

Annual Report 2022-23





Our purpose

Enhancing abilities,
enriching lives

Our vision

To understand, connect,
and create extraordinary
outcomes through
exceptional health and
community services

Positively impact customer wellbeing through trusted
health and community services

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Cover photo: Rocky Bay customer William
Inside cover photo: Rocky Bay customer
Anthony enjoying Hippotherapy services

YOUR
partner
IN
possibility



Rocky Bay acknowledges the
traditional owners of the lands
on which we live and work.
We pay our respects to elders
past, present and emerging.

Chair Report

This past year for Rocky Bay has been incredibly productive as we made progress with business improvement projects and focused our trajectory to encompass both consolidation and growth, ensuring we are fit-for-the-future. We continued to navigate the challenges of the NDIS whilst completing our NDIS audit and successfully re-registering as a NDIS provider.

Due to the vagaries in timing of NDIS pricing, Fair Work announcements and the need to allow time to translate to our systems, we decided to transition our financial year from 30 June to 30 September, meaning this report will be a 15-month reporting period. Thereafter it will return to 12 months with the financial periods ending on the 30 September of each year.

This year has been one of significant business transition and particularly financially challenging where the business has had to consolidate and be more fiscally accountable, responsible, and measured in its approach operationally.

The future of Rocky Bay continues to be exciting, as we adopt a five-year strategic plan that will look to enhance our metro facilities,

information and community technologies and marketing plans.

It's pleasing to see our Board continuing to grow, a reflection of our positive trajectory. We welcomed two members in 2023, Kerry and Geoff, whose valuable expertise across a range of industries will contribute to Rocky Bay's long-term growth. The Board acknowledges and thanks Veronica Parish for her dedicated commitment to the Rocky Bay Board throughout her eight-year tenure and wish her the best in her next ventures. Thank you to Michael and the Executive team for their efforts in a transformative year for Rocky Bay.



Trent Bartlett
Chairperson

LLC Holiday Program attendees
- Sisters Morgan and Willow



CEO Report

It's exciting to share insights into the successful and busy past year we've had. As always, enhancing our customers lives and celebrating our staff and customer achievements remains a priority and focus.

The launch of CORY, our new Salesforce Customer Management system, is a transformative milestone following two years of development and comprehensive business training. This system has refined procedures, addressed issues, and improved overall functionality. Notably, two major management systems were introduced: Skedulo for rostered staff to view and create electronic timesheets, and Lumary for customer engagement, billing, and invoicing. These updates aim to boost Rocky Bay's sustainability and growth by optimising operations, empowering customers, and providing a fit-for-purpose workforce.

In November 2022 we successfully opened our brand-new Joondalup Hub, replacing our old site in Clarkson. Eight times the size of the Clarkson Hub, Joondalup features seven dedicated therapy consultations rooms, a training kitchen and studio area and is our commitment to providing exceptional services to our customers in the northern corridor.

We marked a momentous milestone with Rocky Bay's 85th anniversary in September, reflecting on our growth since 1938. Celebrating, we acknowledged loyal staff, thanked valued customers, and looked forward to an exciting future together.

SHIFT Accessible Homes continues to change lives, successfully completing and delivering nine new Specialist Disability Accommodation (SDA) homes. With seven more imminent and development underway for twelve SDA Homes to open in 2024, SHIFT's priority for the next two years will be the delivery of Stage Two funding and development.

During FY23, we progressed towards the sale of our 60 McCabe Street premises in Mosman Park, as we strive to change and adapt under

the NDIS to meet the evolving needs of people living with disability. We submitted a Scheme Amendment to the Town of Mosman Park to provide more clarity for potential purchasers around the site's future use, and received planning approval for a development in Belmont that would put Rocky Bay where our customers need us the most – in Perth's eastern suburbs.

Rocky Bay participated in community events, supporting Telethon at the 2022 Telethon Family Festival. The 2022 Family Fun Day was a successful gathering for customers, providing a chance to connect and celebrate another busy year.

Importantly we acknowledged the contribution of staff at our Annual Star Awards in January. A fantastic opportunity to meet new colleagues, understand how Rocky Bay supports our customers, and celebrate colleagues' achievements. A well-deserved occasion to stop and celebrate wins.

On behalf of the Executive team, we'd like to express gratitude to the Rocky Bay Board, staff, volunteers and partners for their commitment and passion throughout the year in helping to improve the lives of our customers. We look forward to continuing working together during these exciting times for Rocky Bay.



Michael Tait
Managing Director &
Chief Executive Officer

About Us

Rocky Bay partners with our customers to celebrate potential in all its amazing uniqueness. We are a support network of friendly, genuine people whose sole purpose is to identify and nurture all the things our customers do well, whoever they are, whatever their age. We have a genuine desire to understand the needs of the individual and design our services accordingly.



Accommodation

Rocky Bay staff open the door to possibilities for our customers with a choice of accommodation options and a commitment to the highest standards of compassion, respect and understanding. Whether short term or long term, our staff genuinely listen to our customers' needs and preferences, to find the option that fits best, and to provide the lifestyle our customers want.



Community

The Community team work tirelessly to help people with all abilities get more out of everyday experiences. By getting to know our customers, the team organise activities that enable them to participate in the life they want to live. Supported by a fleet of accessible vehicles, staff provide opportunities for leisure and recreation, skill building, job readiness and social interaction.



Rocky Bay Equipment

Rocky Bay Equipment keeps our customers moving and make everyday tasks a little easier with specialist technology. Working in partnership with occupational therapists and physiotherapists, the team connect people to the equipment and technology they need and when necessary, customise it to their individual requirements.



Support Coordination

Our Support Coordinators are experts in the working detail of the NDIS system, and provide an independent voice for our customers, to maximise their plans, and source and receive the best possible supports.



Therapy Services

Clinical staff at Rocky Bay build a team of professionals around each customer, working in partnership to enhance abilities and enrich lives. With care and understanding, the teams encourage determination in our customers, giving them the confidence to achieve their goals, no matter how big or small. The breadth of skills across many disciplines creates a holistic approach to the health and wellness of our customers.



Training and Development

Rocky Bay's team of qualified trainers draw on the organisation's 80+ years of industry-based knowledge and skills to pass onto our customers, their carers, staff and other organisations so that they may continue our legacy of best practise support for people living with disability.



