Gateways
SUPPORT SERVICES

# Annual Report
## 2020-2021

# Acknowledgement of Country

**Gateways Support Services acknowledges Aboriginal and Torres Strait Islander peoples as the first peoples of Australia. We acknowledge the Traditional Custodians of Country throughout Australia where we work, live and play. We pay our greatest respects to the Elders past, present and emerging.**

# Contents


4 Who We Are

5 Our Strategic Plan

6 Gateways 2020-2021 Highlights

8 President's Report

9 CEO Report

10 Pillar 1: Help Build Positive Lives

12 Pillar 2: Actively Drive Community Engagement

14 Pillar 3: Invest In Our People

16 Pillar 4: Build Sustainable Practices

18 Regional Updates

20 Rosemary Malone Scholarship

21 Gateways Board Listing

22 2020-21 Financial Statements

# Who We Are

## MISSION

**To empower and support children and adults who have a disability / additional need and their families to maximise their: quality and enjoyment of life, potential, positive relationships within the community.**

## VISION

**Together we can create a community where:**

- **Children and adults with a disability / additional need and their families are included, valued and well supported.**
- **We are all enriched through an understanding of, and increased participation in, the lives of the children and adults who have disability / additional need.**
- **Gateways is a great organisation to be part of, and our staff and volunteers are known for their commitment to the organisation and our Mission.**

## VALUES

- **Commitment and Cooperation**
- **Opportunity and Openness**
- **Respect and Reliability**
- **Excellence and Empathy**



Our Strategic Plan

# Our PLACE Strategy 2020-23

**Gateways Support Services' PLACE strategy reflects not just what we do, but who we are and why we are driven to achieve our next phase.**

**While our mission remains to empower and support children and adults who have a disability and their families, our 2020-23 strategy is about finding and building more ways, more quickly to walk with our families on their journey.**

**The significance of the word PLACE is central to our strategy – in choosing this word we are expressing our commitment to building Positive Lives And Community Engagement.**

## Help Build Positive Lives

- Address gaps in the market where other providers are unwilling to offer services, especially in support of those with complex and behavioural support needs,
- Speak boldly about the quality and standards participants and families are entitled to,
- We see the importance of early intervention and of involving and supporting the whole family,
- Work towards goals and measure outcomes to ensure each person gets the most benefit from their NDIS funding.

## Actively Drive Community Engagement

- Expand supports for families and carers,
- Establish our Community and Participant Reference Groups to build understanding of need and create shared solutions,
- Build partnerships with businesses, individuals and groups who share our passion for equality and evidence-based practice,
- Offer new services that allow people with disability to learn, test and try their skills.
- Build knowledge in communities to enrich understanding of people with disabilities.

## Invest In Our People

- Remain an employer of choice, offering organisation-wide flexibility to bring to bear the skills and passion of our staff,
- Invest in leadership skills,
- Invest in skill building to ensure contemporary practice in all areas of support,
- Enhance our accountability to clients through transparent performance and consistent outcome reporting.

## Build Sustainable Practices

- Be responsive to the needs of our clients as they navigate change,
- Drive a range of corporate effectiveness measures,
- Refresh our structural and governance approaches,
- Seek new and different partnerships to expand our great skills to other activities.

# Gateways 2020-2021 Highlights

**750**

## Total staff

**Working to provide person centered, high quality support across three regions**

**2,291**

## Total participants

**Benefited from Gateways' support services**

**137,487**

## Total hours

**Support delivered across all our regions**

**231**

## Total Staff

**Recruited over the last year**

**440+**

## Hours volunteered

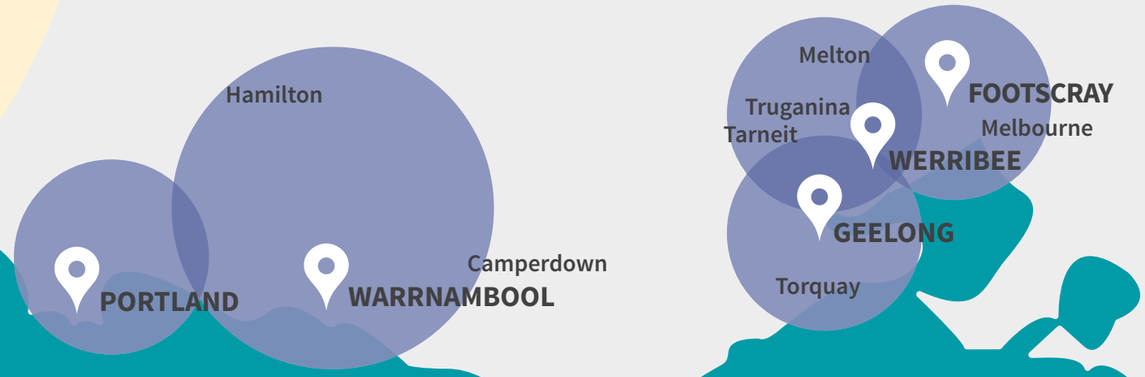
**Across our regions and services**

**5**

## New homes delivered

**In spite of the challenges faced during the COVID-19 Pandemic, Gateways achieved the 2020 promise to build 5 new homes (22-27)**

