

Annual Report

2019-20



Rocky Bay

Our Purpose

Optimising the
quality of life
for people living
with disability



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Chair and CEO Report



Dr Patricia Kailis AM, OBE, FTSE, FAICD

Sadly Rocky Bay said goodbye to long-time colleague and supporter Dr Patricia Kailis who passed away early in 2020.

Dr Kailis was a key figure in the history of Rocky Bay, with more than 40 years as a Board and Foundation member,

Chair, lobbyist, advisor and benefactor. She became involved in the WA Society for Crippled Children when she was working at Royal Perth Hospital on a genetic counselling program in Muscular Dystrophy, from which she worked closely with the Lucy Creeth Residence. She went on to become the first female President of the Society (Rocky Bay) and was awarded Life Membership in 1998. Her significant contribution to the development of Rocky Bay was memorialised in the naming of our Cockburn hub, the Patricia Kailis Centre.

2019-20 has been a significant year for Rocky Bay. COVID-19 brought with it many challenges but also opportunities for innovation and growth.

While inevitably some services were negatively impacted, our staff, using a combination of innovation, initiative and technology, found new ways to keep customers active, engaged and most importantly, safe. Teletherapy is now a viable option for our customers, and during lockdown, our Community and Supported Accommodation customers were delighted with the travelling Fun

Bus – delivering activity packs full of art and craft supplies to entertain during what may have otherwise been an isolating time.

Despite the unprecedented disruptions, June 2020 was the busiest month on record which was a testament to the strength of the Rocky Bay brand and the continual emphasis we place on putting our customers at the centre of everything we do. We would like to thank the Board, Directors, staff and volunteers for their tireless effort, innovation and enthusiasm throughout this time.

In April 2020, Rocky Bay opened Western Australia's first new build Specialist Disability Accommodation (SDA) homes in Girrawheen. Designed and constructed in partnership with Dale Alcock Homes and KPA Architects, the two, three bedroom, two bathroom duplex homes met and exceeded the National Disability Insurance Scheme (NDIS) SDA design guides. This home was the catalyst for Rocky Bay to develop future quality housing options for people living with disability.

As part of the transition to NDIS, finishing in December 2020, we adapted our business and funding model to be more sustainable in what is now a competitive market, whilst continuing to be at the forefront of safeguarding practices.

A restructure of the Quality and Governance department (formally Quality and Risk) took place to focus on proactive and practical governance, leading the agenda for quality and risk and upskilling staff to understand their business environment and how to identify and manage risk.

Looking towards the future, we are actively planning for the implementation of the 2020-24 Strategic Plan including a refresh of the Rocky Bay brand. We will also see the introduction of a new entity focusing on SDA, and explore possibilities to redevelop our office sites and seek opportunities for additional sites in key strategic areas. These initiatives and more will form part of our continued growth.

Despite the uncertainties of a post-COVID-19 world, we believe Rocky Bay is in the best possible position to continue serving our customers and the wider WA community with the focus on optimising the quality of life for those living with disability in Western Australia.

Rocky Bay wouldn't be where it is today without our loyal customers, leadership team and staff, partners and supporters, and we thank them for their ongoing support and commitment.



Susan Male
Chairperson



Michael Tait
CEO

Our Values

Providing Excellent Customer Service

We place paramount importance on customer needs in the planning and delivery of our services and communications. We aspire to be the best. We want customers to feel satisfied they are receiving the highest quality support to meet their individual needs.

Looking for Better Ways

We are not content with the status quo. We review our performance and look for ways to improve. We keep informed on advances in practices and technology and seek to implement new ways of delivering solutions to the challenges of our organisation.

Working Together

We understand that our success is underpinned by our ability and willingness to work together – with our customers, our stakeholders, within our own departments and across the teams of Rocky Bay.

Being Professional and Accountable

We model the professional standards appropriate to our role, whilst demonstrating respect and courtesy in our treatment of others. We take responsibility for the things we are accountable for. We take the lead in finding solutions, not focusing only on the problems.



In this photo: Graham McHarrie, Hon Stephen Dawson MLC, Dr Patricia Kailis, Kerry Sanderson AC CVO, Elizabeth Perron, Rob Gray, D. Frank Crawley and Michael Tait

About Us

Rocky Bay is a leading provider of disability services, offering choice and independence to thousands of people of all ages and abilities across metropolitan Perth. Serving the community for over 80 years, Rocky Bay provides a broad range of services and tailored support to individuals living with disability and their families.

Community

- Guest Houses - Respite
- Job readiness programs- Finding and Keeping a Job
- Learning and skill building
- Leisure and recreation
- Physical movement programs
- School leavers employment supports program
- Social interaction with peers

Rocky Bay Equipment

- Custom designed and manufactured postural supports
- Equipment maintenance and ongoing servicing
- Equipment sterilisation
- Pre-owned equipment sales and hire
- The latest assistive technology for you and your home

Supported Accommodation

- Complex Needs Care
- Group Homes
- Home and Community Support
- Independent Living
- Specialist Disability Accommodation

Support Coordination

- Help you navigate the NDIS system
- Manage your supports and budgets
- Plan for your life stage and circumstances
- Support you to work towards your goals

Therapy Services

- Dietetics
- Fitness
- Neurological Rehabilitation
- Occupational Therapy
- Physiotherapy
- Podiatry
- Psychology
- Social Work
- Speech Pathology

Therapy Groups

- Adaptation to situational changes and expectations
- Communication
- Planning and organisation
- Social interactions with peers
- Social skills

Training and Development

- CHC33015 Certificate III in Individual Support (Disability)
- Catheter Care and Suppository Insertion
- Manual Handling and Hoist Use
- Medication Training
- Mental Health First Aid
- Provide First Aid