Patron, Board and Executive

Patrons



His Excellency
the Honourable
Chris Dawson AC APM



Mrs Darrilyn Dawson

Board members



Trent Bartlett
Chairperson



Paul Klein
Deputy Chair



Miriam Borthwick



Chris Catlow



Chris Ryan



Jeff Holloway



Veronica Parish
retired 2023



Tricia Murray



Lui Pangiarella



Kerry Harris



Geoff Lotter

Executive team



Michael Tait
Managing Director
CEO



Allison Adams
Chief People & Risk
Officer



Anne-Marie Cox
Chief Community
Officer



Daymon Joseph
Chief Clinical Officer



Jane Edmond
Chief Supported
Accommodation
Officer



Mark Kolinac
Chief Financial
Officer

2022-23 in Figures

Number of staff

1071



76% of staff feel proud to work for Rocky Bay

46 locations

Number of Community Fleet vehicles **88**

139 external organisations provided with training

3,274 people supported



Distance travelled **2,565,630** km
Rocky Bay fleet

676,693 km
Grey fleet

2,964 customers accessing Clinical and Assistive Technology

364,250 Community hours of service

Approx. **2,250** Hours of training delivered

Executive team



Michael Tait
Managing Director
CEO



Allison Adams
Chief People & Risk
Officer



Anne-Marie Cox
Chief Community
Officer



Daymon Joseph
Chief Clinical Officer



Jane Edmond
Chief Supported
Accommodation
Officer



Mark Kolinac
Chief Financial
Officer

5500+ Guest House stays

Just for fun

The Earth's circumference (the distance all the way around the equator) is

40,075 km and we could have circled the Earth 64 times.

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

Supported Accommodation

Post COVID-19, our focus on continuous improvement led to the creation of a Service Improvement Manager role within the Department. This role allowed us to action a number of improvement opportunities, focussing primarily on the customer experience, and staff skills and performance.

A department-wide review of roles and responsibilities prompted changes to allocate resources more effectively. This coincided with the rollout of a new customer management system that consumed significant time and resources over the past year.

There were challenges in attracting skilled employees, likely influenced by the post-pandemic environment, including immigration issues and heightened competition from aged care. However, positive trends in candidate quality emerged in the latter part of the year.

Following two years of postponements, we were able to commence our journey into the introduction of Active Support towards the end of the year. A project plan, complete with timelines and change management activities, has been produced in order for us to begin the roll out of Active Support across our homes in 2023/24. This is being achieved with financial support from a grant from the NDIS SIL Demonstration Projects Initiative and The Children's Health and Disability Foundation WA.

A large focus has been on the closure of Lucy Creeth Nursing Home on our Mosman Park site, no longer supported in the NDIA funding structure. We supported almost three quarters of the residents, to move to more contemporary accommodation options, with only a handful of customers remaining at year end awaiting completion of their new homes. We have been able to offer our customers a number of alternative options in our new Specialist Disability Accommodation homes that have been developed at various locations

across the Perth metro area, with many more to come in the next year.

Specialist Disability Accommodation (SDA)

Through our subsidiary company, SHIFT Accessible Homes, Rocky Bay has been focused on the building and delivery of nine SDA homes this financial year.

Battling the headwinds of the construction industry post COVID-19 best sums up the efforts. The well publicised constraints of labour and materials shortage have impacted the SDA project delivery timeframes which has delayed our ability to bring all our planned houses on-line and for our customers to move into these transformational properties.

Despite these headwinds, at the beginning of the year we opened our new developments at Bank Street in East Victoria Park (10 bedrooms) and at Sicily Rise in Yangebup (7 bedrooms). As at August 2023 we opened the two houses at Kemp Street in Pearsall (3 bedrooms each). The final two developments are located in Gosnells due to open in October.

The joy and excitement that is visible on the faces of the customers as they move into their new homes makes all of the efforts and delays worthwhile. As the construction industry moves beyond its difficulties and settles back into a more reliable business as usual status, we look forward to offering a further 5 developments comprising 12 units with 37 bedrooms, on stream next year.

There was also good news from the NDIA as the five year SDA price review was completed. This review and the subsequent pricing changes have re-affirmed with the team that the development of Specialist Disability Accommodation is rightly a cornerstone of Rocky Bay.



Clinical Services

In line with the rest of the organisation, 2023 has been a year of consolidation. The Lumary rollout project has been a key focus for the team and a stretch on resources as we implement the system. Changes to the Chief Clinical Officer incumbent occurred with the departure of Michelle Dillon. We are very grateful for the time Michelle spent with us, and for Anne-Marie Cox kindly stepping in to support the team during the transition to the new CCO Daymon Joseph. Thank you, Anne-Marie, for your leadership!

Therapy / Allied Health

The Therapy team opened Lady Lawley Cottage services in March this year and became the primary location for Autism assessments and our Telethon Funded Early Start Intervention Program (ESIP). Significant planning is being undertaken to further develop these programs to support earlier access to services.

In March this year, the therapy team identified opportunities to improve our operations and services for our customers. We agreed on optimising and improving our customer facing time and the improvement of our systems, including the rollout of Lumary software. We reduced our intake of university student placements, thus reducing the supervision workload and acknowledge we need to invest in our “future” staff to ensure we support the sector for its long-term viability.

Service wait time remains a key issue for us in some locations and a focus for our operational teams. A shortage of experienced therapists is an issue for the team and our customers and we are working hard with our recruitment team to attract new staff from Western Australia, the east coast and abroad. The greatest therapist shortages exist in the Peel, Rockingham and Geraldton regions.

A major way to improve customer facing services is the attraction and retention of therapists in the two to six years of experience range. Our leadership and recruitment teams are working well to attract and keep these team members.

Rockingham and Mandurah have the longest customer waitlist, with some service wait times up to 18 months. This is due to recruitment issues in that region.

Go for Goals, a program started in Rockingham and Mandurah, offering customers on the waitlist 10-12 hours of therapy to address one of their goals, during the school holidays. For Rocky Bay therapists, school holidays tend to be low activity period as many customers traditionally do not want services, are away, or receive services in the school, which are closed.

ESIP continues to flourish with the assistance of our third grant from Telethon. We have steadily increased our participants in the program over the years, with 52 places offered this year and 22 successful transitions to NDIS.

A successful partnership with Riding for the Disabled Association of Australia (RDA) has allowed our Hippotherapy program to expand to two mornings per week. We expanded our range of services in the north, offering Exercise Physiology, with our first practitioner employed in Joondalup.

Allied Health Assistants are vital to our delivery of care. We have reviewed their service model, providing a career opportunity for them in-house as well as embedding them in geographical teams to ensure appropriate support.

Clinical Research

We continued our research into early intervention in children with a rare disease or at risk of a rare disease. This is our framework for ESIP. We continued our research into telepractice in people living with a disability, a joint program between Rocky Bay and Curtin University. This year has seen the employment of a peer researcher through the S.T.E.P. program.

We are also nearing completion of our tech talkers’ program which is conducted with Murdoch University. The program has trained 48 speech pathologists nationally and internationally, while conducting workshops in collaboration with AGOSCI and running training for other providers within WA, nationally and internationally for staff in Singapore.