# Service Area and Office Locations



## President's Report

# Dr Bernie Jenner

**2020/21 marked my 39th year of involvement with what was to become Gateways Support Services and in this report I seek your indulgence as I reflect on a remarkable journey as we move to celebrate our 40th year next year and our next steps.**

**There have been a *number of pivotal moments* in Gateways history that started as a grassroots vision and passion which was part of a never changed Purpose.**

Our journey started:

1. 1982 ***Interchange Barwon*** - shared offices initially at the old Karingal East Geelong then Noah's Ark Toy Library Geelong then I created the 'Resource Centre for Young children and People with Special Needs' at Albert Street with the Geelong West Council Public Reception offices.
2. 1997 ***Gateways Launch*** - Competitive Tendering for State and Federal Welfare Charitable Funding

Grassroots meant:

- starting and run by a Board that had both dual Volunteer Governance, Fundraising and Operational roles (not that those terms existed in those days),
- small staff numbers, with passion,
- A small staff group catching up in hallways in the old 50+yo Geelong West Town Hall Albert Street Reception office we shared for years with the public which we were subsequently gifted by the State government as part of the amalgamation of councils

The contribution by that small hard working staff to create the foundation of Gateways today is forever appreciated. Then just after we had turned 30 years of age we saw our business environment change when in 2013 the NDIS was introduced and many of the rich and innovative processes we had been known for faded away under the pressures of the NDIS changes.

This saw:

3. 2013 Barwon NDIA one of 5 Australian Pilot trial regions (only one in Victoria) – moving our thinking from a Welfare model to a Business Model of Delivery
4. 2013 Rebuild of Albert Road Head Office - part of forward planning for NDIA
5. 2016 MOU then (Deed take over 2017) Interchange Western - expanding our Business there as we had a number of years of NDIS experience under our belt and well versed about NDIS; an opportunity to provide an under serviced very large ever expanding Western Melbourne.

This growth period was massive. We grew from 30 staff to 700 staff and grew to 25 houses.

In 2019 we took our most recent step – a move to Thompson Road - and all it's joys, opportunities and challenges. We have embarked on Gateways Community PLACE - a start to developing PLACES of community, all-abilities, inclusion, programmes, capacity building, complimentary partnerships and deep connection to our community.

This step was designed to future proof us from the changes that you undoubtedly have seen discussed in the media. There will be ongoing changes to ensure the NDIS is sustainable and delivers against its core objectives of increased independence, increased employment and increased inclusion opportunities for people with disability and their families.

Gateways strategic plan has been accompanied by a thorough organisational design process assessing the capabilities – systems, people, processes, resources and infrastructure - that we need to position us for the next decade. This process meant that, as we have through the life of Gateways, - said goodbye to a number of long serving staff. I would particularly note the contribution of:

- Fiona Duthie to our corporate, financial and more recently our HR functions.
- Bronwyn Sizer to our individual supports
- Arnie Bax to our quality assurance and strategy and
- Anthony Aitken to our financial management

As we go into 2022 celebrating our 40th year, I want to thank all staff past and present for their commitment to Gateways and our future and I look forward to another 40 years of quality service to people with disability.