2019-20 in Figures

Number of staff

959

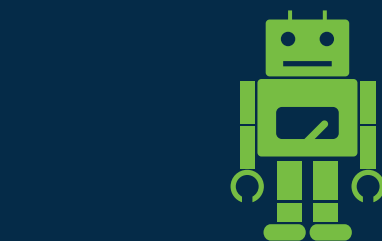


3,100+
people supported



250,718

Community hours
of service



2,000+
customers accessing
Therapy and Assistive
Technology

30
locations



96%
of staff believe
in the purpose and
values of Rocky Bay



1,600
volunteer hours

16



external
organisations
provided with
training

4450+
Guest House stays



Guest House stays

Patron, Board and Executive



Patron

His Excellency the Honourable Kim Beazley, AC,
Governor of Western Australia

Board members



Susan Male
Chairperson



Chris Ryan
Deputy Chair



Chris Catlow



Paul Klein



Carolyn Hall
(Term ended Nov' 2019)



Miriam Borthwick



Veronica Parish



Jeff Holloway



Lui Pangiarella



Garry Johnson
(Resigned Sept' 2019)

Executive team



Michael Tait
Chief Executive
Officer



Adam Maxwell
Chief Financial
Officer



Michelle Dillon
General Manager
Clinical Services



Trevis Lawton
General Manager
Strategy and Governance



Allison Adams
General Manager
Human Resources



Jane Edmond
General Manager
Supported Accommodation



Anne-Marie Cox
General Manager
Community

Financial Summary 2018-20

Operating Result	2020 (\$' 000)	2019 (\$' 000)	2018 (\$' 000)
Income from State Government	29,626	56,122	57,242
Income from Federal Government	39,930	12,893	5,629
Other Income	13,492	7,138	5,382
Capital Grant Income			1,960
Revenue	83,048	76,153	70,213
Total Labour Costs	(59,311)	(55,173)	(52,599)
Other Costs	(11,567)	(17,658)	(12,939)
Earnings before Depreciation and Mergers	12,170	3,322	4,675
Depreciation and amortisation	(3,085)	(2,412)	(2,618)
Comprehensive Income for the year	9,085	910	2,057

Working Capital	2020 (\$' 000)	2019 (\$' 000)	2018 (\$' 000)
Current Assets	40,986	30,831	29,640
Current Liabilities	(20,338)	(18,498)	(20,015)
Working Capital	20,648	12,333	9,625

A full set of financial statements are available on www.acnc.gov.au



Rocky Bay Strategic Plan 2018-2020

Our Vision

- Be recognised as a principal disability service provider within Western Australia
- Lead the disability agenda amongst peers through world-class services and facilities
- Be financially sustainable under a fully implemented NDIS
- Have successful, full service hubs established across metropolitan Perth

Key Strategic Areas



Goals

Strategies

Customers (Our Services)	Marketing and Communications (Our Brand)	Workforce (Our People)	Capability	Information (Our Knowledge)	Assets (Our Resources)
<ul style="list-style-type: none">• Empower our customers to influence their own services• Satisfy customer expectations through an exceptional customer experience• Deliver and consistently improve best practice disability services	<ul style="list-style-type: none">• Build strong stakeholder relationships• Positively influence all customers, staff and other external interactions through effective communications	<ul style="list-style-type: none">• Provide a challenging, rewarding and safe working environment	<ul style="list-style-type: none">• Maximise staff utilisation and flexibility to deliver efficient quality outcomes	<ul style="list-style-type: none">• Utilise reliable management information to aid effective decision making across all areas of the organisation• Clearly understand business performance	<ul style="list-style-type: none">• Implement facilities, equipment and technology that enable our staff to be efficient and effective• Maintain and develop a strong and sustainable financial position
<ul style="list-style-type: none">• Implement effective online customer tools that enable two-way information exchange• Develop and deliver a customer experience philosophy• Identify and improve where services are not meeting customer needs	<ul style="list-style-type: none">• Define effective ways of attracting and retaining customers• Deliver messages in different and appropriate ways to various targeted audiences	<ul style="list-style-type: none">• Define effective ways of attracting and retaining our employees• Develop the capability of our people	<ul style="list-style-type: none">• Identify and improve HR systems, policies and practices to meet our changing environment	<ul style="list-style-type: none">• Develop an organisational analytics and reporting capability• Define and report performance indicators at appropriate levels across the business on a regular basis	<ul style="list-style-type: none">• Deliver appropriate facilities across metropolitan Perth• Instigate effective asset management practices• Develop and implement an ICT Strategy• Implement effective business forecasting mechanisms

Environment

The disability sector has undergone significant change over the past five years as a result of the National Disability Insurance Scheme (NDIS). As reforms to the disability sector continue to be rolled-out across Western Australia, Rocky Bay has aligned its long-term strategy with a focus on seeking new methods of operation, ensuring more efficient practices and more closely attuning the business to our customers’ needs.

Strategy and Governance

Rocky Bay began the process of developing a new strategic plan for 2020-24 providing an opportunity focused approach that will allow the business to make even greater impact over the next five years.

As part of the planning process, a significant amount of legal and governance work was undertaken in the establishment of a subsidiary structure for Rocky Bay. This has created a scalable model for the organisation to benefit customers and grow into the future, commencing with the first subsidiary, Accessible Living, launching in 2020-21.

A restructure of corporate functions has enabled the Strategy and Governance area to drive a stronger focus on quality and change.

The Quality and Governance team now focusses on quality, risk, compliance, and safety; whilst the Business Transformation team manages change, innovation, project management and technology. Additionally, a dedicated strategy function has been able to concentrate on business planning, business case development, sector analysis, legal matters and overall strategic success.

As with most businesses, Rocky Bay was affected by COVID-19 in 2020. Strategy and Governance took the lead throughout this time coordinating the implementation of the Pandemic Plan. The organisation performed exceptionally well during the first wave of COVID-19, with all areas of the business understanding the severity of the issue and working together to ensure impacts were minimised, whilst delivering high levels of innovative services and continuous commitment to our customers. Our processes and practices allowed the business to continue operating when some other providers could not, and these are now tried and tested to scale as required. A continual watching brief is maintained on the COVID-19 situation.

