Gateways
SUPPORT SERVICES



2022-2023

Annual Report



Acknowledgement of country

Gateways SupportServices acknowledge 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.

[redacted]

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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



President and CEO Report

Gateways has a long and proud history of supporting and empowering people with disability. Our origins date back to 1981 with the launch of the Interchange Host Program, an initiative still in operation today. We stand firm behind our vision of establishing a community in which children and adults with disabilities or additional needs, along with their families, are embraced, appreciated, and provided with the necessary support for a fulfilling life. We strive to be an exceptional organisation and recognised for our unwavering dedication to the communities we serve, our team members, and our volunteers.

In a year of leadership transition, we would like to acknowledge and express our gratitude to outgoing CEO Stephanie Gunn, along with interim CEOs Sean Justin and Graeme Kelly, who expertly guided the organisation ahead of our new CEO, Rohan Braddy, taking the reins.

2022/23 was the third year of our 3-year Place Strategy. We have seen many achievements towards this strategy over the 3 years, and with new leadership, we are looking forward to revisiting the strategic direction for Gateways with our community in the coming months.

Alongside our continuing focus on quality client outcomes, the focus for 2022/23 has been in improving efficiency in operations and the performance in all areas of the organisation. This has seen a consolidation of management structures across Barwon and Western Melbourne to enhance service efficiency within the Individual Support and Recreation areas. Some difficult decisions needed to be made that have unfortunately had an impact on some team members, however our focus remains firmly on achieving the best service delivery outcomes for our participants.

Continued growth in our sector-leading Behaviour Support team and the introduction of a standalone Authorised Program Officer and Authorised Reporting Officer have increased our focus on compliance and in turn the quality of service offered by Gateways.

We delivered 2 new residential homes and have 2 new homes in development that are due to be delivered in 2023/24. Our residential support workers, with 39 individuals boasting over a decade of service to our residential community, do such a wonderful job, helping to make Gateways residential homes a true home for our residents.

We continued our focus on modernising our digital platforms across the organisation, to better support our delivery and drive efficiencies. This year we have introduced a new HRIS platform, streamlining and improving the onboarding experience for our employees, and automating our performance management processes. We will be continuing our digital transformation journey in 2023/24 with the implementation of apps and tools which simplify ways of working for our support teams, participants, and their carers.

Gateways has faced significant financial headwinds over the past few years, and we are pleased to report that this year's result is a $1.7 million improvement on the previous year, and we have budgeted for a surplus in 2023/24. This strong turnaround in financial position has been achieved through sustained and dedicated hard work by the Board, Executive and our whole team, a willingness to make difficult decisions, and a focus on 'getting back to the basics' and ensuring our activities are aligned with our mission and what we choose to do, we do well.

This year we continued our focus on investing in our people. We delivered 3,844 hours of face-to-face training to 413 team members and 1,686 hours of online training to 588 team members. We also introduced our Leadership Development Program (LDP). The program aims to build the leadership capabilities of our Executive Management team, Senior Management team and Team Leaders and Coordinators across a range of development categories.

We would like to express our gratitude to all our volunteers and students across our Barwon and Western Melbourne region who have dedicated 3,670 hours to support our team members in our recreation programs. Your contribution is much appreciated and you are an important part of our team.

We would also like to acknowledge the amazing work done throughout the year by our Auxiliary, who volunteer their time to raise much needed funds for Gateways. This year the money raised by our Auxiliary has contributed to the purchase of a new minivan for our Western Melbourne recreation program. The minivan enables us to transport our participants to their chosen activities and programs, connecting them with their local community.

A huge thank you to our Gateways team members for their dedication and commitment to achieving our mission and tirelessly striving to meet the needs of our participants and our community.

We anticipate another robust year, filled with a revitalised sense of purpose and ambitious goals, aimed at strengthening Gateways for our community.

Keith Baillie,
President

Rohan Braddy,
Chief Executive Officer

Support Coordination

2022/23 has been a successful year for Support Coordination, with continued growth in participant numbers and hours of support delivered. Our team continues to work with a wide range of participants to support all aspects of independence and capacity-building across Geelong, Warrnambool, Ballarat, Werribee, and surrounding areas.

We delivered support coordination to 760 participants and specialist support coordination to 32 participants, totaling almost 48,000 hours of support. Into the future, we are looking to increase the number of participants and further build our specialist team.

792
participants

48,000
hours of support

Feedback from our community

Our team continues to receive excellent feedback from stakeholders across ourcommunity.