Our mental health grant came to a successful conclusion, with support material for both customers and staff launched during October.

Our Auswim program has run throughout 2023 thanks to a Telethon grant. Auswim is a 10-week program to support children with

autism to gain water safety in an environment they feel supported.

The clinical team has worked with Department of Fire and Emergency Services and University of Sydney to trial the Person-Centred Emergency Planning program with our customers. This program aims to help people with a disability self-assess their preparedness, capabilities and support needs and develop a personalised plan for emergencies.

Our Neurodiversity project commenced in 2023, with a focus on raising awareness of the neurodiversity movement with our customers and upskilling our clinical staff. Training focused on neuro-affirming social skills programs and resources, and delivering therapy that is neurodiverse affirming. The project was funded by a grant from Perpetual to launch Phase two – ensuring our support workers in Community and Supported Accommodation receive this knowledge to engage in co-design of services with customers.



Rocky Bay CEO Michael Tait with Red Cross State Director Craig Stewart outside Lady Lawley Cottage in Cottesloe.

To help understand the issues of regional workforce shortages and infrastructure, Rocky Bay trialed and integrated a model of FIFO clinics with complimentary telepractice, training and skill development, and community capacity building in Albany. Rocky Bay received support from the NDIS via the Regional and Remote Expansion and Development Fund in October 2021 and submitted the Grant Activity Findings in July 2022. This report will be a key piece in lobbying to state government on the future of regional and remote allied health services.

Nursing

Community nursing specialising in adult and paediatric continence is growing in demand. Our nurses service customers across the Perth area and as far north as Geraldton via telepractice. We are working towards a robust community nursing model with the closure of Lucy Creeth Nursing Home (LCNH).

Support Coordination

Support Coordination demand is outstripping our staff at this present time, and we are working hard to recruit to various locations throughout Perth and Geraldton. This year we introduced a career pathway for our staff with the introduction of two senior support

coordinators – for the North and the South. For the first time we have introduced the role of Specialist Support Coordinator. This person will service the more complex customers who have level three funding in their plan.

Rocky Bay Equipment

Recruitment and retention of technical staff has been an ongoing issue this year. Sharing like skillsets with the resources industry has driven shortages in the sector.

We are now a distributor for locally made wheelchair manufacturer Glide. Being locally made has the benefit of short lead times for delivery.

Our preventative maintenance and breakdown servicing has expanded due to demand and we now have dedicated North and South of the river service technicians. This enables us to be more responsive to emergency callouts and reduces travel time.



Glide co-owners Peter Green, Steven Walsh with Rocky Bay's Michael Tait and Trevis Lawton



Rocky Bay Customer Zaynab and Physiotherapist Ty Kowalski

Community

Community Division again delivered significant hours of support ensuring our customers achieved their desired outcomes. There are four distinct services under this division that all customers can access depending on their plan funding. Our customers, families and carers continue to enjoy the expertise of their dedicated Rocky Bay Team Leader to assist with service design, problem solving and delivery of services.

Guest houses

Short Term Accommodation or Respite is delivered via our four Guest Houses. Parkland Retreat - Noranda, The Beach House - Rockingham, The Country House - Gosnells and The Bush Retreat - Beeliiar. They remain a much sought after service and the demand saw the portfolio grow in the last year, primarily due to a Department of Communities contract to deliver Emergency Respite within our Guest Houses. This assists families in need of short-term accommodation services in any of the following circumstances:

- existing plan funding is fully used or,
- not stated within an existing plan or,
- people are waiting to apply to the NDIS or,
- people are not eligible for NDIS due to visa restrictions.

Customers are also now using their respite funding to try living away from home as a first “supported” step before making the decision to move to independent living. We support customers over an extended period of time to take small steps such as becoming familiar with the home, perhaps having a meal with other people frequenting the house, engaging in friendship groups, until eventually they're comfortable to stay a night or two.

S.T.E.P.

The Stages Towards Employment Pathways (S.T.E.P.) program was refreshed in the last 12 months and subsequently remains a popular program for many customers leaving school. Participants are supported by Mentors who work one-on-one with those looking for the next stage following high school or looking to become job ready.

The team successfully transitioned several young people through a dedicated program from year 10 upwards into either volunteering or jobs in line with the goals they had set.

Community Access

Community Access is the largest of our services offered across seven days, including essential services on public holidays. All our hubs offer services ranging from in house activities specifically tailored to the customers interests or pre-arranged social and educational outings. All designed to build life skills and independence.

Our favourite programs continued to expand due to popularity this past year particularly our Get Social programs in Joondalup and Rockingham.

The large range of fleet cars and vans in Community continues to be a much sought after service for Travel and Transport. We travelled over 2,565,630 kilometres over the last financial year demonstrating the impact of assisting customers to participate in their communities of choice.



Blaz Delic with his artwork and Support Worker Meagan Bates

The Studio

A number of talented internal and external facilitators have once again held classes in our studios in Mosman Park, Joondalup and Cottesloe. Here customers can explore their creative side with experienced and professionally trained art therapists.

Two external and professionally curated art exhibitions were launched enabling our customers to display their talents,

and sell their art. Rocky Bay artists participated in the 'In the Garden' exhibition held in the WA Shipwreck Museum and the 'Our Story' exhibition as part of the WA Fringe World Festival. This event was held at the QT Hotel foyer for all to visit over the period. Rocky Bay is the first disability provider to participate in Fringe World.



Artworks from the 'Our Story' exhibition

Governance

NDIS Audit

In October 2022, following 18 months of preparation and three comprehensive external audits, Rocky Bay proudly received its NDIS re-registration certificate, securing the organisation's status as an NDIS registered provider for another 3-years. This milestone marks a significant achievement for Rocky Bay, and the audit process was a welcomed and invaluable opportunity to showcase the high-quality and safe services consistently provided to our valued customers.

To maintain our NDIS registration, Rocky Bay is committed to undertaking a further audit in mid-2024.

Risk Management

Rocky Bay recognises the importance of, and is committed to, the identification, monitoring and optimal management of risks associated with its activities. Appropriate controls and mitigation measures to reduce the potential negative impact on the organisation are in place. Rocky Bay's risk appetite and tolerance are used to make informed risk decisions.

In FY22/23, a rigorous internal review began on the Rocky Bay Risk Management Framework. Overseen by the Audit, Finance, Risk and Compliance Committee and operationalised by the Quality & Governance Team, the following was undertaken:

- Risk Management Policy was updated, outlining Rocky Bay's commitment to embedding risk management practices in the organisation
- Review of strategic and operational risks, resulting in improved controls with:
 - 15 risk register workshops undertaken across the organisation
 - 150 leaders and managers participating in risk workshops
 - A refreshed risk matrix and risk reference tables
 - Definition of roles and responsibilities

- Focus on cyber security to better manage cyber risks
- Refreshed financial delegations matrix
- Additional project management controls

Policy Management

Policies and procedures extend to all areas of the organisation and are used to outline Rocky Bay's commitment to a particular subject and provide instructions to workers to deliver quality and safe services. They must be reviewed at least every 3 years or when operational needs or legislative obligations dictate.

