



2021-22 Annual Report

POSITIVE LIVES AND
COMMUNITY ENGAGEMENT



IT TAKES A COMMUNITY... AND GATEWAYS IS FORTUNATE TO BE PART OF A COMMUNITY THAT CONTRIBUTES TO AND BUILDS INCLUSION OPPORTUNITIES FOR OUR CLIENTS AND THEIR FAMILIES.



ACKNOWLEDGEMENT OF COUNTRY

Gateways Support Services acknowledges the Traditional Custodians of Country throughout Australia. We recognise their continuing connection to land, sea and community and we pay our respects to elders past, present and emerging.



GOLF DAY

A total of 14 teams organised by our Auxiliary took part in our 18th Golf Day at the Barwon Heads Golf Club, where they competed on a picturesque course with incredibly generous donations from many of our sponsors. A special thank you to the Ducas Paul Foundation for their additional donation to support the development of a unique program to bring therapy based computer activities to rural and remote areas around Geelong.

AUXILIARY

The amazing Auxiliary, constrained for so long due to COVID, burst back into a range of activities to raise much needed funds for Gateways. The highlight - other than the Golf Day - was a lunch to celebrate the 100 year anniversary of the Archibald Prize held at the Geelong Library.

AUTISM WALK

2021 saw Gateways take on the management of the Autism Walk on behalf of the Geelong community. Like so many other important events, COVID meant that amendments had to be made which resulted in the walk moving from Eastern Beach to Eastern Gardens. Despite the change, the event was a wonderful success. We are very grateful to all the sponsors and donors including Sensory Kingdom for their incredible gift baskets.

JOB QUEST PLACEMENTS

Our Job Quest program would not exist without the businesses and individuals who welcome our participants into their workplaces - special thanks to Brumby's (Minerva Road), BST, Diaco's Nursery, Little Green Corner, Miann & Co, NQR (North Geelong) and Soft Café who supported our participants with engaging in meaningful volunteer placements.

KEY ACHIEVEMENTS

2021/22 was the second year of our three year strategy focusing on Positive Lives and Community Engagement. Through the hard work of our staff we have seen some wonderful outcomes against our four Strategic Pillars.

OUR 2020/23 PLACE STRATEGY

Expanded services for people accessing day programs

Expanded Support Coordination

New measurement tools to capture support needs

Grown Positive Behaviour Support team

Created new programs of support for Recreation

Offered camps in Barwon and expanded to a wider range in Western Melbourne

Consolidation of management structure to enhance service efficiency

Creation of a Community Services Division to build consistency

Creation of an internal committee structure

Enhanced Risk Management

Creation of Quality Practice Framework to drive training and skills development for all staff

Further developed behaviour observation tools to capture evidence of progress against goals

Developed clear and transparent billing frameworks for Support Coordination

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 support 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 responsible 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.

Expanded programs to assist families with disabilities

Implemented a range of activities for Carers

Commenced client voice to the Board with the Ambassador Program

Worked with a range of other providers to drive policy changes

Grew the number of businesses supporting Job Quest

Partnered with Barwon Health and South West Healthcare for Health Passports

Maintained our inclusive supports in Kindergarten and Preschools

Implemented new NDIS Practice Standards for Emergency and Disaster Management

New subcommittees established with the Board

Adoption of requirement for all Directors to have a Director Identification Number

Commenced a Governance review

Partnered with BCYF and Orange Door to bring disability specific knowledge to Family Services

Invested in IT processes and systems to enhance service efficiency

PRESIDENT AND CEO REPORT

This has been a significant year for Gateways, both in recognising our journey and preparing for the future.

We acknowledged the efforts of Dr Bernie Jenner who after 40 years has stepped back from the President role. We are indebted to Bernie for his service and are delighted he will continue to guide Gateways through our strengthened focus on quality and practice. We thank Keith Baillie for following Bernie as our Board President and look forward to his leadership.

During the last financial year, the Board has focused on a number of key elements.

GOVERNANCE STRUCTURES AND PRACTICE

During the year we completed:

- New sub-committee structure
- Enhanced documentation control, and
- Adoption of a Director Identification Number as a requirement for Directors.

We also have underway:

- Governance Review including consideration of our corporate structure, and Director role and tenure, and
- Exploring the establishment of a formal Company Secretary position, given the increased complexity of our organisation.