**Dr Bernie Jenner**



## CEO Report

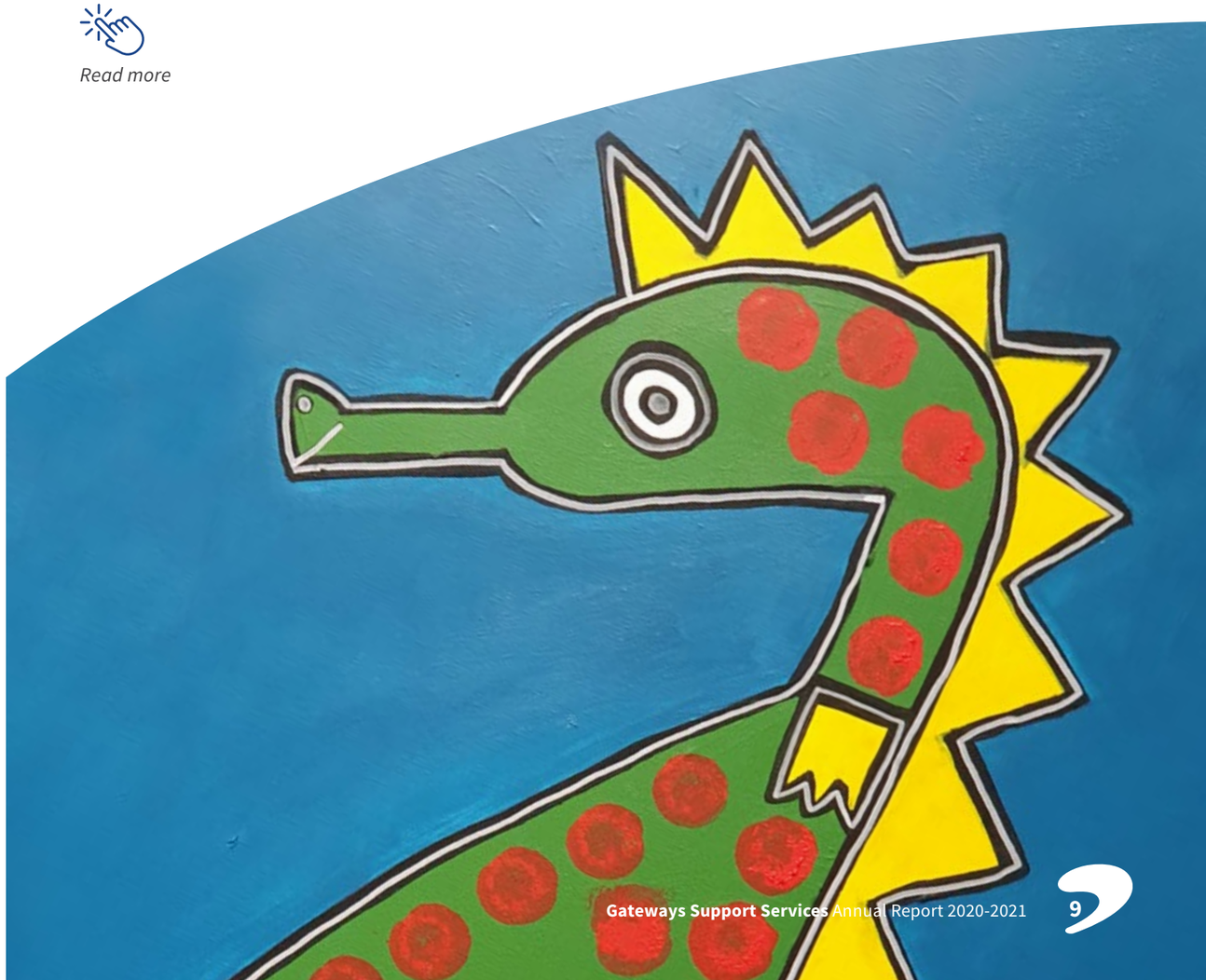
# Stephanie Gunn

**It goes without saying that 20/21 was a challenging year for Gateways as it was for most other areas of the community. Each lockdown saw different scale, evolving risks and changing service design and staff needs. I am proud of our staff resilience and commitment to absorb these changes and just keep keeping on.**

…At the same time we have made some remarkable contributions to the lives of participants that we support and to the sector more widely...

These are stories that show the endless courage, commitment and creativity of our staff in responding to the needs of our families. This will be what continues to drive us. I am grateful to those staff who have embraced the need for change and who are excited by what 2021/22 will bring as we move forward to celebrating our 40th year.

*Read more*



**“The other parents get your experience, so you can bounce ideas around and they genuinely share in your child’s progress. It is so nice not to feel alone.”**

***- Kate***

## Therapy playgroup confidence booster for families of children with autism

Kate had all but given up on mainstream playgroups for her youngest son, Archie, when she learned about Gateways Early Intervention Therapy Playgroup. Finding a group that not only embraced and nurtured her child, but also did not judge her parenting was game-changing for the Geelong mum of four.

*Read more*



Pillar 1

# Help Build Positive Lives

**Gateways Support Services has been bold throughout 2020-21, creating new and different services and supports to enrich and enhance the lives of our participants and the community. We are developing new programs that will enable our participants to achieve their goals and setting the benchmark for innovation and best practice in the sector.**

## My Way Program

The My Way program focuses on planning and implementing supports that the participants want, to live life *their way*, either in their home or in the community. The team liaise with other service providers, families and advocates whilst also creating and maintaining an environment that empowers people with disabilities.

