Employee benefits expenses decreased by \$993,489, reflecting workforce adjustments and efficiency gains.
- System costs and repairs were also reduced, contributing to overall cost savings.
- The sale of underutilised assets generated \$1.67 million, supporting reinvestment in core services.



Photo: Andrew Chittenden

CFO'S REPORT

Governance and Risk Management

We maintained strong financial governance through:

- Regular reporting and oversight by the Board of Management
- Compliance with all statutory obligations
- Continued internal audits and risk assessments
- Our financial instruments and risk management policies ensure resilience against market fluctuations, credit risk, and liquidity challenges. Sensitivity analysis shows limited exposure to interest rate and foreign exchange risks.

Looking Ahead

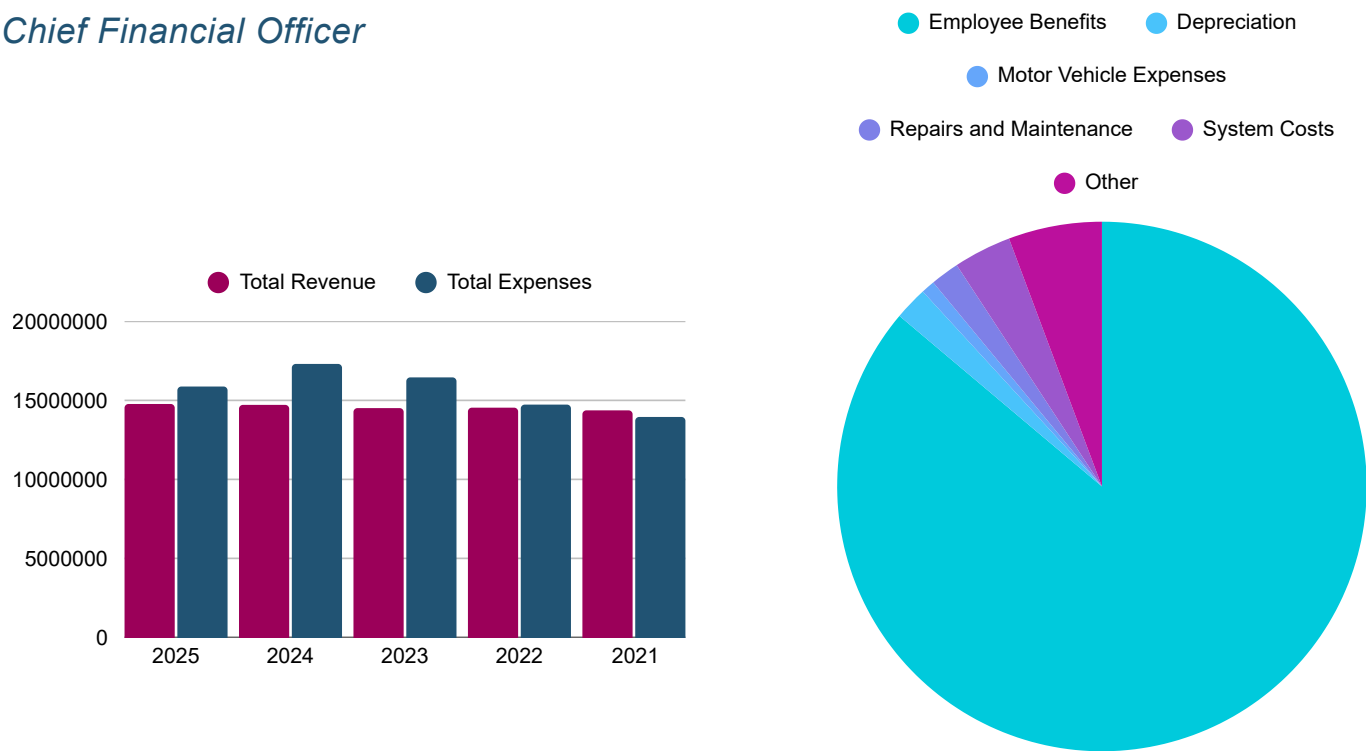
While the financial environment remains complex, Golden City Support Services is well-positioned to continue delivering impactful services.

Our focus remains on:

- Strengthening financial sustainability
- Enhancing service delivery through innovation
- Building partnerships that support long-term growth
- We extend our sincere gratitude to our dedicated staff, Board members, funders, and community partners. Your support is the foundation of our success.

ANDREW CHITTENDEN

Chief Financial Officer



STRATEGY

Golden City Support Services (GCSS) is proud to have finalised its 2025-2030 Strategy, marking an exciting new chapter in our organisation's journey. Developed collaboratively with our Leadership Team, staff, Participant Advisory Group (PAG), and Board, this strategy reflects the shared vision and values that unite our community.

The new strategy sets a bold direction for the next five years. It outlines the first three strategic horizons that will guide our focus and growth; shaping how we continue to deliver high-quality, person-centred, and rights-based support across the communities we serve.