We also started delivering on our commitment for active engagement directly with our clients through the establishment of an Ambassador program.

CONSOLIDATION OF MANAGEMENT STRUCTURE

We have been busy implementing the final stages of our organisational design work that commenced in the previous year. This has seen:

- Consolidation of our management structure, aimed at consistency in approach, and quality of services and efficiency
- Creation of a Community Services Division, and
- The initial stages of our investment in our leadership development.

The team has underway a number of major initiatives that affirm our quality, accountability and transparency. These progress many key Strategic Plan commitments, namely:

- Enhanced risk management, and
- Quality Practice Framework - which will drive our training and career opportunities for our staff and ensure services have clear practice frameworks.

A key focus for next year will be to expand our formal mechanisms to engage with our clients. While we provide one-on-one solutions well, we can do better in engaging clients in our program and service design and reviews.

BETTER SYSTEMS AND PROCESSES

This year saw us focus on improving our internal services – our systems, our processes, our financial management and our investment in our people. This positions us to meet the continuing pricing reforms in the sector and to provide the best possible employee experience.

We have also embedded a stronger commercial values-based culture that will see us drive opportunities for growth and diversification. Importantly, we have strengthened the quality of our care, solutions for our clients and investment in our people.

The team has finalised significant changes that will enable us to be more efficient, more timely and more flexible in our response to the needs of our clients. Of particular note is:

- Centralised Intake which ensures that:
 - Each client has a single service agreement (excluding Accommodation) for all services from us, and
 - We can more proactively support and offer services for those clients on wait-lists.
- Centralised Claiming and revenue management
- Comprehensive Financial Governance framework, including a new budget process that captures our growth intentions for the year
- Enhanced and more timely financial reporting and forecasting
- Extensively updated IT security and procedures, and
- First stage of improvements in a recruitment system and the assessment of a human resource information system that will enable us to better support our staff.

SERVICE CHANGES AND CHALLENGES

The context in which we work is changing rapidly. To ensure we can continue to support people with disability the way they need and deserve, we must think beyond what we have always done. We must lead practice in the sector and to continue to contribute to policy debate about the goals of the NDIS and the needs of people with disability.

This year we have faced some real and challenging circumstances, including:

- Promoting our commitment to workforce development in response to labour shortages
- Significant changes in funding, and
- Limitations in being able to optimise the outcomes from our lease in North Geelong.

The financial implications of these circumstances have been significant. Despite improved operational performance, Gateways has incurred an operating deficit of \$3.1M. This can be attributed in part to JobKeeper funding being extinguished and the inability to generate revenue for large parts of our service during lockdowns. We also have had difficulty in achieving anticipated rental income, whilst still incurring cost outgoings.

We have developed a financial budget with strong performance and governance expectations, plus a program of important ongoing improvement. We will continue our journey of returning Gateways to a surplus, supporting us to be a quality and financially sustainable disability service provider.

FURTHER PROGRESS

We have also seen some extraordinary outcomes and exciting developments in our services, including:

- Significant growth in our sector-leading Behaviour Support team and our Support Coordination team
- Expansion in our Day Support activities
- Expansion of our Family Programs across all locations
- Commencement of a Practice and Quality Framework that will give us a clearer, stronger focus on staff and client safety and quality outcomes, with an integrated staff training and competencies model, and
- Creation and implementation of a framework and associated projects to better manage the health interface for clients and drive sector leadership in Barwon and South West regions.

OUR PEOPLE

Our community and clients experienced many challenges in the last year, including the impacts of COVID-19 lockdowns. Gateways shared these challenges and together we have supported and adapted in a unified and collaborative way.

Our employees were able to continue their work in a safe environment while remaining connected and supported by their colleagues, resulting in ongoing service to our clients while we kept our people fully employed.

Without the incredible workforce that makes up Gateways, we wouldn't be able to provide the quality of care that is relied on by our clients and community, and we sincerely thank our people for their commitment in such difficult times.

LOOKING FORWARD

In summary, our focus for the year ahead includes:

Client Services

- Expanding services that are stable and financially strong
- Reforming services to best practice, efficient and contemporary offerings
- Delivering new services aligned to purpose and existing skills and passions
- Building partnerships to enhance services for existing and new clients.