*Read more*

## Custom built houses for Gateways clients

The ball is rolling on three new developments to be built next year in Warrnambool, Hamlyn Heights and Clifton Springs.

**“They had a book with pictures of the house and it is very beautiful. Me and my sisters are very excited.”**

***- Julie***

*Read more*

Pillar 2

# Actively Drive Community Engagement

**Gateways Support Services is working in collaboration and partnership with our participants, the community and business partners to create opportunities, awareness and services that truly reflect and meet the needs of people with disability and their families. We are passionate about building partnerships with health, business and community providers to ensure that we can champion and advocate for services that meet the needs of people with disability.**

## Interchange Host Buddy Volunteering program

Gateways Interchange Host Buddy program carefully matches a child or young person with a disability with an individual or host family, to share their time with that child on a regular basis.

**"It is a bit daunting at the start because you are just two strangers, but you really do find a good personal connection. I enjoy seeing the boys and the whole family. It's more than just 'I need to go', you really look forward to it."**

***- Jack***

*Read more*

## Adolescents are Gaining The Edge

Designed by Gateways' Youth Plus team, Geelong-Based Gaining The Edge is the only occupational therapy-informed program in Australia that specifically addresses the transition period from primary to secondary school for young people with disabilities.

**"The program made the transition to high school beneficial not only for Phoenix but the whole family as it made us all feel more confident and ready."**

***- Karen*** *Gaining the Edge Parent*

*Read more*

## Job Quest empowering adults with a disability

Job Quest has been developed by Gateways to empower adults with a disability to build their work skills and confidence in a safe and supportive team environment.

*Read more*

**"Having someone show me how to do new things a few times until I understand, is a big help. I would like future employers to know I am really nice and kind and I am really passionate to get things done, learn new things and help people."**

***- Nathan***

Pillar 3

# Invest In Our People

**We recognise that our staff are our most valuable assets. They work with us because they are committed to providing the highest quality and standard of support and solutions. To help them achieve this, Gateways Support Services has invested back into our people through extensive training and innovative leadership programs.**

## Gateways Team Leader Development Program

Along with Gateways significant transformation program, the role of our middle level managers / team leaders has also been evolving. Now our team leaders are not only experts in their field, they are also leading teams through an ongoing period of growth and transformation.

*Read more*

## Maintaining Safety in the Face of COVID-19

As an essential disability service, Gateways has remained open and dedicated to supporting participants, families and our staff during some of the toughest lockdowns and restrictions in Melbourne and regional Victoria.

**"In the face of all of these challenges we all face on a day-to-day basis, we continue to provide the very best quality of care and support to our participants and still have a laugh and a chuckle in the workplace."**