This year saw the launch of a project to review the customer management system and aligned technologies. With NDIS responsible for the majority of our revenue and the maturing of the sector to cater for individualised funding, it was an opportune time to test the market on products that could be best suited to deliver greatest benefit to Rocky Bay within the changing environment. A detailed expression of interest was undertaken to determine the appropriate solution for what has become the most important technology component in the business. It is anticipated that the rollout of a new suite of systems will occur in 2021.

Throughout the year, a wide range of additional technology improvements took place including the roll out of mobile technology to a significant portion of the operational workforce; development of a number of tools designed to improve the efficiency of the business working within the NDIS framework; and improvement of reporting organisational insights to enable better decision-making, notable amongst many other developments.

The Royal Commission commenced operations this year but has yet to impact significantly given its hiatus over the COVID-19 period. Rocky Bay has continued to prepare its records in anticipation of contributing to this important government initiative.



In this photo: Michael Tait with Milette

Supported Accommodation

Over the 2019-20 year, the Supported Accommodation team worked tirelessly to ensure our customers remained safe and appropriately supported whilst unable to access their usual community activities, attend work and receive visits from their families. Every week, the teams across Rocky Bay accommodation submitted photos of customers participating in a variety of new and engaging activities conducted in their homes, which included virtual catch ups with their family and friends. These great stories, often full of smiles, were then shared with the wider Rocky Bay community. These initiatives demonstrated and showcased great innovation and resilience, whilst also offering hope and happiness to customers through a difficult time.

Business activities continued as normal and work progressed to transition all remaining eligible customers to NDIS funding. This process brought with it challenges as we navigated our way through new information, processes and a different way of working. This was a testing time for some customers and their families, so with this in mind Rocky Bay invested in the recruitment of a dedicated team to service Supported Accommodation customers with NDIS related issues and to facilitate a smooth transition process.

There has been an ever growing focus on improving the homes of our customers, as we recognise the very important part living environments play on our physical and emotional wellbeing.

We developed and opened our first new SDA home in February of this year, specifically designed to meet the needs of individuals with more complex disabilities. These homes provide environments with more space, accessible workbenches and cooker hobs, excellent safety and security features and are filled with natural light. Our residents feel a sense of pride and

happiness in their new homes, and staff have provided positive feedback on the benefits to these new environments, which enable greater independence and inclusion for our customers. These will be the first of many SDA homes at Rocky Bay. Over the past 12 months, we have also spent over \$300,000 on upgrading existing Rocky Bay homes. This included improved lighting, new flooring, improved bathrooms and kitchen spaces, and new furnishings. The year ahead will see us focus on working collaboratively with customers and their families to identify future housing needs and begin planning stages to move customers into contemporary homes.

We continued to see our team shine as over 60 staff were nominated for Star Awards during the year, with 25 receiving an award. There were some great examples of innovation to inspire others, for example, one of our support workers establishing 'Walk 'n' Roll', a disability-friendly dog walking group made up of volunteers from the general public and customers who love dogs. This initiative was also nominated in the annual National Disability Services Awards.

As we move from this year to next, we turn our focus towards further improvements in service delivery, and have partnered with La Trobe University to deliver Active Support and Practice Leadership across Supported Accommodation. This will have a positive impact upon the everyday lives of our customers. The main focus of this project is to train staff to work in more person centred ways and ensure our customers receive services unique to their own personal requirements, whilst placing emphasis on empowerment and inclusion in their everyday decisions and activities, as we recognise that every moment has potential.

Clinical Services

This year, Clinical Services welcomed a new leadership team consisting of General Manager, Michelle Dillon, and North Therapy Services Manager, Mia Huntley, as well as the implementation of a geographical team leader structure.

Key projects

COVID-19 brought with it some challenges to the way our services are delivered. This created opportunities for our teams to develop new and innovative ways of meeting the needs of our customers. Utilisation of some services declined, however the teams worked tirelessly to deliver therapy and continued to onboard new customers. We aim to work with teams to remove barriers resulting in high utilisation of services, as well as providing ongoing business education and support.

Great innovation was displayed by our teams throughout COVID-19 which included;

- Rapid introduction of teletherapy
- Successful movement of in person therapy groups to an online platform

A business decision late in 2019 to provide mobile technology to all therapists proved to be a success, and allowed our therapists to continue to provide services to customers from various locations across Perth.

As part of our commitment to delivering a customer focused service, this year we carried out a large mapping process of our therapy onboarding process for customers. We set a stretch target with the aim to decrease the process timeframe for our customers. The onboarding process transitioned to a face-to-face model, where the prospective customer meets with a therapy team leader and customer engagement officer at one of the Rocky Bay hubs. The feedback from this process was positive and well received.

Customer demand continued to increase for our therapy and equipment services across all hubs, with staff recruited to meet demand. Whilst continuing to explore best practice to meet the needs of our customers, we identified the need for out of hours service appointments.

This resulted in opening hours extending on weekdays and availability on Saturday mornings for therapy services across various hubs.

As our demand for therapists increased we explored options for increasing our workforce. A mentor program has since commenced for our Disability Support Workers (DSW) who study either allied health or nursing. This program allows our experienced nurses and therapists to provide valuable career advice and guidance to participating DSWs.

Discussions commenced with universities to identify opportunities for therapy student placements at Rocky Bay with the aim of supporting more students to gain an understanding of the disability sector.

This year saw the introduction of two new clinical services, Podiatry and Dietetics. Both services are offered at various hubs in a clinic style scenario, increasing the range of services to new and existing customers. A fee for service pathway was mapped and the process refined to decrease wait times due to internal department processes.

Clinical research will continue to be a focus for Clinical Services with the introduction of a part-time research physiotherapist, funded by the Rocky Bay Foundation. The focus of this role is research on early intervention for children with a rare disease. A partnership also commenced with Murdoch University to undertake research into our popular Tech Talkers program, as well as working closely with Supported Accommodation to conduct research and evaluate Specialist Disability Accommodation (SDA).

Over the past year there has been an increasing demand for Support Coordination. As a result we continued to provide support to over 350 customers throughout COVID-19 through a range of modes which included phone support or teletherapy. Late in the financial year, we saw an increase in regional customers seeking support from Rocky Bay.