Internal Services

- Investing in practice, safety, quality and risk frameworks and support
- Investing in and support for staff through skills, wellbeing and belonging
- Delivering optimal efficiency and security in IT and other systems
- Providing effective Finance, Corporate and Human Resource partnering in meeting business needs.

Focusing on these improvements positions us for our next three-year strategy. This will be with a new CEO, as Stephanie Gunn embarks on a new direction. We are grateful for the vision and drive to complete these changes that Stephanie brought, through what has been a massively complex period for Gateways, our clients and our community.

Thank you to all our staff and to our clients. We are committed to meet the needs of those with a disability and our community.

We look forward to engaging with and supporting you into the future.

KEITH BAILLIE, President

STEPHANIE GUNN, Chief Executive Officer



HOME IS WHERE YOU GROW

Providing safety, independence and nurture through our accommodation solutions.

2021/22 COVID OUTCOMES

We were very proud to have had minimal COVID illnesses in our residences. This was not luck but rather a dedicated, persistent focus on quality, cleanliness, compliance and innovation. We have asked of our staff long hours, shifts at short notice, flexibility in location of shifts and endless change in policy and procedures as requirements changed.

FOCUS ON QUALITY

Over the last 12 months we have further refined our approach to quality in our houses through a more structured approach to data collection and analysis. This data is then used at our team meetings and meetings with each resident to track progress against goals, develop new supports and build new training for our staff.

DIVERSIFYING HOUSING SUPPORTS

In 2021 we held a series of workshops to explore how to bring our residential expertise to alternative forms of in-home support.

We already provide a spectrum of care arrangements from 24/7 to drop in supports for 61 residents in 23 large and small households. We also provided 25,879 hours of in-home respite for participants who remain in their family home. We are excited by the diversity of offerings now being supported by the NDIS. Our team is readily supported by specialist support coordinators who are experts in assisting families analyse, assess and choose the very best living arrangements across Victoria.

GATEWAYS BOARD LISTING

KEITH BAILLIE
Chairperson

KARL MORRIS
Secretary

JACQUIE MALLOCH
Treasurer

BERNIE JENNER

CASSANDRA GRAVENALL

GREG HUGHES

JAMES ARNOTT

JESSICA EAGLES

ROBERT WARD



HOME IS WHERE YOU ARE SAFE

HEALTH PASSPORT PROJECT

Gateways Support Services has recognised the gaps in access to basic health care for people with a disability and is actively looking for ways to close this gap. In 2021, we formed a partnership with the Barwon Health Disability Liaison Unit to develop and implement a “digital health passport” to roll out to all the participants we support in our houses. This passport contains information related to the individual participant such as personal details and key contacts, medical history, medications and current health issues, preferences around how they wish to be communicated with, verbal and non-verbal contact and any other relevant information for when they require a health assessment. This passport has been uploaded to the Barwon Health electronic medical records system so if a participant does require a visit to hospital, the clinician can access this information immediately.

Whilst in its infancy, we have already seen its benefits through staff not having to give paper-based information or try to provide this over the phone. The passport can go to any medical appointment and be updated following the assessment outcome.



This is the beginning of Gateways Support Services commitment to improving the health outcomes for our participants, but also to develop a model that can influence the delivery of better integration between services.



COMMUNITY ENGAGEMENT

RECREATION AND COMMUNITY ACTIVITIES ARE BACK!

After a very disrupted two years we were delighted to be able to jump back into offering a wide range of fantastic, skill oriented, fun inducing recreation activities in the community.

CAMPS

For the very first time, we offered three camps for young people from Barwon in Anglesea, Melbourne City and Portarlington. Every young person is supported to build skills away from home and to interact confidently with others. In Western Melbourne our legendary camp program burst back into life with camps in Creswick, Rosebud, Tootgarook, Maldon, Melbourne CBD, Phillip Island, Anglesea, Shepparton, Glenmore, Torquay, Echuca and Daylesford.

These camps - covering Juniors, Youth , Adults, Carers and Families - see our young people progress in their goals to manage new activities, experience new sounds, sights, thrive in new environments and build new and enduring relationships. After camps – many young people seek to connect with each other for weekend activities.