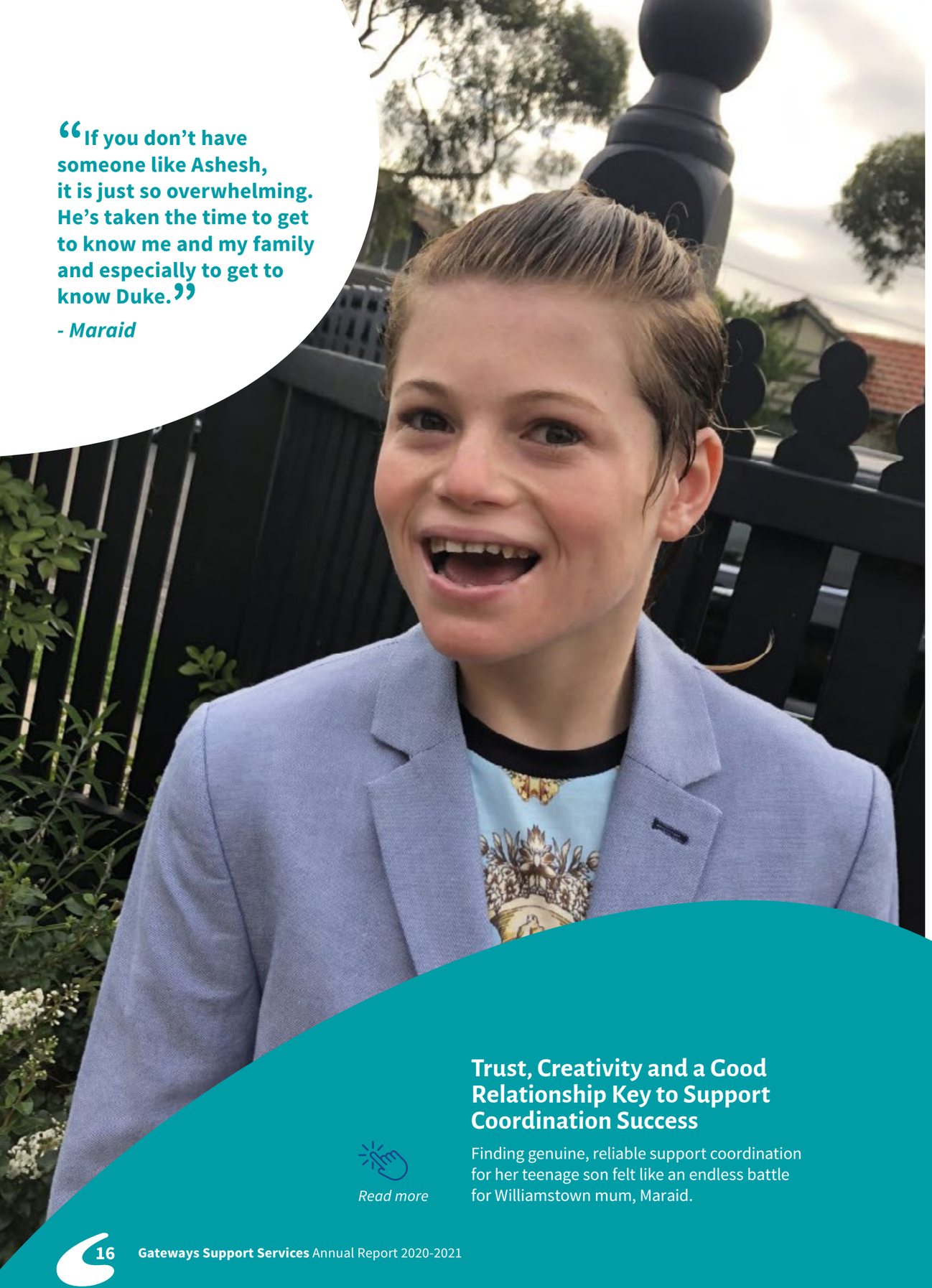
***- Paul*** *Health & Safety Advisor*

*Read more*

## Improving Care Initiative

Improving Care initiative seeks to better experiences of children and young people in residential care services. The initiative will be co-designed and co-delivered with children and young people with a lived experience of residential care to ensure the improvements address what matters most to them.

*Read more*



**“If you don’t have someone like Ashesh, it is just so overwhelming. He’s taken the time to get to know me and my family and especially to get to know Duke.”**

***- Maraid***

## Trust, Creativity and a Good Relationship Key to Support Coordination Success

Finding genuine, reliable support coordination for her teenage son felt like an endless battle for Williamstown mum, Maraid.

*Read more*



Pillar 4

# Build Sustainable Practices

**Gateways Support Services is building for the future through a systematic review of our processes and systems. This process is designed to ensure cost-efficient services, enabling us to invest in more opportunities for our participants and families.**

## Delivering on the next chapter of Gateways Support Services Strategy

We carried out a comprehensive organisational redesign process to ensure we are well placed for the changes expected and needed by our participants.

The operation aimed to maximise our capabilities to achieve our strategy and build the systems and processes required to meet the NDIS expectations going forward.

**“The process has also shown us some remarkable small pockets of capabilities that we will look to grow during 21/22.”**

***- Steph*** *CEO*

*Read more*

## Partnerships: Working Together to Improve Participant Outcomes

Partnerships form an integral part of the Gateways philosophy, both in our approach to our participants and staff but also with our communities.

Over the last year, Gateways Support Services have formed key partnerships with several organisations within our communities who share our vision.

*Read more*

**Working with our participants to achieve their goals and live a life designed by them.**

# Regional Updates

## Barwon

**This year saw the decision to transition our operations in Geelong to better define our participant support activities and our back of house support functions.**

For our participants we have continued to offer services in and out of COVID arrangements. We have maintained our COVID safe practices, implemented permitted worker regulations, become gurus on PPE.

We have asked staff to adapt to new procedures and practices and have developed an expertise in moving seamlessly in and out of lockdowns.

*Read more*

## Western Melbourne

**The western Melbourne arm of Gateways has experienced substantial growth and multiple innovative initiatives are gaining momentum as a result of all of the hard work from the team in 20/21.**

This year could be described as a year of false starts, especially in Melbourne as we have been prone to extended lockdown periods and this has presented real challenges and frustrations.

However, the key message for this annual report lies within the fact that the team have endless passion, and oodles of creativity which are backed up by a willingness to pitch in and help out in whatever way possible.

*Read more*

## South West

**It has been an unprecedented year for our clients, their families and carers, in response the staff at Gateways Support Services in South-West Victoria have gone above and beyond.**

The team have not only worked tirelessly to meet the needs of our current participants and their families but to grow our services to care for those in the community who have so needed extra support in the last twelve months.