79  policies and procedures were updated within Rocky Bay

In FY22/23, 79 policies and procedures were updated within Rocky Bay, and of this:

- 15 were new
- 64 were reviewed

Clinical Governance

In FY22/23, the Clinical Governance Team has been working hard to navigate new requirements in clinical risk management and reporting to the NDIS, with a focus on the management of customer-restrictive practices. The number of customers with routine regulated restrictive practices (RRP) reduced by nine, and the total number of routine restrictions reduced from 124 to 90. This reduction is attributed to a combination of reclassification and clarification of restrictions and the removal of restrictions in place. Additionally, the number of Unauthorised RRPs reduced from 65 to 15. This is attributed to proactive intervention by the Clinical Governance Team in ensuring timely Behaviour Support Plan development, and authorisation processes, as well as efforts across Rocky Bay to reduce the use

of regulated restrictive practices (RRPs) and clarify the purpose of medications.

Other achievements included:

- Implementing a clinical governance review project to provide new ways of examining reported incidents and allowing the identification of common trends to address systematic issues
- Establishing proactive strategies to ensure authorisations remain in place for RRPs, with 58 Quality Assurance Panels held for the purpose of authorising RRPs
- Consistently achieving the NDIS reporting timeline for incident reporting
- Providing 12 clinical governance education workshops across the organisation

COVID-19 Pandemic

COVID-19 continues to be a risk to staff and customers. In FY22/23, the COVID-19 Emergency Response Group at Rocky Bay shifted from managing the pandemic to actively planning for, and working toward, recovery. The leadership team responded to

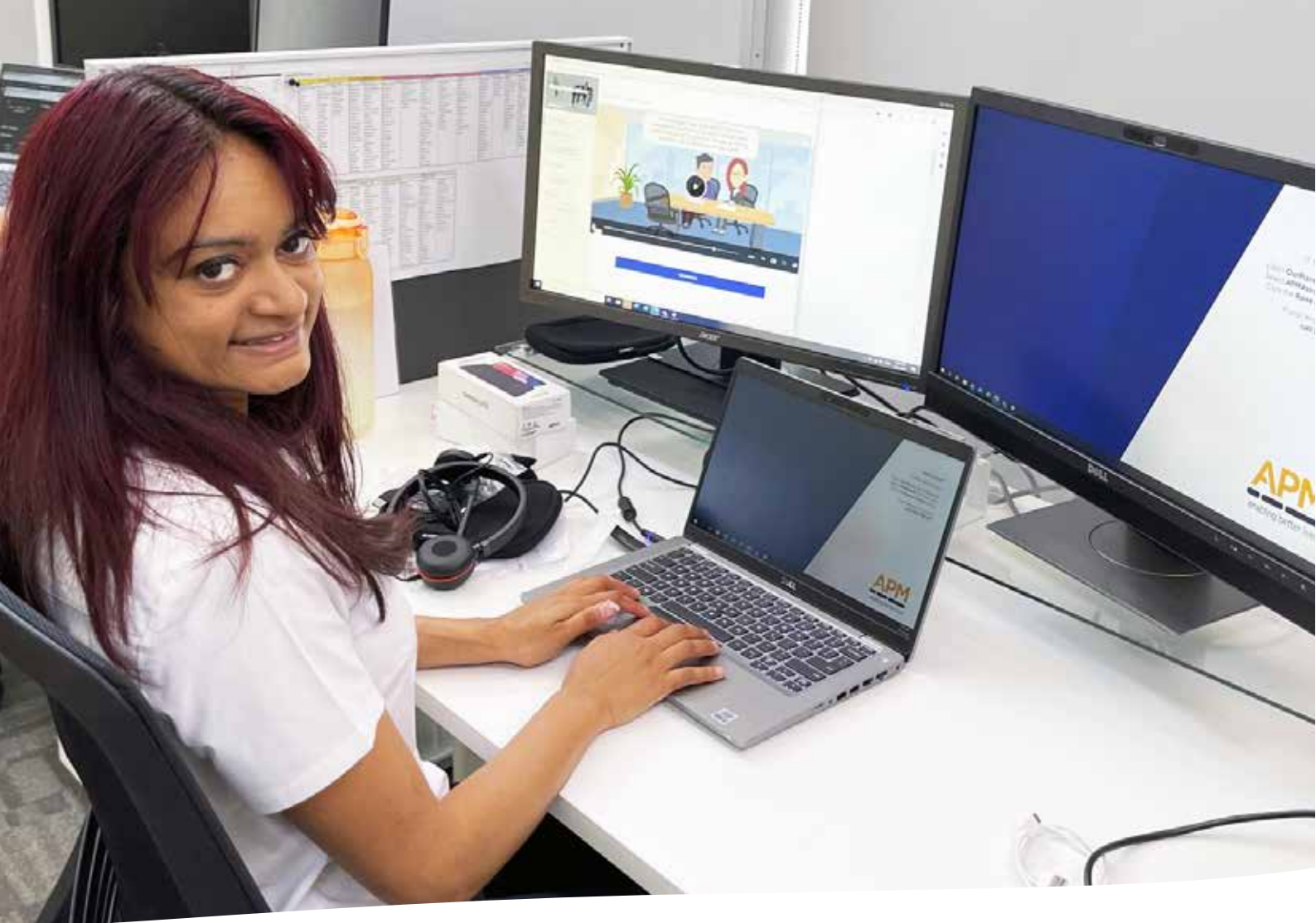
the ongoing pandemic challenges to ensure Rocky Bay's customers received services while keeping them, and workers, as safe as possible.

Key achievements included:

- Providing COVID-19 vaccination services for workers and customers
- Executing a vaccination strategy to ensure workers were compliant with state and federal government requirements, including using the online portal for capturing the vaccination status of workers
- Advising and supporting workers, customers and their families and establishing a COVID-19 pandemic plan
- Safely supporting COVID-19 positive customers who lived in supported accommodation homes
- Developing and executing a customer, visitor, and worker rapid antigen testing program
- Rolling out a staffing campaign to assist with worker shortages and continuing to provide services to customers with high-needs

Rocky Bay Customer Renae and sister Danielle





Julie stepping into Employment

Forging an exciting new career path was something 29-year-old Julie Marie Carrasco did not imagine for herself, but with encouragement and support she is beginning to change the course of both her professional and personal life.