PROGRAMS OF SUPPORT

During 2021/22 we re-structured the majority of our recreation activities into programs of support to provide specific capacity building skills in dedicated areas. In total we provided 118,513 hours of support focused on assisting clients to achieve their diverse goals including:

- Get Active, LegoMates and Play and Stay - enhancing gross and fine motor skills, mobility and social communication
- Be Social – focusing on coping with community environments, communicating with others, expressing preferences and ideas
- Train Trippers – building independence in travel
- And there are so many more – all tailored to the developmental needs of young children, teens and young adults.



BUILDING BELONGING AND INCLUSION



JOB QUEST - EMPLOYMENT PATHWAYS FOR ADULTS WITH A DISABILITY

Job Quest Employment program is designed to support participants to build their employability skills and confidence. By combining practical and theoretical skills, Job Quest maximises individual learning opportunities in a fun, supportive environment.

Just ask our participants!

- “ I like learning new things and preparing food at Little Green Corner - Stormy
- “ I love coming to Job Quest because I’m making new friends and having fun. I like working at the Café and talking with customers – Sienna

SOCIAL CONNECT

Importantly, we have responded to what was a long waitlist of demand and expanded our day centre based activities. This has the added bonus for those of us who work at Thompson Road to have our clients be a part of our every day life.

We have been privileged to have been showered with crafts, offered freshly made biscuits, soups and cakes for sale and been able to order pizza and nachos made on site. We have shared Easter Egg hunts, celebrated International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), Halloween parade and numerous morning teas.

THE GOLDEN THREAD CONNECTING TO OUR PURPOSE

Our daily connection to our non-residential clients makes us all part of the golden thread each client has that links their goals to their services, to their families and to their community. As our contribution to strengthening that thread, we strive to ensure all activities bring a lens of enquiry informed by positive behaviour support, a therapeutic overlay and multi-faceted skill building.

SUPPORTING PARTICIPANTS TO ACHIEVE THEIR GOALS

SUPPORT COORDINATION

2021/22 has seen growth of our Support Coordination team around a refreshed practice framework. We welcomed 142 new clients during the year. We have achieved this growth through recognition of the high quality service we provide, not only for participants, but for families and providers who we are seeking services on behalf of participants.



QUOTES FROM FEEDBACK REGISTER

- “ My Support Coordinator has helped me navigate my plan
- “ I get given options from my Support Coordinator
- “ Thank you for listening
- “ I am treated with respect from my Support Coordinator



WHAT IS SPECIAL ABOUT SPECIALIST SUPPORT COORDINATION



Specialist Support Coordination provide a higher level of support to participants that have a complex disability with current involvement with Justice, homelessness or have a severe mental health condition. This support is delivered by qualified or highly experienced staff in a particular subject matter.

This intense support is vital to ensure participants are tracking against their goals, mainstream interfaces are engaged and where practical, informal supports are maintained.

BUILDING STRONGER FAMILIES AND CARERS

OUR YEAR IN NUMBERS

FAMILY SUPPORT PROGRAMS

The goal of our new Inclusive Family Support team is to proactively support and mentor individuals and families who have been diagnosed with a disability and are experiencing difficulties with parenting. We work with families to create manageable routines and to empower positive communication in the family unit. Our goal is to establish and create a good foundation for families to stay strong and successfully manage the challenges they face.

CARERS INNOVATION

Gateways was successful in two Carer Grants, with a focus on Carer health and wellbeing. Short getaways were planned for one or two nights and activities focused on Male Carers.

Feedback from Carers indicated the getaways were exactly what was needed. Prior to attending, Carers reported high levels of burnout and fatigue.

Reports from getaways were that expectations were exceeded and Carers felt relaxed and had made connections with other Carers. Similarly, our Male Carer cohort reported feelings of isolation from the community and enjoyed having the opportunity for respite and to connect with other Male Carers.