*Read more*

# Rosemary Malone Scholarship

**The Rosemary Malone Scholarship is named after Gateways long serving CEO who retired in 2019. It is designed to honour her legacy and contribution to Gateways, people with a disability and to the broader Geelong Community.**

**A huge congratulations to Gateways Support Services Pediatrics Team Leader, Delia Backstrom-Symons, for her successful project: Venture On.**

Children and young people are spending less time outdoors than they have done in the past decades and more time indoors. This may be due to an increase in attending extra-curricula activities, parental concerns due to the perceived risks that doing so may entail or due to increased time engaging on electronic devices. This change is, for me, one of the inspiring factors which led me to apply for the Rosemary Malone scholarship. The scholarship provided me with an opportunity to create a program which could offer young people a chance to experience the outdoors in ways that they may not have been able to before.

Research has shown that being outdoors and experiencing the natural world, provides people with positive health, well-being and functional outcomes. The outdoor environment and connecting with nature and natural resources provides space and physical features that cannot be replicated in other contexts. The combination of nature, group and adventure activities can magnify the benefits of therapy and skill development of the individual.

The program is aimed for Autistic adolescents to experience the outdoors as their therapeutic setting to support their development into adulthood. Adolescence is often a difficult period for any young person and for Autistic teenagers, this can be a particularly challenging time when experiencing the continued need to overcome their disability related challenges.

The program will also have a unique aspect in offering a peer mentoring program where Autistic adolescents who have completed the program can become peer mentors to support other young people on the Autistic Spectrum and aims to support the development of self-acceptance, belonging, optimism and confidence. This will be an opportunity for young Autistic teenagers to gain leadership skills and support others to develop the skills that they themselves have achieved.

"*Venture On*" is a name I chose as I thought it reflected the adventurous nature of the outdoor activities that people will experience as well as conveying the notion of 'venture'- a journey of self-discovery and the challenges the program will afford the person to experience leading to skill acquisition and a sense of empowerment. I hope that the young person taking part in the program will take the sense of empowerment to other aspects of their lives as they grow into adulthood and as contributing members of our communities.