Rocky Bay responded to the NDIS discussion paper on support coordination outlining a range of issues. These included managing conflicts of interest, qualifications of support coordination and identifying the differences between the roles of a Support Coordinator versus a Specialist Support Coordinator.

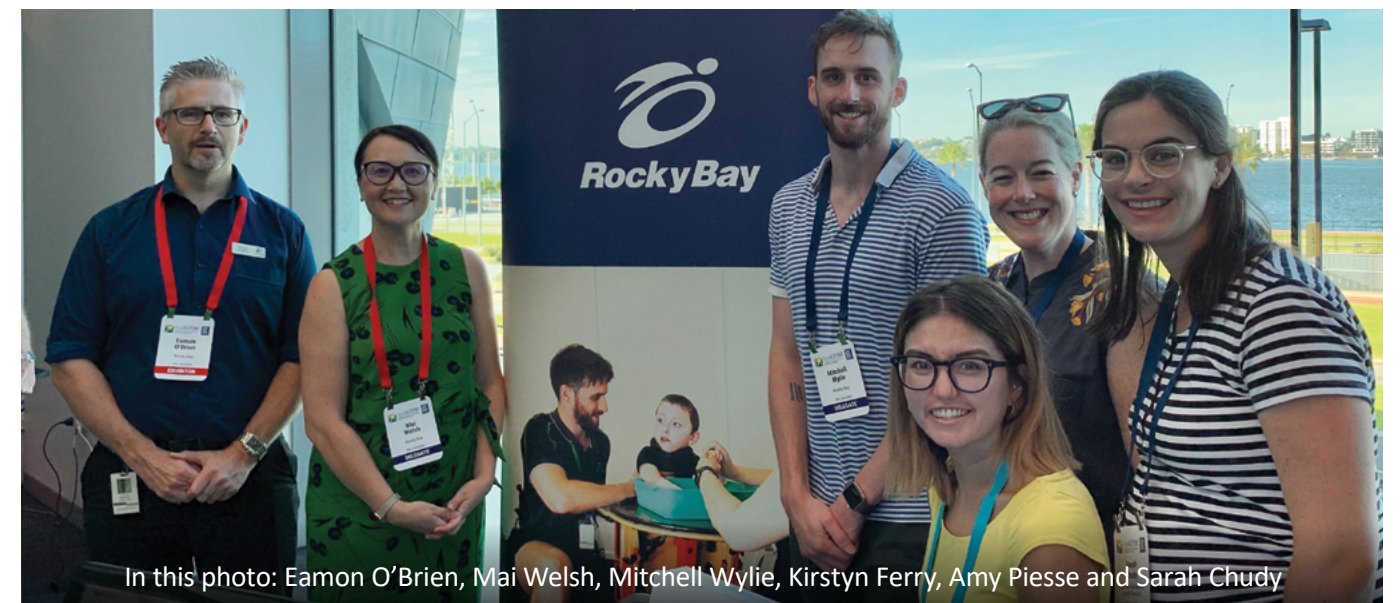
Rocky Bay Equipment has gone from strength to strength. A major focus has been on hiring equipment and we continue to see growth in this market. The range of equipment on offer has broadened to meet consumers' needs and new markets were identified.

We have regularly attended relevant expos, and plans have commenced for a paper-based

marketing strategy, as well as holding warehouse open days. A virtual 'fly through' of the equipment warehouse was developed allowing potential customers to view what is on offer. This year saw Rocky Bay Equipment manage the maintenance of all of Rocky Bay van hoists and Supported Accommodation equipment. A "Test and Tag" program commenced across Rocky Bay.

During COVID-19, the NDIS increased Assistive Technology funding in order to support customers to purchase tablets or laptops allowing better access to teletherapy. Rocky Bay Equipment has distributed over 100 iPads to customers to date.

Community/home based nursing services continued to be available to customers, who have nursing included as part of their NDIS plans, or customers residing in our Supported Accommodation. Currently Rocky Bay employs one nurse who services customers throughout metropolitan Perth, offering support with wound care, continence advice and support, medication assistance and chronic disease management.



In this photo: Eamon O'Brien, Mai Welsh, Mitchell Wylie, Kirstyn Ferry, Amy Piesse and Sarah Chudy

Community

2019-20 was a year of change and refresh for the newly named “Community” division of Rocky Bay.

Previously known as Leisure and Independence, a name change was implemented to better reflect the future of disability services and the diverse opportunities for both our customers and families.

With a change in focus we welcomed Anne-Marie Cox, the new General Manager Community, to the team.

Services continued to deliver great outcomes for customers and grew to approximately 24,000 hours per week of service.

Sixty customers engaged successfully in the Finding and Keeping a Job Program over eight months since inception of the program in September 2019.

As the NDIS rolled out through this period, Rocky Bay customers continued to turn to their dedicated Team Leader for support and clarity in preparing for their plan meetings, and to ensure all services are individually designed. Each customer continues to have a dedicated Team Leader in Community, which ensures we can offer tailored support as



individual circumstances change, with the aim to ensure all plans are fully utilised in achieving personal outcomes, goals and dreams.

A major offering within Community has been our fleet. We have an extensive range of fleet vehicles that enable many customers to be transported to activities throughout the day. Earlier this year, Community commenced an upgrade of all Rocky Bay vans to ensure the capability of holding heavy strapping, which is the highest standard in passenger transportation, increasing the protection of wheelchair passengers. We have seen the use of fleet as a service that compliments the design of our activities for customers, and has allowed our reach into the community to broaden further with tailored solutions.

There were many projects implemented and services designed over the last year, none more so than during COVID-19. This was a challenging time for all Community customers and families, with many services reduced due to social distancing.

The leadership team worked tirelessly to ensure customers remained supported, often finding solutions within reduced community spaces. It saw the agility in service design and as such, The Studio team created a Fun Bus delivering in-home craft activity bags, and a health and wellbeing bus conducted wellbeing checks as well as offering wheelchair Zumba and yoga. These services became so popular that hundreds were delivered weekly to delighted customers, enabling them to remain engaged with support workers and connected to community during an isolating time, resulting in positive outcomes for many. This team was voted COVID Hero award winners for their agility and positively impacting customer service with creative solutions.