‘What an epic saga this has been! Thanks Kristy, easily the best support coordinator that Riley has had in the time I have worked with him. Thanks for your amazing effort.’

Behaviour Practitioner

‘Duringdiscussions,bothDirectorand Senior Planner praisedtheprofessionalism and support of Laureninhercapacityas Specialist Support Coordinatorandalso her promptness, knowledgebaseand willingness to support thecomplexteam.’

Director Complex Pathways Youth Justice

‘I want to let you know that Amulya is an amazing support coordinator. She goes far and beyond for myself and my daughters. Amulya is always in contact with me and tries to help out as much as she can. Amulya is understanding, patient, considerate, willing and able and always offering support. Amulya is always happy and positive. I have never met someone who wants to help as much as Amulya has. Gateways Support Services is lucky to have an employee who has all these qualities that are rare to find these days. Thank you Amulya for all your support and guidance.’

Parent

NDIS Plan Management

NDIS Plan Management continued to experience strong participant growth in 2022/23 with 780 participants having their NDIS plan managed by Gateways. The Plan Management team processed more than 37,000 invoices this year. The new MYP plan management app was fully embedded, improving efficiency and transparency for participants.

We will continue our focus on growing Plan Managementand improving our systems and process tosupport the new NDIS computer system rolloutin 2023/24.

780
participant plans managed

37,000+
invoices processed

Inclusive Families

The Inclusive Families team has continued to provide high-quality disability-expertise-focused supports to families in conjunction with key partners, strongly supporting the broader family support system in the Barwon region.

In 2022/23 our team consisted of 5 key workers, each with a different focus, supporting 32 families with complex needs and providing over 6,000 hours of supports.

Demand for these types of family supports remains strong, and we plan to continue this important work and strengthen our networks in the coming year.

Kindergarten Inclusion Support and Pre-School Field Officers

The Kindergarten Inclusion Support Team experienced more than 25% growth in hours delivered in 2022/23, as this critical Department of Education and Training funded service experienced unprecedented demand. We are implementing a range of process improvements to run this program most effectively and look forward to leveraging technology for further efficiency improvements moving forward.

The Preschool Field Officer (PSFO) Team has continued to provide high-quality and highly regarded expertise to preschools, embedding their reputation as a knowledgeable and supportive service across a large service area.

In 2022/23 we onboarded more than 200 Individual Assistants who supported 364 3- and 4-year-olds with more than 50,000 hours of support. Our PSFO team supported more than 900childrenacross dozens of preschool settings.

25%
growth in Kindergarten

50,000+
Kindergarten Inclusion Support hours

1,264
children supported



Accommodation Support Services

What is a home?

Thequestion of 'what is a home' is a driving question at Gateways. A home is not a workplace or somewhere where people receive supports. A home is a place where people live the way they choose, feel safe,have choice andcontrol and can be theirnatural self. A home gives people the foundation to grow, thrive, dream and succeed. Ahome can take many forms, a home is a feeling one gets deep inside and gives people asense of belonging. No two homes are the same. It is hard to define what is a good home, asonly the people living there can determine this. A quality home should not just be measured on all of thesystems and processes in place, or on what Gateways knows; rather, the focus should be 'isthehome a real home' to the people who livethere.

Accommodation has seen some growth in 2022/23, although our focus this year has been on streamlining processes, updating and developing policies to meet the needs of our participants, and service delivery that exemplifies inclusion, diversity and cultural inclusivity.

Accommodation
We have 68 participants in our care across 28 homes, including 2 new homes in 2022/23. We have provided 284,408 hours of support and 32,367 hours of individual support and received $24 million in funding.

Child and Youth Support (CAYS)
Gateways manages 3 houses for children with complex disabilities who are unable to live with their families. We have 8 children/adolescents currently in our care, have provided 13,570 hours of support and received $5 million in funding.

Team members
Our 322 residential team members and 41 therapeutic residential team members were supported by 6 managers throughout the year. The accommodation team takes great pride in its exceptional strength and expertise. Remarkably, 39 team members have dedicated over 10 years of service to Gateways and the amazing participants in our residences.

28

2
new homes in 2022/23

39
team members with 10+ years with Gateways

330,000+
hours of support



Communicating joy at Edmill

Inthe serene neighbourhood of Edmill Court resides Denzel, a resident of Gateways' supported accommodation, who recently celebrated his 21st birthday milestone.