Our work will be guided by four enduring pillars:

- **Quality Practice** – Delivering consistent, person-centred services that evolve with evidence and experience.
- **Engaged and Capable People** – Building a purpose-driven, inclusive workforce that reflects and strengthens the communities we serve.
- **Community and Collaborative Relationships** – Becoming a regional connector and catalyst for inclusive community participation.
- **Future Ready and Sustainable** – Positioning GCSS for long-term growth, adaptability, and impact across Regional Victoria.

The Strategy represents a confident and optimistic step forward. One that embraces growth and positions GCSS for a vibrant and sustainable future.

GCSS Staff and Board Members



OUR REACH

Golden City Support Services (GCSS) is committed to providing high-quality disability support to individuals and communities across Bendigo, Gisborne, Echuca, Ballarat, and Warrnambool. As part of our strategic growth, GCSS continues to explore opportunities to expand our footprint along the corridor from Bendigo through to the northern suburbs of Melbourne. This region represents a significant area of growth and demand for disability and mental health support services. Our goal is to ensure that people in these areas have access to the support they need to live independently, build meaningful lives, and actively participate in their communities.

Through the work of our support coordinators based in Ballarat and Warrnambool, we are extending our reach into new communities and strengthening our connections across regional Victoria. By fostering strong partnerships with local organisations and service providers, GCSS is enhancing its capacity to deliver flexible, tailored, and person-centred support across both regional and semi-urban environments.

As the needs of this growing region evolve, GCSS remains committed to responding with innovative, evidence-informed approaches that improve service accessibility and deliver better outcomes for the people we support.



BE.BENDIGO BUSINESS EXCELLENCE AWARDS



GCSS was proud to be named a finalist in the 2025 Be.Bendigo Business Excellence Awards in the Not-for-Profit category. While we didn't take home the award, being recognised as a finalist was a wonderful achievement and a testament to the dedication of our team and the strength of our work within the community.

The event was also a fantastic opportunity to showcase GCSS, share our story with other local organisations, and celebrate alongside some of our staff and participants who attended on the night. Their presence reflected the heart of what we do — empowering people, building connections, and being part of a vibrant and inclusive community.



Photo: GCSS Staff and Participants celebrate the BBEA's



ROSS BARING SCHOLARSHIP



Photo: Ross Baring presents awards to Trista Broeckelmann and Alex Cotterell

The Ross Baring Scholarship was introduced in 2025 to recognise outstanding GCSS staff who demonstrate commitment to professional growth, innovation, and excellence in supporting people with disability.

We were proud to present the scholarship to Trista Broeckelmann and Alex Cotterell. Both recipients embody the values and spirit of GCSS through their dedication to person-centred practice and their ongoing contributions to improving outcomes for the people we support.

STAFF AWARDS

This year, we are proud to celebrate the outstanding contributions of our team members, especially those who have reached significant milestones in their years of service. Their continued commitment reflects the strength of our values, the depth of our practice, and the genuine care that defines GCSS.

We thank every staff member for the passion they bring to their work each day, and we congratulate all award recipients for their exceptional contribution to our organisation and community.

5 Years

Trista Broeckelmann
Avalon Cromb
Phillip Morris
Shane Richardson
Jose Romero
Melissa Scott

10 Years

Tania Power
Yvonne Reither
Marcia Spiers

15 Years

Leanne Wingrave
Travis Habel
Craig Draper

20 Years

Rob Murrell

25 Years - Neil Sing

This year, we proudly celebrated 25 years of dedicated service from Neil Sing, our General Manager Quality Practice. Neil's remarkable expertise, steady leadership, and unwavering commitment have been instrumental to GCSS's growth and resilience. We sincerely thank Neil for his outstanding contribution and his enduring dedication to the people we support.

Photo: GCSS Staff



SUMMARY

GCSS has emerged stronger and more focused than ever. Guided by our new Purpose and Values (Recognise, Respect, Reflective, and Rights) we have taken deliberate steps to strengthen our organisation, empower our workforce, and enhance the quality of support we provide.

This year has marked the successful launch of our new strategy, setting a clear direction for the years ahead. We have continued to refine our systems and ways of working, ensuring that GCSS remains a responsive, values-driven organisation with a culture built on respect and continuous improvement.

Our financial performance has also stabilised and strengthened, providing a solid foundation for future growth and innovation. Most importantly, our focus has remained on the people we support championing inclusion, independence, and connection across our community.

As we move forward, we do so with optimism and confidence. The progress achieved this year reflects the dedication of our people and the belief that, together, we can continue to create opportunities for individuals to thrive and lead meaningful lives now and into the future.

Photo: Members of CreateA perform a snippet from Burnout Ballet



NOTES

This image shows a full page of white paper with horizontal blue dashed lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