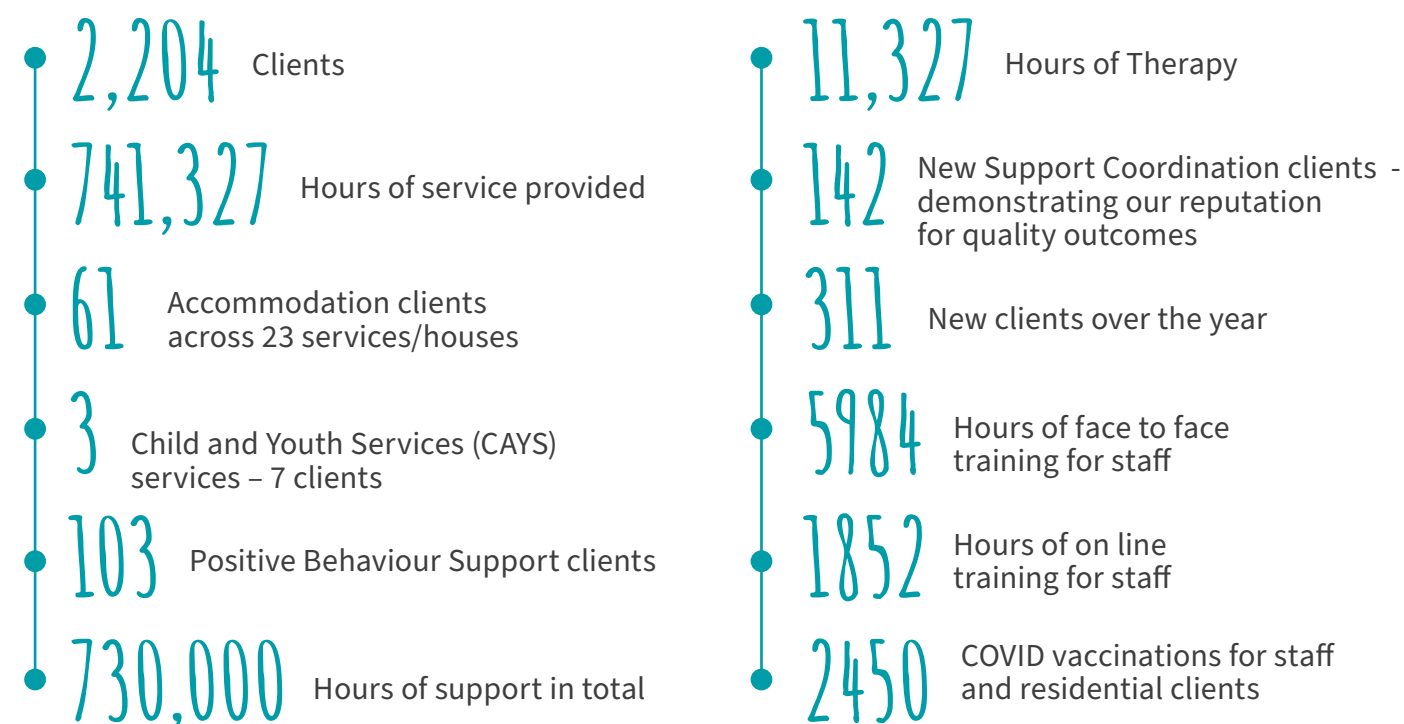
A NEW PARTNERSHIP WITH COHEALTH

Since September 2021.

We have supported 9 families with intensive guidance on a weekly basis.

Families have successfully been connected with NDIS supports and report success with in-home arrangements.

Funding has been approved for 2 years and the number of referrals has increased from 10 families to 18 per year.



FOSTER CARE PILOT

Gateways are proud to pilot a program in collaboration with BCYF to provide training and upskilling to Foster families who care for children with a disability.

This role will include working 1:1 with foster families and delivering tailored workshops to small groups of carers to ensure they have a support network to share ideas and build skills in caring for a child with disability.



ACHIEVEMENTS AND MILESTONES

Barwon E.A.T program saw children increase the number of new foods they tried with some of these becoming new favourites. After a few sessions, one group decided to cook San Choy Bao which was loaded with veggies and some unique flavours such as ginger and coriander. This was in contrast to the beginning of the sessions/term where the group only wanted to cook pasta with butter and cheese.

Feedback from Seb. Prior to attending E.A.T Seb had difficulty socialising and getting out of the house. After Seb's first E.A.T program, he reported that he felt "safe" and made friends, eager to attend the following fortnight.