Denzel's journey hasn't always been smooth sailing. He's faced challenges in his previous home, where safety concerns led to restrictions. Due to his tendency to want to get out and about on his own, staff had to lock both the front and bathroom doors to prevent potential risks.

Fraser, an Edmill Team Leader, reflects on Denzel's growth, 'Over the years Denzel has continued to improve his communication skills which is especially impressive since Denzel uses alternative forms of communication.'

Edmill has played a pivotal role in Denzel's progress. Fraser explains, 'For Denzel, living at Edmill has been a game changer. One of the biggest impacts is the huge, shared yard space for Denzel to be able to enjoy. He loves being on his feet and exploring. Having such a large property allows him to burn energy and explore his environment as much as he likes while remaining safe.'

Fraser also highlights another crucial aspect of Edmill, the presence of the dedicated staff, 'Denzel is one of the most social people on the planet. Having an endless stream of people for him to interact with and bring a smile to their face with his infectious personality is fantastic.'



'He brings happiness wherever he goes,' Fraser says. 'He is always a friendly face to members of the community he meets along the way and due to his beautiful nature always gets the respect he deserves from those he meets.'

Recently, Denzel celebrated his 21st birthday surrounded by friends, enjoying the thrill of unwrapping presents and enjoying outdoor activities. A new sandpit added to his delight, making the day even more special. 'Denzel celebrated his 21st birthday surrounded by the people who make him happy.'

But Denzel's happiness goes beyond the confines of Edmill. He thrives on community outings, creating new friendships wherever he goes. His presence at the local dog park is particularly endearing, where he engages with dogs and brings smiles to people's faces. 'Denzel makes friends everywhere he goes with his smile and laugh' Fraser says.

At Edmill, Denzel enjoys his hobbies. He loves playing with his cherished toys, including a spinning pram. His love for music shines through as he strums the guitar, plays the keyboard, and enjoys the ukulele with the support of our staff.

Shakira, Denzel's sister, attests to the positive impact of Gateways' community, affirming, 'I think Denzel being a part of the Gateways community has allowed him to flourish and be the best version of himself. From the support and care from his wonderful care team to having bonds with the other participants at the house and at Social Connect, it has all been positive.'

Shakira shares, 'Seeing Denzel have friendships and interacting with other participants and staff, makes me feel at ease that he has an amazing circle of people around him. Staff go above and beyond to ensure his needs are met'.

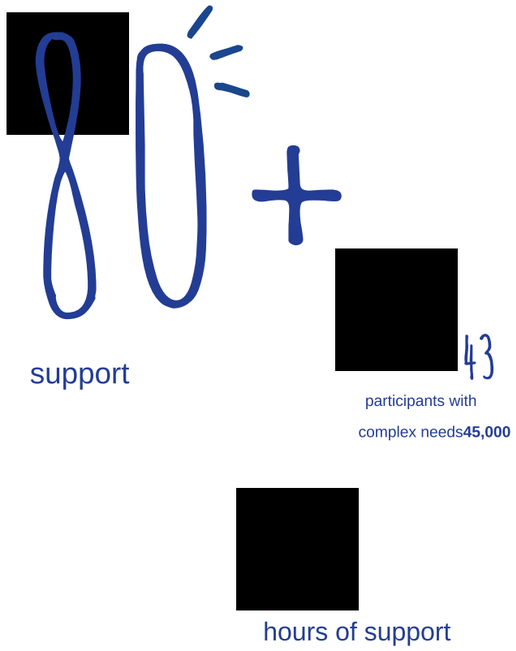


Social Connect

In 2022/23 our participants have enjoyed several activities through our Social Connect program, some of which are new to the program this year:

- NEW! Grandview Haven Farm – where participants can immerse themselves in farm life, feeding chickens, brushing donkeys' manes, playing with dogs and guinea pigs, as well as attending to the horses.
- 'We Rock the Spectrum' - a sensory-friendly gym that allows participants to engage in physical activity while promoting the importance of play, movement, and physical and emotional well-being.
- Social Outing Fridays allow participants to explore different parts of our community and make new connections. Participants choose their adventure destination, and new places that have been explored include Barwon Heads, Torquay, and Anglesea.
- We have welcomed some chickens to our Hunter Street location this year, providing participants an opportunity to engage in meaningful and therapeutic interactions with the animals, allowing individuals to experience the joys of animal companionship while learning about responsibility and care.
- A communal vegetable garden has been established at our Thompson Road site. Participants have been actively contributing to the upkeep of this garden, demonstrating their dedication to maintaining a sustainable space. The garden not only serves as a source of fresh produce but also creates collaboration and collective effort among the Social Connect participants. The fresh produce has been a great addition to cooking activities on the site. Seasonal vegetables and herbs grown in the communal garden are utilised to enrich the cooking experience and add a farm-to-table aspect to the meals prepared.