Already accessing therapy supports at Rocky Bay in Joondalup, Julie Marie joined Rocky Bay's Stages Toward Employment Pathways (S.T.E.P.) program in February 2021, with the aim to enhance her capacity building and social skills development.

She approached Rocky Bay as she was looking for Mentorship, rather than partnering with a support worker. She had also been working independently at a local fast food restaurant for a number of years, receiving support from Disability Employment Services.

The S.T.E.P. team supported Julie Marie to build relationships, and even worked closely with her therapy team in Joondalup when it came to the organisation, planning and communicating through the "Discovery Process". Julie Marie participated in this process with various Mentors and found the learnings enriching.

The discovery process is guided by a framework of various challenges and activities and involves Julie Marie's Mentors assessing her skills and preferences and helping to build her capacity.

During the discovery process, Julie Marie was also instrumental in the development of a S.T.E.P. Social Club, which is a roaring success! Julie made great friends with others in the social club, who all enjoy fun weekly catch ups around Perth.

When an opportunity for a customised role came up at global health and workplace services provider, APM, the team evaluated how far Julie Marie had come, and discussed with her the possibilities of career development.

"Reading through Julie Marie's discovery report it was evident that she had so much more potential and was ready for a new challenge," said S.T.E.P. Team Leader, Penny Bickford.

"Julie Marie was at first reluctant as she hadn't thought about getting a new job. It took some discussion with her and her family to encourage trust, as we empowered Julie Marie to see in herself the potential we could see."

Penny explains the S.T.E.P. team supported Julie Marie by helping her to plan her workload and help breakdown tasks, helping her to interpret any new tasks and deliver them in a way that she is able to follow, implementing check lists, reminders and giving her the tools needed to stay organised. Julie Marie was also empowered to ask the right people the right questions to help navigate any problem solving.

A Microsoft Teams group has been created to monitor Julie Marie's performance, and for her Mentors, Lead Mentors and Penny to be available for support when they are not physically on site with her.

After encouragement from the team, Julie Marie applied for the role, and is now Customer Support Officer at APM's National

Enquires Team. She navigates the NDIS Portal with ease, has learnt how to audit KPI registers, accesses multiple complex programs with confidence, and corresponds with agencies far and wide.

Just as importantly, her professional relationships have been nothing but positive.

"Her interactions with her colleagues are light-hearted, inclusive and social – just as it should be", says Penny.

Since her success, Julie Marie's supports have been reduced to 20-minute blocks. Her responsibilities at work are growing, as is her productivity. She is still working in her role in hospitality and hopes to eventually increase her hours in her new role.

Julie Marie's new career path has not only given her much fulfilment and opportunity, she's now using her new skills in her personal life.

"Julie Marie is transferring her organisation skills and new-found confidence to her home life. Her new role has not only changed her life and offered her a chance to grow into an independent person, but it has also positively impacted her home life and family," says Penny.

The possibilities are endless for anyone when they keep an open mind and are given the opportunity to explore their career, and the world around them.

S. Stages T. Toward E. Employment P. Pathways

Click the QR code for more info



Above: Successful S.T.E.P. participant Will Scott Jeffs

Human Resources

Over the past year, the Human Resources (HR) team has worked commendably in implementing a robust HR service delivery model within the organisation. By fostering strong partnerships with our business units and providing insightful advice and guidance, the team has consistently focused on the best outcome for both our business and our valued staff members, with some excellent outcomes.

Talent Acquisition was buoyed thanks to a successful recruitment advertising campaign in September 2022, resulting in greater brand recognition and increased interest in our job vacancies, especially with Support Worker positions. While Rocky Bay's predominately relies on conventional recruitment channels like seek.com, we successfully recruited 15% of our staff through word of mouth and / or staff referral. We also experienced great results by trialling innovative recruitment methods, including venturing to shopping centres (Belmont and Joondalup), participation in new expos, graduate nights, career events, and an ongoing assertive social media presence.

Therapy positions attraction and retention remained a key focus, particularly with new competitors moving into the market. We expanded our attraction strategy to encompass both national and international markets with solid results. Our investment into technologically based solutions for key recruitment functions has enhanced the candidate experience, reducing the time to hire from application to induction to as little as two weeks. This significantly supports the operations areas to offer service to our customers.

Retention of talent remains a key focus and the online exit survey has provided great insights on the reasons for leaving Rocky Bay. Career advancement and work life balance remain the key drivers for the movement across the organisation.

Rocky Bay continues to offer upskilling and education to our leaders with initiatives such as monthly "Lunch and Learn" sessions, covering a range of topics including labour law changes, sexual harassment, flexible work arrangements, parental leave, absenteeism and leave management, and crucial conversations to name a few. Feedback and attendance for these sessions has consistently been positive.

Key projects

As we build on the partnering model with the business, we endeavour to deliver consistent high-quality, industrially compliant solutions to the organisation by leveraging technology and innovation as demonstrated via various projects and initiatives:

- Introduced gender-neutral options and pronoun choice in the recruitment process and throughout the employee life cycle to enhance inclusion.
- Achieved 100% usage of Video interviews and "XRef" check reference platforms with a turnaround time of less than 24-hours.
- Targeted segment marketing for the Peel region, national and international attraction.
- Internal promotion of career opportunities circulated weekly with a strong focus on developing internal talent, resulting in 57 secondments and 66 promotions.
- Employee Referral program embedded permanently with a \$2000 incentive.
- Comprehensive review of contracts and employment conditions to align with new labour laws.
- Introduction of "R U OK" morning tea and upskill sessions on mental health

awareness in the workplace and Employee Assistance Program (EAP) services.

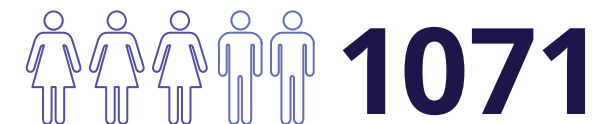
- Developed employee compliance process with renewed emphasis on data integrity and ensuring employee records are compliant to mandatory standards, legislation, and policies.

The Fair Work Act and SCHADS Award changes, were successfully embedded into the business. We conducted education sessions with managers and supervisors, as well

communicated the changes across the entire organisation.

The HR team is a dedicated, fun, and enthusiastic group who has grown exponentially over the past year to continue to provide a value-add service to the organisation. They remain dedicated to their own development as they build their career portfolio, but also continue to provide a holistic and balanced approach to issues and concerns within the employee life cycle.