During COVID-19 the Community team used the time wisely to improve workflows aimed at enhancing customer experience. Multiple internal projects included reviewing rosters, updating staff in training, and creating new personalised folders for every customer.

In December 2019, customer artwork from both The Studio and wood working area hosted an event called Kaleidoscope which saw families, customers and staff attending this celebration of achievement for all Studio customers. Many art pieces were purchased on the evening which supports the ongoing artwork and wood work programs conducted in The Studio. This artwork continues to be available for sale.

This year has seen a growth in the popularity of group activities for customers, particularly in the south, with more customers participating in services at Mosman Park. Since the introduction of dedicated social, school holiday and music groups at our Mandurah hub, these programs have seen a growth in customer participation. All these services are offered to external customers on a fee for service basis.



Our respite guest houses continued to be popular with over 154 customers visiting for extended periods of time over the past year. Aptly named The Beach House, The Contemporary House and The Country House, our customers and their families often visit the houses and opt to spend a few trial days in the homes before booking their week or weekend escapes. The staff prepare ‘a home away from home’ for guests and focus on a variety of daily activities based on individual interests. Celebrations were also themed and acknowledged throughout the year.

Our team, consisting of around 300 staff, continue their dedication in supporting our customers to live their best life and deliver on personalised plans and outcomes.

Rocky Bay's Fun Bus makes the rounds

During the challenging time of COVID-19, when everyone was required to adjust to a new way of living, Rocky Bay was keeping connected to their customers by encouraging them to stay creative and active while at home.

To support customers during the period of isolation, Rocky Bay's creative Studio team established a new initiative to keep customers connected and engaged. The team made special deliveries of activity bags to Supported Accommodation and respite guest house customers all over Perth in a brightly decorated Fun Bus.

The Studio team offered a range of activity bags, full of art and craft related activities, which changed fortnightly.

Community Team Leader, Carmel Prout, said feedback from customers about the Fun Bus was



very positive and everyone was thrilled to be able to take part in art and craft sessions at home.

"Our customers were happy to see the Fun Bus turn up and seeing the familiar faces of the team," said Carmel.

"It was nice for our customers to be able to see what we had available and have the freedom of choice on what activity they may like to purchase and make.

"It's wonderful to hear what a difference these activity bags made in people's lives."

The Studio sold nearly 200 activity bags. Many orders flooded in from customers outside of Rocky Bay's Supported Accommodation homes.



Laura Girolamo, mother of Lucas Girolamo, said she was delighted with the idea of the activity bags and praised the Studio for providing such an engaging activity.

"They are fantastic! My son loves working on them at home," said Laura.

"It's also great bonding time with him whilst keeping him busy."

Disability Support Worker, Hattie Lustig, said Rocky Bay customers were always excited to see what was in the Fun Bus on arrival.

"It's great to have the opportunity to bring a little joy to our customers during a time of need", said Hattie.

The arty activities not only allowed customers to keep up their creativity and enjoy a much needed break from the daily challenges of a new way of living, they also promote art therapy by building on fine motor skills.

The Fun Bus initiative is one of many innovative ideas Rocky Bay put in place to stay connected with its more than 3000 customers.



Human Resources

The Human Resources division continued to support the business through organisational growth and the transition to the NDIS, with a focus on safety, cultural diversity, stabilisation and the application of best-practice processes and policies.

Whilst COVID-19 had an impact on recruitment activities from March to May, we continued to support the business growth with high volumes of recruitment, training and on-boarding activities to meet customer needs, as well as new and additional services being offered at Rocky Bay.

During the year we conducted our Biannual Cultural survey 'The Voice' achieving scores of 96% for employees believing in the overall purpose and values, 78% engagement, 73% progress and a Net Promoter Score of +10.

Bi-monthly Pulse Surveys continued during the year, creating an opportunity for staff to provide feedback, as well as measure ongoing employee engagement. We are proud to have employees who are so passionate about the work they do.

A focus on stabilisation saw Rocky Bay undertake a review of structures, roles and career pathways across the Corporate Services and Quality and Governance divisions. The review resulted in opportunities to align departments and portfolios, for staff to take on leadership roles, create job share or flexible working arrangements, and allowed the organisation to build staff capabilities for current and future roles.

Key projects

2019-20 saw a number of projects and challenges emerge through the need to support our growing and maturing business, whilst continuing to manage COVID-19.

During COVID-19 we were able to keep all staff actively engaged through proactive redeployment across various business locations, within group homes and across a range of customer service areas. Improved flexible working arrangements were implemented in late 2019, enabling us to support staff to work from home and alternative Rocky Bay locations, to ensure the safety and wellbeing of staff.

In November 2019, we became a company limited by guarantee, which involved transitioning our current employee industrial relations model from state-based to a federal jurisdiction under the FairWork Act 2009. This change also provided an opportunity to implement improved employee self-service tools for online leave applications, reporting and analysis.

A Safety for Leaders course was deployed to Team Leaders and Supervisors. The eight hour program, developed in partnership with training provider Recovre Group, supports leaders to understand their role and responsibility in leading safety at Rocky Bay and to embed a proactive safety culture. This focus on safety of our customers and staff, enabled Rocky Bay to implement an Influenza Vaccination program for all staff in which we achieved 100% compliance.

As we continue to experience further growth in staff numbers, our focus has been on streamlining recruitment procedures and the ongoing improvement of our learning and development programs, to maintain our exemplary standard of service delivery and ensure high levels of customer support.

The Cultural Diversity Strategy was developed to help guide priorities and support the organisation to be culturally inclusive. Rocky Bay's first Cultural Protocols document was drafted and initial actions implemented to achieve the obligations of the Innovate Reconciliation Action Plan (RAP).