The future for this program looks bright, with strong demand and plenty of ideas from within the team to continue to deliver the most meaningful and engaging supports to participants.



Unleashing creativity, building connections, and celebrating a memorable birthday



Adam, a participant of Gateways' Social Connect program, eagerly anticipates his next event after a memorable ABC-themed birthday party. Living with autism spectrum disorder (ASD), Adam has been actively engaged in various programs at Social Connect since starting with Gateways in 2021.

Gateways has had a profound impact on Adam's life. Danny, Adam's dad says, 'I think it actually did enhance him quite a bit because of the variety that is offered for his weekly participation. The wide range of activities available to Adam has been important, but even more so, are the friendships he's created that have enriched his social life'.

Hannah, the Site Coordinator of Social Connect, talks about Adam's journey, saying, 'Adam participates in a variety of programs at Social Connect such as Bounce, indoor sports at Try Boys basketball stadium, gym, café culture, shopping, and creative programs where he makes characters/props for his upcoming birthday. He also enjoys using public transport to the library, bowling, and attending the social outing every Friday where we go to different locations each week.'

'Like each participant, Adam is supported appropriate to his needs while he attends Social Connect,' she adds. 'The time and effort that staff put in is to ensure that Adam's programs include independence building, relationship development, and the freedom to make choices.'

A standout moment in Adam's journey was his 2023 birthday celebration. Months of planning went into the themed celebration centred around the ABC. Adam's creativity shone as he designed costumes and assigned character names to staff and participants. He was Tinky Winky from the Teletubbies.

What makes these events truly special is the sense of community at Gateways. Participants and staff come together to support and celebrate Adam. This year's celebration was a day filled with laughter and friendship, finishing with Adam treating everyone to a fun dance routine.

Social Connect allows participants like Adam to enjoy diverse activities, access support and socialise in an inclusive and safe environment.

Danny reflects, 'It means a lot because his social community is much, much higher, and all in all, he seems to enjoy it, and as I've said previously, the variety that's available to him throughout the week means a lot because it's not a repetition from day to day. Every day is something different, and for him, being able to participate in those daily activities is great'.







Empowering Inclusion through the Safety Squadron Program

Working towards expanding his business and going on a holiday, Anthony is a part of our Safety Squadron, a program that allows him to be a valuable and a contributing member of a team.

Carolyn Foot has been Anthony's Positive Behaviour Support Practitioner for about three years. Her job is to make sure Anthony is safe and happy. She has seen Anthony change a lot during this time. 'When I first started working with him, he was exhibiting lots of complex behaviours, he was assaulting staff, he was running off, he was highly agitated a lot of the time through his environment, and he had lots of issues with his eating'.

The Safety Squadron, started by another Gateways Positive Behaviour Support Practitioner, aims at giving participants a purposeful role within Gateways. Anthony joined the Safety Squadron after the team decided to expand their initiative to include other participants. 'I thought of Anthony because he absolutely loves anything to do with safety and he loves working around the Gateways office.'

The Safety Squadron is a big part of Anthony's journey. In the Safety Squadron, he checks first aid kits every week and makes sure the cars are safe by checking the fuel and tyres.

Being in the Safety Squadron has taught Anthony many important things. Carolyn says, 'Responsibility is one. He knows, like all of us, he has to come in, do his work. He gains recognition around the office, and it is a valued role.'

'He's now working, he's engaged in lots of programs out in the community that he wasn't before, he greatly enjoys community access, he goes camping overnight. He is generally a lot happier and probably a lot healthier; he's been on a healthy eating program.'

Anthony is working towards going on a holiday to Queensland. Gateways is helping him plan this trip. He also wants to do more work at the Gateways office, like checking more first aid kits and helping in different places, such as Gateways houses.

Carolyn mentions, 'the fact that at the Gateways office, he can come into this office and perform a role, and if he mucks up a little, that's okay. It's a safe environment for him to learn those skills and he has lots of people around him to support him. And it also works very well for people who work in the office, to feel a part of the culture that we have got people with disabilities here, and they're doing valued work, and they're interacting just like every other member of the workforce'.