Number of staff



Staff by gender (%)



Casual	14.8%
FTFT	0.7%
FTPT	0.9%
PMFT	30.1%
PMPT	53.5%



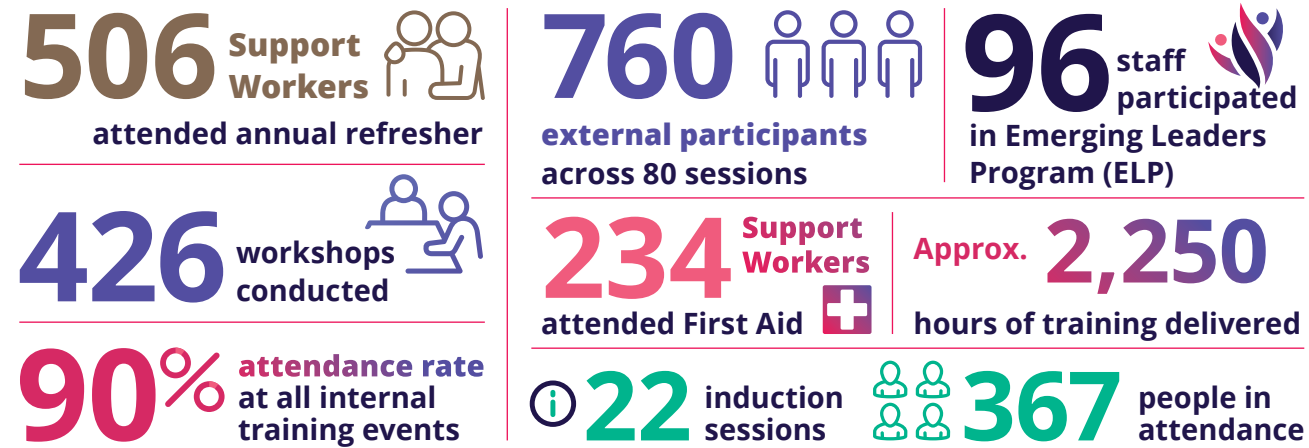
Clinical Services	22.0%
Community	24.2%
Corporate Services & Finance	10.5%
People and Risk	4.7%
Relief Pool	9.6%
Supported Accommodation	29.0%



0 - 6 months	9.7%
7 months - 1 year	13.6%
1 - 2 years	20.4%
2 - 4 years	21.7%
4 - 6 years	13.4%
6 - 8 years	10.3%
8 - 10 years	4.8%
>10 years	6.1%

Statistics as at 30 September 2023

Staff Development and Training



Rocky Bay has continued its unwavering commitment to fostering a culture of growth, innovation, and excellence through its training and development initiatives. Our dedication to equipping and empowering our people with the knowledge and skills necessary for excelling in their roles has greatly enhanced our ability to deliver high-quality services for our valued customers.

Throughout the year a comprehensive range of training programs were reviewed, updated, designed, and delivered to meet the unique needs of various departments. These programs were tailored to align with our strategic objectives, and also cater to both individual and collective growth needs.

Our support workers received ongoing training, ensuring they not only achieve mandatory requirements, but are also able to access supplementary training to provide the best possible support to our customers. Training was reviewed and updated to ensure compliance against NDIS Practise Standards.

Our training programs and workshops encompass a diverse range of topics, including technical skills, leadership development, team, and individual skill development. They are designed and delivered to enhance the professional and personal development of our employees.

Some of the notable programs include:

Leadership Development

Identifying and nurturing future leaders within the organisation remains a top priority. In 2022/2023 we initiated several leadership development initiatives, targeting high-potential individuals across the organisation. Programs have included continuing leadership programs and specialised training to meet specific needs, as well as the introduction of 1-1 coaching to support leaders.

Emerging Leader Program

The Emerging Leader Program was refined to equip our managers and supervisors with the skills and knowledge required to lead effectively in an ever-changing business landscape.

Individuals were selected because they:

- Have responsibility for delivering specific tasks or outcomes
- Are able to positively influence decision making
- Execute individual or team tasks and activities
- Have been identified as a possible candidate as part of a development or succession plan

The program was designed to mirror and compliment key capabilities required by those who lead teams and included topics centred around six key themes:

- Understanding and Leading Self
- Managing Self and Priorities
- Leading Others/Teams
- Leading Effective Performance
- Leading Change and Building Resilience
- Leading Purpose

During the past year we had two cohorts of participants:

- Emerging Leader Program 2022 (September 2022 – February 2023) included 58 participants across three groups
- Emerging Leader Program 2023 (launched April 2023) included 38 participants across two groups



2022/2023 Emerging Leaders Program participants

Testimonials from participants in the Emerging Leaders Program

"The facilitator was absolutely brilliant. I have learnt so much in the last 6 months ... I have learnt to think outside the box, question things, don't just leave things because you may be apprehensive... give it a go or you won't know, look at it as exciting not daunting."

"I have learnt so much about myself and my position at Rocky Bay. In the future I aim to lead in a positive manner, to support our customers the best I can, to make really excellent changes that benefit everyone and the company. Thank you Rocky Bay for this wonderful opportunity.. enjoyed every minute, really sad it's over."

Examples of work-related outcomes that participants have been able to improve as a result of completing the Emerging Leaders Program

"Have made meetings more streamlined and easier to follow, sometimes more meetings may be required, rather than one big, long meeting."

"Since starting ELP I've had to conduct some constructive conversations and assess my teams progress whilst introducing a lot of change. ELP provided me with the structure and information to execute this with more confidence."

"I'm much more confident and don't get so easily flustered. I think the confidence has come from the combined learnings of the course but also just having that support network of the facilitator and the rest of the ELP cohort. It's much easier to influence outcomes when you can present things with confidence and have trust in yourself that you know what you're talking about."

Customised Leadership Development

Community and Supported Accommodation Team Leaders and Service Managers participated in a customised Leadership Development Program from June to December 2022. Designed specifically for this group of leaders, the internally facilitated program provided them with the necessary skills and knowledge, along with a leadership toolkit, to successfully supervise others and build their capability as leaders. Topics included successful supervising, excellent customer service, business acumen, leading effective teams, managing performance and supporting change.

Cert IV Program

In collaboration with Future Institute, Rocky Bay piloted the Certificate IV in Leadership and Management with a group of 16 leaders participating in November 2022 to May 2023, with final assessments completed in October 2023.

The completion rates of this group have been above average and the commitment by all participants has been exceptional. Participants have commented that the program had a great mix of theory and practical with a strong focus on skills relevant to their roles.

Skills Enhancement and Team Development

Throughout the year, a series of customised skills enhancement workshops aimed at improving the professional competencies of our workforce and team cohesion were delivered. Topics covered included leadership development, communication skills, and technical proficiency, along with customised training for a range of departments.