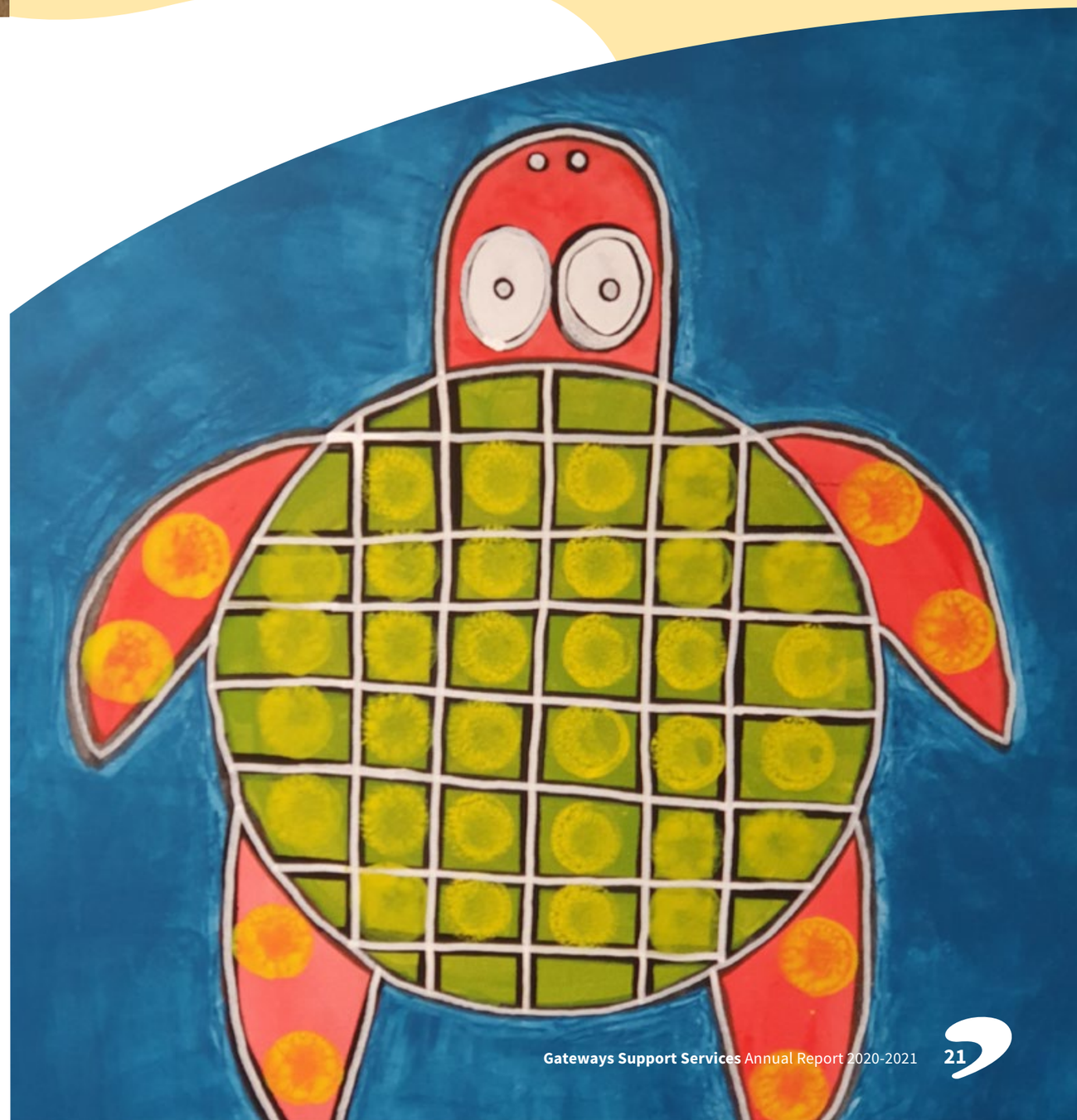


# Gateways Board Listing

**Dr Bernie Jenner**
*President*
**Dr Robert Ward**
*Vice President*

**Cassandra Gravenall**
*Treasurer*
**James Arnott**
*Secretary*

**Karl Morris**
**Greg Hughes**
**Jessica Eagles**
**Keith Baillie**
**Jacqui Malloch**



# 2020-21 Financial Statements

Gateways has been challenged to continue to find alternative solutions to COVID safe service provision within the rules of lockdown and associated restrictions with a resultant underlying operating deficit of $1.64m for the year. The impact on the flow of income from services has this year been substantial. Gateways has been deliberate through this pandemic to not displace our workforce. The essential support required for many of our participants does not change as a result of the pandemic although our cost of operating these services increased due to PPE, COVID training requirements and workforce mobility management rules and Gateways chose a highly risk conservative approach to new service offerings to ensure the principle of COVID prevention was maintained.

Those services considered discretionary under Government policy instructions (such as community based capacity building and all nonessential services) have not been able to be substituted in full through alternative services.

The impact of COVID on wider community decision making has been felt intensely on our goals for our PLACE strategy with limited scope for the intended income generation activities. However, the impact of COVID confirms that our strategic directions generally are robust. We remain committed to rebalancing the mix of our client cohort to be able to offer online and non- face to face services and developing a more diverse income and service base.

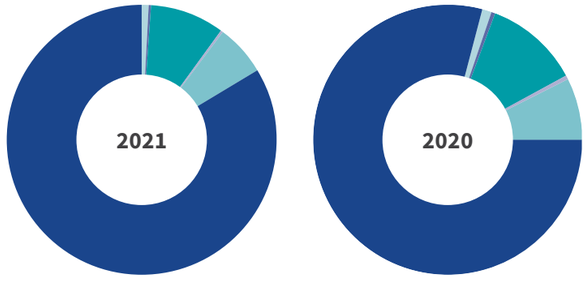
Acknowledging that these disruptions are likely to continue means the financial sustainability workplan delayed due to the need for the need for the restructure completed in the financial year will take priority in the new financial year.

Gateways cash operating position continues to be strong noting that the final balance only reduced by $0.67m in the financial year as a result of a continuous focus on cash management.

## Income and Operating Expenditure for 2021

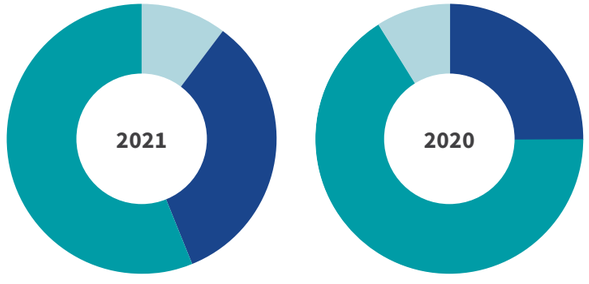
**INCOME**

- NDIA
- Other Income
- Commonwealth Grants
- State Government Grants
- Donations
- Client Fees




**OPERATING EXPENDITURE**

- Service Delivery Costs
- Services contracted to other agencies
- Corporate Costs