Specialist Behaviour Support Services

Behaviour Support continues to be a key strength and focus area for Gateways with two additional Behaviour Practitioners joining the team this year to meet ongoing demand.

We are continuing to focus on developing our ability to provide Positive Behaviour Support and Restrictive Practices training to Gateways staff with 200+ hours of training provided in this area throughout the year.

Moving forward we're looking to grow our capacity to expand Behaviour Support to more regions with a focus on remote areas.

The development of a stand-alone Authorised Program Officer (APO) and Authorised Reporting Officer (ARO) has increased the quality of service offered by Gateways, focusing on compliance to ensure that all restrictive practices are identified, approved, and reported on.

112

people receiveda total of 7,498 hours of support

98 Behaviour Support Plans implemented



What is the role of an Authorised Program Officer (APO)

The APO approves the use of restrictive practices in a person's Behaviour Support Plan (BSP). They ensure all restrictive practices in use are captured, documented in the BSP and approved by the Victorian Senior Practitioner. Their role is also to monitor and oversee the implementation of restrictive practices within the approved BSP and ensure that there are strategies in place to drive a reduction in the use of restrictive practices. The APO also ensures that participants are aware of the restrictions that impact directly and indirectly on them.



Recreation and Camps

2022/23saw us deliver a strong offering of recreation groups and camps for our Geelong and Western Melbourne participants. These activities are designed to help our participants learn and practice important social, community, and independent living skills in a supportive and enjoyable environment. On top of that, they get to build meaningful friendships along the way.

Urban Explorers was created early in 2023 to support participants with higher support needs seeking a life-enriching alternative to traditional day programs. On Thursdays & Fridays, the participants enjoy community-based activities which align with their interests, supported by an amazing team of select individual support workers highly in tune with their needs. They have engaged in a variety of fun outings, including days out exploring Melbourne & Country Victoria by public transport, and visits to Comic Con and the Melbourne Celtic Festival.

Some camping experiences included a thrilling day in the snow, the penguin parade at Phillip Island, and action-packed outdoor adventure at Cave Hill Creek.

2022/23 saw the launch of new and continuation of many existing recreation programs, such as Build & Play, Lego Mates, Splash & Play (Swimming), Minecraft and PC gaming, Ladies & Men's Clubs (18+), Gateways Gazette, Train Trippers, and Market Makers. The Barwon EAT Program was an award nominee for the Jean Simpson Award.

Over the course of the year the recreation and camps teams provided more than 43,000 hours of supports. Camps were delivered in 26 different destinations in Victoria.

As we gear up for the year ahead, we're eagerly looking forward to more incredible experiences and fun. We are constantly working on expanding our activity and destination options for our participants so that they can explore even more incredible places. Plus, we hope to be taking our capacity-building camps interstate. We will continue to build on the new recreation programs to ensure we respond to participant feedback and provide the best value.



26 hoursofsupport



[redacted]

campdestinations

[redacted]43,000+

Individual Supports and Aged Care

This year saw the ongoing delivery ofindividual supports to a broad range of participantsin the community and in their homes, providing capacity building and respite. Our over 65s program, Prime Movers, ran 3 different groups across the Geelong and Western Melbourne regions, enjoying a range of community-based activities from sing-alongs at local Morning Melodies groups to trips to museums and art galleries.

Looking forward our focus is on improving the customer journey through our onboarding processes and risk management to further enhance safety in our service delivery.

[redacted]28,000+

[redacted]

hours of support to Prime Movers



Therapy Services

Our Western Melbourne therapy team provided 7,615 hours of personalised support to 75 children, young people, adults and their families within the region. The team continued to go above and beyond to make a difference in the lives of those they support through individualised therapy services designed to help development in areas including communication, learning skills, self help skills, sensory awareness, and developing social relationships. Through their dedicated approach the team has assisted in building life changing capabilities for individuals and their families.

Looking forward, we are seeking a new space for our therapists in Western Melbourne, providing opportunity to build on our range of services and programs offered within the region.