Themes included:

- Effective workplace relationships
- Team vision and values alignment
- Communication
- Managing difficult interactions – crucial conversations
- Coaching and mentoring
- Managing change and building resilience

Rocky Bay Registered Training Organisation (RTO)

In the 2022/2023 period the RTO delivered the Certificate III in Individual Support for Support Workers

Number of students in CHC33015 Certificate III in Individual Support	11
Number of Workplace visits conducted by trainers	30
Traineeship Income	\$78,975

Rocky Bay’s commitment to education and development led us to successfully add the new CHC33021 Certificate III in Individual Support qualification to our scope, further expanding our RTO services.

Rocky Bay External Training Services

As an RTO, Rocky Bay delivers both accredited courses in disability and non-accredited courses for individuals seeking to join the disability sector. Rocky Bay has grown to become a reputable provider of training services for organisations, schools and community groups looking for quality training services, with specialist training for working with people with disability. Rocky Bay training services has experienced a surge in demand for non-accredited training, particularly in the clinical area.

New organisations using Rocky Bay training services during this period grew to 42, and Rocky Bay RTO contributed \$210,594 in revenue.

The greatest demand has been for Medication Training and Manual Handling.

- 760 people attended these courses
- 80 courses

Our commitment to training and development remains unwavering, as we recognise the vital role it plays in the long-term success of our organisation. In the upcoming year, we further refine and expand our initiatives to ensure our workforce remains agile, adaptable, and prepared for the challenges and opportunities that lie ahead.

Workforce

The past 12 months has been a year of continuous improvement, we have been building and maintaining positive working partnerships with the business, particularly our operational divisions, getting ready for the roll out of Skedulo and managing the change this has brought with it.

To better align with the evolving scope of our responsibilities, we rebranded the department from “Rostering” to “Workforce” and subsequently updated all job descriptions to better reflect multifaceted role.

Recognising the importance of resilience and adaptability during a time of significant change, our Learning and Development team conducted a session on “Building Resilience and Managing Change”, equipping the team as they transitioned from one rostering system to another.

In order to prepare for the future and ensuring we are using our workforce as effectively

as possible with a customer focus, we have commenced the journey with our Customer Engagement colleagues as the team participated in a customer experience workshop.

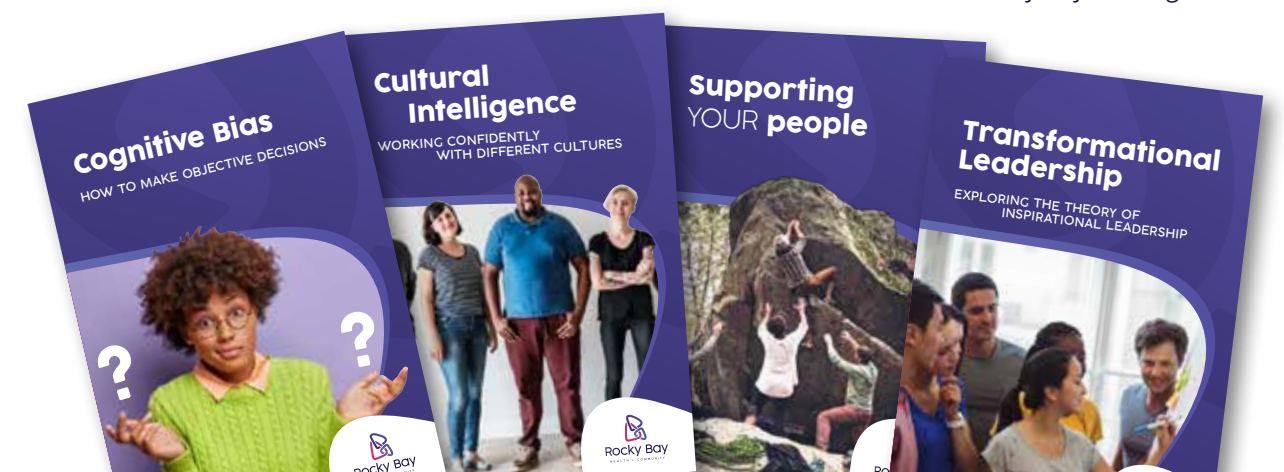
Four members of the workforce team have participated in the Rocky Bay Emerging Leaders Program as part of our commitment to the development of our team members.

Service desk requests sent and actioned have averaged 800 per month and remained steady throughout the implementation of Lumary and Skedulo.

Each member of the team has a mobile working roster with a balance of Work From Home options, days at the hubs and Mosman Park. The result has been that morale has increased and absenteeism decreased.

A review of the After-hours service was completed, and expectations reset to better support operations outside of usual business hours.

Rocky Bay training materials



Training provided to external organisations

Strive	BGSR
Uniting WA	Essential Personnel
Crosslinks	Hale Foundation
Focused Supports	Eucalypt
Lifeplan	Department of Local Council, Sport & Culture
Success Primary School	Workpower
Australian Mobility Equipment	Valued Lives
Kai Andrews	Joondalup Education Support
Cannington Community College	Cahoots

Carlos shines with supportive community

11 year old Carlos Saunders

Carlos Saunders is a cheeky 11-year-old, with a wicked sense of humour and personality fit for the camera.

He loves getting involved with anything that is fast paced, hands-on or creative.

He also enjoys his sport, including playing lawn bowls, dancing and basketball, and often cheers on his beloved Rockingham Flames.

Carlos lives in Rockingham with his mum, Pam Goodlich, who initially fostered Carlos from nine-weeks-old, brought him home to a house filled with love.

Carlos, who has Down Syndrome, has partnered with Rocky Bay for the past five years to access Community services. He has made positive progress on his NDIS goals which focus on communication, increasing strength and mobility, accessing age-appropriate activities in community developing endearing friendships.

He accesses one-on-one support for two hours a week after school, and during this time enjoys various fun and fulfilling activities in his local community – where he is very well known! - with his support worker.

“Sometimes Carlos will enjoy time with his support worker so much, you have to bribe him to come home again!” says Pam.

The enriching time Carlos spends with his support worker allows Pam to spend quality time with her other children, exploring their interests or enjoying fun activities.

Pam explains how important it is for Carlos to have opportunities in life and how it allows him to grow.

“Carlos can do whatever he wants to do, and given the opportunity he can achieve whatever he sets out to achieve,” says Pam.

Over her 20 years of fostering, Pam has given many children the best start to their lives.

“Starting fostering is one of the hardest but best things a person could ever do,” she says.

Pam shares that Carlos has always interacted well with his siblings and other children in the house, always being the first one to greet them, play with them and try to make them laugh.

“Carlos is always the first one we pass the babies to (for a cuddle),” says Pam.

Pam’s hope is that Carlos can continue to work on his independence and growing his life skills as he’s set to take on high school next year.

“I would hope that he learns the life skills he is going to need to enjoy independent living and to keep growing.”