This is Rocky Bay's second RAP, after having completed a Reflect RAP in 2019. The inaugural RAP allowed us to implement initial actions to reflect a commitment to the journey of reconciliation. This included some visible changes (acknowledgement included in email signatures and the formation of a committee) as well as culture shifts within the organisation (incorporating an Acknowledgement of Country at the beginning of meetings). Additional achievements this year included the introduction of Cultural Competency Training (EDAC).

To better understand culturally diverse communities within our workforce, an organisational wide staff cultural diversity survey

was undertaken and information regarding languages spoken and cultural background of staff was gathered.

As we enter 2020-21, Rocky Bay is committed to looking at ways to continually improve organisational culture and ensure teams have the right skills and knowledge to support our customers to achieve their goals.

Our continued focus will be to ensure Rocky Bay remains a welcoming and high performing organisation that values its staff and supports its customers. We will continue to embed new systems and processes to meet the demands of our changing workforce.

Staff by gender (%)



Number of staff



- 0-6months 12%
- 7 months - 1 year 9%
- 1-2 years 19%
- 2-4 years 29%
- 4-6 years 15%
- 6-8 years 6%
- 8-10 years 4%
- >10 years 6%



- Clinical 18%
- Community 29%
- Corporate Services 8%
- Executive 1%
- Human Resources 3%
- Relief Pool 10%
- Strategy and Governance 2%
- Supported Accommodation 30%



- Casual 12%
- Full-time 31%
- Part-time 57%

Statistics as at 30 June 2020.

Staff Development and Training

1400+ 
internal participants in training
across 351 training events

250+ 
external participants
across 66 sessions

16 
external organisations
trained by Rocky Bay

Rocky Bay continues to develop the capability of its workforce in the areas of mandatory training, informal and formal training and professional development opportunities. Whether in a frontline, administration or leadership role, the competence, skill, ability and expertise that each team member brings to their work is key in ensuring Rocky Bay remains the provider of choice for people living with disability.

With our workforce growing rapidly, we have continued the rollout of a strong learning and development plan to improve the effectiveness and efficiency of our workforce.

This past year was very busy for our Learning and Development team. Key tasks included significant updating of our internal program content, development of more robust ways of reporting on mandatory training, revival of the Emerging Leaders Program, the introduction of online learning modules via i-induct, and the delivery of many internal training projects and interventions.

Internal development programs included:

- Team Development and Communication Programs
- Sexuality and Disability Workshop
- Positive Behaviour Support
- Customer Connect Team Program
- Customer Service
- Leadership days
- DISC Profile
- Mental Health Awareness Program

New initiatives included the establishment of a professional mentoring program to match Allied Health and Nursing staff with support workers who are currently studying either an Allied Health or Nursing Degree. The aim of the program is to professionally support staff during their degree (whilst working for Rocky Bay) and work with them to explore career opportunities within the disability sector. The program launched with 16 support workers each matched with a mentor from Nursing, Occupational Therapy, Social Work, Psychology and Speech Pathology.

To ensure we are always looking for better ways to deliver training to staff, i-induct, an online platform, was launched in November 2019 to assist onboarding new staff and deliver online training and upskilling.

The i-induct platform is designed to complement face-to-face training and provide greater flexibility to how we deploy training. During COVID-19, i-induct allowed us to deploy training to keep staff engaged and undertake mandatory training.

Modules facilitated via i-induct have included:

- NDIS Worker Orientation Module
- Workplace Behaviour
- Rocky Bay Code of Conduct
- Safeguarding
- Safe Driving
- Support Worker Refresher Program

The Learning and Development functionality in the PayGlobal System was developed to store competency and qualification information to track

employee development. The system is also used for course management, scheduling and recording. The system provides more automation from an Employee Self-Service perspective to provide improved accessibility and reporting capability.

Employees and Managers are able to use the Learning and Development module in Employee Self-Service to view:

- Learning and Development history for competencies and course history
- Access Learning and Development reports for their direct reports via manager reports

Rocky Bay has continued to support staff to enhance their capability by achieving a nationally accredited qualification. In 2019, 29 staff enrolled in the Certificate III in Individual Support – Disability through Rocky Bay (a Registered Training Organisation).

During COVID-19 a number of initiatives were implemented:

- Infection Control COVID-19 – online module
- Personal Protective Equipment COVID-19 – online module
- Rocky Bay Refresher via i-induct
- Certificate III delivery via Microsoft TEAMS

For 2020-21, key priorities will include continuing to review our policies and procedures, to ensure we can properly support our workforce, and exploring continual improvement of our learning and

development programs for staff. Additionally, the requirements of the NDIS Quality and Safeguards Commission has placed added emphasis on training requirements and will continue to be a focus for the department.

As a well-regarded training provider, the demand for external training on a fee for service basis has continued to increase with new and existing external customers accessing training services from Rocky Bay.

We're also committed to ensuring our staff have the skills and knowledge to provide the best possible individualised support to our customers.

Staff have access to a wide range of training programs. These programs focus on working with people with disability and providing a person centred approach to assist customers with activities and goals that are important to them.



Training provided to external organisations

Autism WA	Identity WA
Communities WA	Interchange
Community Vision	Saab Australia Pty Ltd
Diversity South	Town of Bassendean
Essential Personnel	Unique Support
Family Support WA	Uniting Care West
Fremantle Foundry & Engineering Limited	WA Blue Sky
Headspace	West Byford Primary School

2019 Star Awards

Our staff are the spirit of Rocky Bay and are fundamental to our success. The Star Awards program was established in 2015 to recognise exceptional performance, effective behaviours and outstanding achievements that fulfil Rocky Bay’s purpose and values.

Optimising Quality of Life

Recognising an individual or team who has made a significant difference in someone’s life.

The Beach House Team - Community



The team worked tirelessly to provide excellent customer service, helping their customer achieve their goals of becoming independent and living in their own home. This particular customer would not have been able to achieve these goals without the team assisting them to communicate, increase their confidence and learn the skills required to live independently.

Looking for Better Ways

Recognising an individual or team whose innovation has had a major impact.