[redacted]7,615

hours of therapy

[redacted]75

families supported

Financial Statements

Statement of financial position
As at 30 June 2023

	2023 $	2022 $
Assets		
Current assets		
Cash and cash equivalents	5,713,007	10,964,005
Trade and other receivables	1,907,563	2,221,424
Financial assets	5,123,918	-
Other assets	675,483	395,834
Total current assets	13,419,971	13,581,263
Non-current assets		
Trade and other receivables	304,076	-
Property, plant and equipment	7,325,015	7,378,992
Right-of-use assets	9,811,815	11,384,111
Other assets	566,811	571,125
Total non-current assets	18,007,717	19,334,228
Total assets	31,427,688	32,915,491
Liabilities		
Current liabilities		
Employee benefits	3,729,422	3,246,112
Trade and other payables	2,941,043	2,689,624
Lease liabilities	1,600,486	1,481,787
Other financial liabilities	2,059,099	1,625,151
Total current liabilities	10,330,050	9,042,674
Non-current liabilities		
Lease liabilities	10,898,972	12,396,040
Employee benefits	919,652	779,149
Total non-current liabilities	11,818,624	13,175,189
Total liabilities	22,148,674	22,217,863
Net assets	9,279,014	10,697,628
Equity		
Reserves	1,012,000	1,012,000
Retained surplus	8,267,014	9,685,628
Total equity	9,279,014	10,697,628

Statement of profit or loss
As at 30 June 2023

	2023 $	2022 $
Revenue	49,297,248	44,563,135
Employee benefits expense	(43,733,066)	(40,924,322)
Depreciation and amortisation expense	(2,244,851)	(2,312,194)
Other expenses	(4,064,580)	(3,702,961)
Finance expenses	(673,365)	(756,350)
Deficit for the year	(1,418,614)	(3,132,692)
Other comprehensive income for the year	-	-
Total comprehensive deficit for the year	(1,418,614)	(3,132,692)

Read the full audited financial report here



Team member service awards

5 Years

Carla Rayner
Jamie Edwards-Mugge
Tiina Kuusisalo
Kym Helman
Madeleine Tobias
Gemma Rodgers
Xavier Robertson
Danielle Edwards
Jackson Brown
Daniel Broomby
Alan Ottrey
Theresa Paolini (Dwyer)
Brittany Saraci
Megan Burge
Kendra Menzies
KS (Kenneth) Chandran
Jazzmin Goodall-Gibbons
Paul Hoffen

Georgia Menzies
Amanda Beaton
Susan Ryan
Vikki Anderson
Kerryn Wills
Sydney Jenkins
Irene Blanas
Harjeet Sembhi
Karley Thompson
Kearnie Warren
Dorota Stepien
Isabella Stephens
Liam Biggins
Stephanie Baker
Margaret Lannen
Kim Prosser
Samantha Martin

Volunteers

Wecurrently have approximately 100 volunteers on our database with 40 actively supporting team members at our recreation programs on an ongoing basis. Here are some of our biggest contributors, and the amazing number of hours they've volunteered this year:

Barwon
Tracey Gawne – 274 hours
Steven Pole – 176 hours
Natalie Grisenti – 135 hours

Western Melbourne
Rajbeer Kaur Khaira – 129 hours
Susana Calistro-Schwindt - 120 hours
Ma Jenaica V Roman (Maria) – 118 hours

10 Years

Alarna Nolan
Tamara Cofre
Linda Justin
Anita Meade
Jemeal Davis
Natalie Crothers
Deborah Lawrie
Rhianna Arnold
Warren Clifton
Josephine Hansford

Lynette Condon
Tania Searle
Tracey Honey
Darren Burt
Paula Ruff
Sharne Russell
Lisa Arnell-Dunn
Brendan Holland
Samantha Mackie
Maria Rodriguez

15 Years

Karen Clingin
Joram Pollack
Peter Conroy
Karen Green

25+ Years

Jayne Donovan
Julie Montgomery
Sean Justin

20 Years

Barbara Machnyk
Kirsten Stuart
Patricia MacDonald
Tim Curwood
Aimee Dodd
Kate Fagan





Gateways Board of Management

Keith Baillie – Chair
Jacquie Malloch – Treasurer
Karl Morris – Secretary

James Arnott
Jessica Eagles
Cassandra Gravenall

Greg Hughes
Dr Bernie Jenner
Dr Robert Ward



Geelong Head Office
12-14 Thompson Road
North Geelong, VIC 3215
03 5221 2984
03 5223 1789
info@gateways.com.au

Werribee Office
3 Princes Highway
Werribee, VIC 3030
03 9749 7388
westernmelbourne@gateways.com.au

Western Melbourne Office
77 Droop Street
Footscray, VIC 3011
03 9396 1111
westernmelbourne@gateways.com.au

Gateways Support Services Inc.
Reg Assoc. A00035063A
ABN 98 140 810 929

gateways.com.au