## Financial Statements

**MEETINGS OF DIRECTORS**

During the financial year, 11 meetings of directors were held. Attendances by each director were as follows:

| Board Member | Eligible | Attended |
|---|---|---|
| Dr Bernie Jenner | 11 | 11 |
| Karl Morris | 11 | 11 |
| James Arnott | 11 | 11 |
| Keith Baillie | 11 | 11 |
| Jessica Eagles | 9 | 9 |
| Rob Birch *(Resigned May 2021)* | 8 | 8 |
| Dr Robert Ward | 11 | 11 |
| Jacquie Malloch | 3 | 3 |
| Greg Hughes | 3 | 1 |
| Cassandra Gravenall | 11 | 6 |

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021**

| | 2021 $ | 2020 $ |
|---|---|---|
| **Income** | | |
| Revenue | 64,136,358 | 48,804,203 |
| **Total Income** | **64,136,358** | **48,804,203** |
| **Expenditure** | | |
| Employee benefits expense | (36,341,895) | (28,212,853) |
| Depreciation expenses | (2,087,035) | (1,112,452) |
| Other expenses | (26,620,575) | (15,426,737) |
| **Total Expenditure** | **65,049,505** | **30,321,932** |
| **(Loss) Surplus from operations** | **(931,147)** | **4,052,161** |
| **Non-operating** | | |
| Finance Expenses | (725,632) | (248,861) |
| **(Loss) Surplus before income tax** | **(1,638,779)** | **3,803,300** |
| **Income tax** | - | - |
| **(Loss) Surplus after income tax** | **(1,638,779)** | **3,803,300** |
| **Other comprehensive income for the year** | - | - |
| **TOTAL COMPREHENSIVE INCOME FOR THE YEAR** | **(1,638,779)** | **3,803,300** |

*Read more*

**Gateways Support Services** (Gateways) is an NDIS registered, quality-accredited independent community service provider specialising in autism, intellectual disability and complex behaviours. Our mission is to empower and support children and adults living with a broad range of disabilities and their families to maximise their quality of life, potential and positive relationships.

In 2020-2021 we assisted more than 2,100 individuals, and their families, living in the Western division of Victoria from our offices located in Geelong, Warrnambool, Werribee and Western Melbourne.

## GOVERNMENT FUNDING

VICTORIA State Government

ndis

Australian Government

## OUR SUPPORTERS

Thank you to each and every individual and organisation who has contributed to Gateways over the past year. Your support, large or small continues to help Gateways make a positive difference to the lives of people living with a disability, their carers and families.

Thank you, your support is greatly appreciated.

## MAJOR SUPPORTERS

**City of Greater Geelong**
**Dawn Wade Foundation**
**Ducas Paul Foundation**
**Eastbrooke Medical Centres**
**Geelong Cats**
**Geelong Community Foundation**
**Geelong Connected Communities**
**Give Where You Live**
**Haymes Paint Shop Geelong**
**Kindred Spirits**
**Wallingtons WRG**
**Westfield Geelong**

## Gateways Auxiliary

We would like to extend a special thank you to each and every member of the Gateways Auxiliary for their hard work and dedication, organising, promoting and running the annual Gateways Golf Day and also this year introducing the inaugural Jumble Sale.

Auxiliary events in 2020-21 raised over $21,000 for the Gateways Autism Assessment Centres.

### A Special thank you to the major Sponsors of the 17th Annual Gateways Golf Day

Adroit Insurance Group | Austeng | Coulter Roache
Wendy Oliver & Rainer Breit | Drysdale Clinic
East Geelong Discount Drug Stores
Geelong Insurance Brokers | Harwood Andrews
Hanoi Kitchen | Mactier Family | Maxwell Collins
Morris Finance | Peter Gates | Simon Crowley | YNA

A big thank you to the Barwon Heads Golf Club for hosting the event.

**The Gateways Board of Directors, Leadership and Staff would like to sincerely thank each and every one of our supports for their generous donations and support.**

Gateways SUPPORT SERVICES

**www.gateways.com.au**


**Gateways Community PLACE | Geelong**
12-14 Thompson Rd
North Geelong, VIC 3215
(03) 5221 2984
info@gateways.com.au

**Werribee Office**
3 Princes Hwy
Werribee, VIC 3030
(03) 9749 7388
westernmelbourne@gateways.com.au

**Western Melbourne Office**
77 Droop St
Footscray, VIC 3011
(03) 9396 1111
westernmelbourne@gateways.com.au

**Warrnambool Office**
171 Lava St,
Warrnambool, VIC 3280
(03) 5562 8271
southwest.admin@gateways.com.au