Ken Larson
Ken has shown outstanding customer service, spending many hours researching and developing a solution for a customer to allow them to have more community access

and independence. Ken worked with various organisations to solve complex issues around distance and access to services, persevering and showing flexibility to adapt to the challenging task requirements.

Providing Excellent Customer Service

Recognising an individual or team that has gone above and beyond expectations.



Carmel Olsen
Carmel has shown herself to be an excellent role model and mentor, guiding her young customer toward achieving her ambitions and dreams. Carmel helped her customer find a

purpose, direction, focus and confidence that will form the foundation for her future adult life. From having unsure expectations upon leaving school, this customer now has a clear career pathway they would like to explore.

Being Professional and Accountable

Recognising an individual or team who exemplifies good process.



Alvaro Huertas
Alvaro showed true professionalism, commitment and accountability, working late into the night and over the weekend to resolve a critical issue for our on-call team, which was indicative of his constant

ownership, commitment and professionalism in his role. His actions meant our customers and staff could continue to be supported by our on-call team and no call was left unanswered.

Working Together

Recognising a team or cross functional group who have shown excellent collaboration.



Lisa Tynan, Kim Meagher and Carol O’Brien – Supported Accommodation
The team played an immense role in the transformation of one of our Supported Accommodation customers. This customer and their

family are so proud of their achievement and to see they are living their life to the fullest. This customer has and continues to be supported in reaching their goals, in a reassuring and safe environment.

Volunteering

Rocky Bay is proud to host a generous community of volunteers who play an important role in helping our customers to get the most out of life.

Individuals and school groups have provided more than 1,600 hours of volunteering support during 2019-20 through programs and initiatives:

- Rocky Bay Christmas Family Fun Day event support
- Community Companions help our independent living residents get the most out of accessing the community through a model of mutual friendship and companionship
- Customers at The Studio (Mosman Park) look forward to spending time with our regular volunteers who assist with a range of hands-on activities such as cooking, art and woodwork
- Rocky Bay's group therapy programs appreciate volunteer assistance, which includes allied health university students



Both Deloitte and IGO Independent Group supported Rocky Bay through team volunteering days to help with gardening projects, fleet detailing and spending time with customers in The Studio. These activities were also supported via our long association with Volunteering WA, through which Rocky Bay hosted teams from Woodside Petroleum and the Department of Water and Environmental Regulation.

We are proud to work with the next generation of leaders in our community through our school volunteering and engagement programs. We sincerely thank Scotch College for supporting Mal Burgess to share his story, and Iona Presentation College for their support during the Rocky Bay Christmas Family Fun Day, held in December 2019.



Finding and Keeping a Job



In this photo: Markus Graham and Nic Naitanui

Markus' dream internship

Like many young people his age, 18-year-old Markus Graham loves his sport. Over the years he's played both AFL and cricket, and has a real passion for both.

At the age of 12, Markus was diagnosed with muscular dystrophy and, in time, had to give up playing sports. His passion and enthusiasm for sport never wavered, and recently Rocky Bay was able to help Markus find an alternative avenue to continue to follow his passion and help him transition from high school to the workplace.

Rocky Bay's NDIS-funded Finding and Keeping a Job program aims to assist students living with disability transition from school into the workplace – and ultimately into meaningful employment.

The unique aspect about the program is that it is individualised. Rocky Bay's dedicated Community Transition team, along with our support workers, spend time getting to know an individual, their abilities, passions and skills, and help them identify their niche in the workplace.

In 2019, Rocky Bay assisted Markus to secure a volunteer role with Swan Districts Football Club, which saw a new role created suited to Markus' office and administration skills. There he attended West Australian Football League Women's match days to record player interchanges, keep score of the game and write a blog post-match day.

Little did he know, his next sporting role would be just around the corner. In early January 2020, Markus began an internship at the WACA.

Rocky Bay Disability Support Worker, Joel, said he worked closely with Markus to help him determine what he wanted to get out of the experience.

"Markus wanted to have hands-on experience, as well as the opportunity for statistical work at a computer," Joel said. "We brainstormed some ideas for Claire Steel, the WACA's School Specialist for Community Cricket, who coordinates Markus' daily tasks, which she took away to come up with suitable tasks for Markus to complete."

Markus was charged with researching after-school programs and whether they offer sports programs, to gauge which schools the WACA might be able to offer their services to.

And if working in his dream career path wasn't enough, Markus was offered free tickets to watch the Perth Scorchers in the Big Bash League, which he was very excited and grateful to receive.

Markus' parents, Chris and Marion, are thrilled with the new opportunities that have come Markus' way and are grateful Rocky Bay has been able to provide Markus with the right assistance to pursue his passion.

Note: Due to the health risk for Markus, his placement at the WACA was interrupted by COVID-19.

Study Scholarships

Since 2015, The Rocky Bay Foundation has supported employees each year to undertake professional study trips, to encourage shared learnings and development of global best practice in disability service provision. The Study Sponsorship Program highlights Rocky Bay's long-term commitment to optimising the quality of life for people living with disability.

The 2019 recipients of the Foundation Scholarship were Simone Wilson, Petra Sully, Mariah Campana and Steph Hogg.

Frances Gall received the 2020 Ability First Australia/ Easterseals Professional Exchange Scholarship.

Building Global Partnerships



Rocky Bay is a proud member of Ability First Australia (AFA), an Australia-wide alliance of 14 leading disability support organisations with a shared goal of ensuring all Australians living with disability have access to programs that maximise their potential.

Since its inception, AFA has maintained a strategic alliance with Easterseals – the world's largest disability services provider based in the United States, Canada and Mexico – serving as sole representative from the Asia-Pacific region on Easterseals' Global Partners Committee.



Helping dreams come true for our customers

The Wishing Tree serves to make dreams come true for people living with disability, when there is no other funding available. This year we granted 84 wishes that increased independence, fulfilled a long-term goal or ambition, supported a better living environment or provided a special, one-off treat.

Wishes are entirely funded through fundraising and donations.