MADE POSSIBLE THROUGH OUR PEOPLE

STAFF PROFILES

LIST OF LONG SERVICE AWARDS

5 YEARS	
Vikki	Anderson
Christopher	Banor
Amanda	Beaton
KS (Kenneth)	Chandran
Tracie	Downie
Clare	Glazebrook
Anita	Hanson
Paul	Hoffen
Donna	Hughes
Kellie	Mantella
Madeleine	McBain
Kim	Menzies
Kendra	Menzies
Georgia	Menzies
Chantal	Milne
Stephen	Patch
Ana	Pisani
Susan	Ryan
Ben	Valentino
Penelope	Williams
10 YEARS	
Rhianna	Arnold
Warren	Clifton
Lynette	Condon
Margaret	Costa
Natalie	Crothers
Jemeal	Davis
Melissa	Foley
Tania	Gillett
Josephine	Hansford
Rachel	Lafranchi
Deborah	Lawrie
Anita	Meade
Leanne	Rodgers
Paula	Ruff
15 YEARS	
Andrew	Forster
Karen	Green
Karen	Shrimpton
20 YEARS	
Suzanne	Lewis
Kirsten	Stuart



1-20 YEARS – JENNY SCHMIDT

15 years ago I joined Gateways as a volunteer in the Interchange Host Program and I have had the opportunity to work in recreation coordination, recruitment and training, and am now the Volunteer Coordinator for the Barwon Region. I'd love more people to realise that volunteer experience really can lead to employment. After all, what better way to find out if a career in the disability field is right for you? Most Gateways volunteers start by assisting in social and recreation group activities for children and adults with a disability.



2-8 YEARS – FRAZER LEVER

I started at Gateways Support Services virtually as soon as I finished high school. Having spent a lot of time alongside and supporting people with disabilities, with either my family or volunteering at Barwon Valley School through a program at Belmont High, I felt Gateways was a perfect place for me to work. The flexibility allowed me to pursue work in the film industry and my study, all while working an extremely rewarding job that I was able to rely on. Then one day I found that 5 years had passed, and I was still working providing support to people with disabilities and loving every second of it. I realised that the work we do and the relationships we form with our incredible participants was so nourishing and rewarding, that it is something that I can do seemingly indefinitely. Since then, I have been growing ever more committed to the mission of Gateways; to support and empower people with disabilities, and I have been looking to find new ways within the organisation to apply my skills and knowledge, to further better the lives of the people we are dedicated to.



NEW THIS YEAR – SOPHIE MENNER

Joining Gateways during COVID (June 2021) was both challenging and rewarding but I can honestly say that I have thrived within the recruitment team. For me, being at Gateways means I am able to positively impact the lives of people within the disability community though the service delivery of me and my team.

FINANCIAL STATEMENTS

This page shows

- how much money Gateways Support Services **has** on 30 June 2022
- how much money Gateways Support Services **owes** on 30 June 2022
- the value of everything Gateways Support Services owns on 30 June 2022
- Provisions - things we might have to pay in the future



OUR ASSETS

Money in the bank	\$10,964,005
People who owe us money	\$2,221,424
Things paid for early	\$395,834
Things we have	
Property Plant and Equipment	\$7,378,992
Right of Use Assets	\$11,384,111
Other Assets	\$571,125
Total	\$32,915,491



OUR LIABILITIES

Money we owe	\$2,689,624
Government Money in our bank	\$1,625,151
Staff Holidays and Superannuation to pay	\$4,025,261
Lease Liabilities	\$13,877,827
Total	\$22,217,863



NET ASSETS

How much money we would have if we sold everything we own	\$10,697,628
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EQUITY

How much money would be left if we sell everything we own and pay all the money we owe or need to spend	\$10,697,628
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This page shows

- how much money Gateways Support Services **got** in 2021 - 22
- how much money Gateways Support Services **spent** in 2021 - 22
- how much money is left over



REVENUE

How much money we got	\$44,563,135
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EXPENSES

How much money we spent	\$47,695,829
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SURPLUS

How much money is left over	-\$3,132,694
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To see the Whole Audit Report



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.



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 disability, their carers and families.

VOLUNTEERS

There have been just over 1500 volunteer hours contributed by 40 volunteers across 11 recreation programs in the 2021/22 period.

In addition we had another 55 volunteers participate in our annual Gift Wrapping fundraiser at Waurin Ponds Shopping Centre, raising almost \$4000.

Thank you to all of our volunteers for all that you do for the Gateways community.

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.



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