Toni



Clarrie



Breaking down barriers with a new partnership



Rocky Bay and Audi Centre Perth announced a new two-year partnership in January 2020, which will see Audi Centre Perth provide Rocky Bay a subsidised rate on pool fleet vehicles to assist with reducing fleet costs.

In a major coup for Rocky Bay customers, Audi Centre Perth has also opened its doors for work placements through Rocky Bay's National Disability Insurance Scheme (NDIS) funded Finding and Keeping a Job Program, which supports those living with disability to gain invaluable work experience, develop skills and gain independence.

The partnership will also see Audi Centre Perth provide major sponsorship for key fundraising and customer events.

Rocky Bay CEO, Michael Tait, said the partnership provided a new and innovative way to solve an industry issue and ensure that Rocky Bay could continue to provide professional and sustainable services to its customers.

"Transport continues to be a key concern for many providers under the NDIS, and finding a cost-effective way to ensure our customers can enjoy access and inclusion within their communities was of the utmost importance to us," Mr Tait said.

"I believe it is vital that we build complementary partnerships with businesses that align with our values in order to achieve our vision within the new NDIS world."

"This partnership will assist us as an organisation to increase awareness in the community space and break down the perceptions around employment, and general access, for people living with disability."

"It can be very difficult for people with disability to find and keep a job, so any chance we can give our customers to have exposure to work experience in a quality organisation such as Audi Centre Perth is vital."

"For our customers to see quality practices, build confidence and increase their abilities, to give them hope that employment is an opportunity for them, is so important."

"The more we can do this, the more we can increase the rate of employment for people with disability."

The partnership builds on a strong relationship of more than 20 years with dealership owner and Managing Director, Bronte Howson. Mr Howson was presented with a Life Membership for Rocky Bay in 2004, when he was Managing Director of Automotive Holdings Group.

Mr Howson explained that Audi Centre Perth had always been inherently aware of the importance of giving back to the community in which it operates.

"We have a passion for Rocky Bay and we want to make a difference," Mr Howson said.

"We want this to be a true partnership, and we want to be able to assist in areas wherever we can, as well as provide necessary transport."

Mitch Vermeulen undertook supervised work experience at Audi Centre Perth alongside technicians in the service workshop, as part of Rocky Bay's NDIS-funded Finding and Keeping a Job program.

Like many young men, Mitch, who is 18 years of age and has an intellectual disability, hopes to one day fulfil his career ambitions of becoming a mechanic.

"I'd like to become a light vehicle mechanic and maybe move up north to work up there," Mitch said.

Mitch is completing a Certificate II in Automotive Light Engineering at TAFE and practical work experience forms part of the course requirements, making the work experience placement at Audi Centre Perth the perfect match.

"It's all a new experience and it's really exciting. I've worked on different types of cars, helping with the changing of tyres, and checking tyre pressure."

Rocky Bay Disability Support Worker, Rebecca Wright Davison, said Mitch chatted to the staff and had banter with his work mates, which was a big step.

"It has been great to see him thrive in such a supportive environment."



In this photo: Bronte Howson, Andrew Rowley and Michael Tait.



In this photo: Bronte Howson, Mitch Vermeulen, Rebecca Wright Davison with Michael Tait.

Acknowledgements

While we faced challenges posed by COVID-19 during social isolation and physical distancing, each hurdle came with an opportunity to think outside the box. Despite the unknowns of our economic and social futures, our supporters have continued to make a huge difference in the lives of our customers during these trying times. And for that, we are deeply grateful – thank you.



Lotterywest

Lotterywest has been a long-time supporter of Rocky Bay across a wide spectrum of funding opportunities.



Department of Communities

Western Australia’s State Government has supported Rocky Bay’s efforts for 33 years through funding and grants, and more recently with assistance to transition customers to the NDIS.



Deloitte

Deloitte has been a long-term supporter of Rocky Bay through its annual Impact Day. For the past eight years, the initiative has provided valuable general and skilled volunteering and played a significant part in supporting our mission of optimising the quality of life for people living with disability.



Royal Fremantle Golf Club

The Royal Fremantle Golf Club and its generous members have supported Rocky Bay for more than three decades via the annual charity golf day. Rocky Bay thanks the club’s management, staff and members for their continued support.



Claremont-Nedlands Lions Club

Long-time Rocky Bay supporters, Claremont-Nedlands Lions Club has provided steadfast commitment to support a range of projects and equipment needs.



Busselton Lions Club

The Club’s donations over the years are greatly appreciated and show the support for Rocky Bay’s work across Western Australia.

Benefactors

We extend our sincere gratitude to the significant and ongoing support of Rocky Bay’s benefactors during the year, who played a significant role in optimising the quality of life for thousands of people with disability.

Stan Perron Charitable Foundation

Willy and Mimi Packer

Supporters

Rocky Bay could not continue to provide services and support to people living with disability without the support of so many families, supporters, donors and sponsors who generously provided assistance throughout 2019-20. We extend our sincere gratitude to the significant and ongoing support the following people and organisations.

EA and JA Heal	Prendiville Catholic College	Marsh and McLennan
Mr Hermann Raith	Alcoa PEACH Fund	Alinta Energy
Mr Caleb Stevens	City of Mandurah	Synergy
Stallard Family Trust	Quick Corporate Australia	Potshot Hotel
La Farina	AC Mobility	Viva Photography
North Beach Lions Club	Turner Engineering	Unicare Health
Scotch College	Kevrek Australia	AccessPay
Iona Presentation College	Radio 6PR 882	

Bequests

Rocky Bay acknowledges the following bequests which were received during the year.

Emma and Charles Knowles and Tom Fricker Memorial Trust
Margaret Harper Charitable Trust
Francis John Longhurst Charitable Trust
Lindsay and Nan Wilkinson Trust
Estate of the late John W Sutton Charitable Trust
Annetta Maria Dorothea Josephine Adami Charitable Trust
Australian Executor Trustees
Perpetual Philanthropic Services
Estate of Zopito di Cesare
Estate of Beryl Johnson
Estate of Maurice Grant Lewis



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