2022 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. The 2022 winners were celebrated at our annual awards event in January 2023.

Being Professional and Accountable

This award recognises an individual or team that exemplify how we want to be perceived as an organisation and those that take ownership for all that they do.



Lisa Brooks

Lisa radiates positive energy, warmth, and professionalism. She sets the tone to promote a healthy workplace culture and exudes a "can do" attitude.

She goes the extra mile to ensure all customer and staff needs are met, and is approachable and solutions focused. Lisa's contribution to the successful establishment of our Joondalup hub can't be overstated.

Looking for Better Ways

We constantly review our performance, staying on top of new ways to make your experience better.



Elise Van Rooyen and Monique D'Opera

Elise and Monique showed great initiative, perseverance, and the ability to get results.

Their ability to project manage and produce a successful proposal resulted in a grant funded Auswim program, that will greatly benefit our customers.

Providing Excellent Customer Service

This award recognises an individual or team who have gone above and beyond expectation. Providing excellent customer service is fundamental to Rocky Bay's success and it is what will continue to set up apart from our peers. It is vital we listen to customers and their families, tailor our services to their needs and always put our customers first.

Luke Harding

Luke is a hardworking and reliable support worker. He's extremely adaptable when supporting his customers. He always delivers quality and individualised services, no matter what they may be. Luke motivates other support workers daily, as others watch how he interacts with his customers. Luke is an asset to Rocky Bay and a role model to all support workers.



Working Together

This award recognises an individual, team or cross functional group who have shown excellent collaboration. This year we had such great applications that we couldn't split them, so we had two winners.



Derrington Team

Derrington team have offered customers a safe and stable environment for the past seven years. The core team members haven't changed during this time. They demonstrate acceptance, empathy, resilience, and respect. The cornerstone of their success is their common goal of improving the quality of life of their customers.

Kathy Muggridge

Kathy showed determination and the ability to collaborate with numerous external and internal parties to achieve a successful outcome for her customer. The collaboration she demonstrated was exemplary, and she has been tireless in promoting and facilitating the interests of her customer.



The Executive Award

This year we had two additional awards. During the year Rocky Bay faced unprecedented challenges and this award recognised teams who showed exceptional commitment in delivering positive outcomes despite these challenges. One of the biggest challenges faced by Rocky Bay was the cyber incident in February 2022.



The Rostering and Payroll teams

Rostering and Payroll showed the ability to pivot and problem solve, and displayed immense dedication and the willingness to work long hours during the challenge of the cyber incident in 2022. They were selfless in their commitment to their task and their actions prevented what could have been a serious issue to staff.



The Business Transformation team

The Business Transformation team showed remarkable dedication, resilience and ability to solve major problems under the stressful and challenging conditions of the cyber incident in 2022. They rolled up their sleeves and worked tirelessly to ensure that Rocky Bay was able to provide business as usual services to its customers.

Early intervention drives Thomas's progress

Despite his difficult start to life, Thomas Marchetto is a bright and social nearly 3-year-old who loves his food and playing outdoors.

Born at 24 weeks gestational age at King Edward Memorial Hospital, Thomas spent his early weeks in the Neonatal Intensive Care Unit (NICU) undergoing surgeries for a hernia, fighting a staph infection which developed into sepsis, while also battling a collapsed lung.

Thomas's mother, Ashleigh Harman, recounts how during his 172 days stay she visited the hospital every day via bus and train to spend her days with Thomas, watching him grow and develop.

"Now he's here and he's healthy and happy and that's all anyone can ask for," Ms Harman says.

After his recovery, Thomas received Physiotherapy services at King Edward, which was available until Thomas turned one. At King Edward's, Doctors diagnosed Thomas with Global Developmental Delay and parents Ashleigh and Jimmy were also advised Thomas may be on the autism spectrum.

With Thomas still needing the help and support of a physiotherapist after his first birthday he was referred to physio with Child Development Service who then referred Thomas to Rocky Bay's Early Start Intervention Program (ESIP).

ESIP is a 12-month research-based therapy program for children from 0-5 years of age who have developmental delay, or a diagnosis of a rare disease or a range of risk factors. Using a multidisciplinary approach of intensive therapy and support – including physio, occupational therapy, speech pathology and hydrotherapy – the program supports children to work toward individualised goals in their own home and within a community setting.

Rocky Bay Physiotherapist Ty Kowalski says Thomas has come far in the program and loves to give it a good go during therapy.

"Thomas has made some amazing progress. When he started in January, he wasn't walking, showing delays in certain age-appropriate skills and not talking or making sounds. We were concerned around his mobility and communication levels," Mr Kowalski says.

"Now with the program, he's started walking, we're working on getting up and down stairs, there is improvement in him brushing his teeth and he is engaging in joint play.

"We are making sure his skills increase his function and participation to play as Thomas chooses," Mr Kowalski says.

Ms Harman said Thomas previously he did tend to catch up later than his other NICU friends, but he has come such a long way for the time he's been with Rocky Bay.

"Generally [kids] start walking around 18 months, and he was just starting to crawl when he turned one and just after his second birthday he started walking. He wasn't doing any of that before ESIP," Ms Harman says.

"It felt so exciting to see his first steps. I was filming it and I just screamed so loud.

"I just remind myself that everything he does now, he couldn't do months ago and that's what keeps me going," Ms Harman says.

Rocky Bay's program sees therapists provide intervention in the home, so a child feels comfortable in their environment, and the family are afforded flexibility in appointments.

Ashleigh says an in-home service has made such a positive impact on the family after being exhausted having to drive back and forth all the time to appointments.

Rocky Bay Physiotherapist Ty Kowalski and Occupational Therapist Brooke Chamberlain are a big part of our village," Ms Harman says.

"They have really become like our family; we see them so much and they help so much. It's nice to have other people cheer Thomas on," Ms Harman says.

Photo courtesy of The West Australian:
Thomas with his mum Ashleigh



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 41 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.



Fenton



Debbie



Blaz



Michael



Rocky Bay customer Jordan and Support Worker Kellie Groom

Acknowledgements

With thanks to a caring community

Rocky Bay could not continue to provide exceptional services and support to people living with disability and their families without the generosity of many Western Australian organisations and individuals.

Rocky Bay strives to go above and beyond ordinary services to support meaningful and engaging opportunities for people with disability to connect as valued members of the Western Australian community. From celebrating the artistic talents of people with disability; to launching new services and venues; to hosting free family-friendly events, our supporters play a critical role in nurturing independence and confidence at every possible opportunity.

We are deeply grateful to all those who have joined us on the journey towards a more supportive and inclusive WA – thank you.



National Disability Insurance Agency

Rocky Bay participates in a number of funded pilot programs and service trials as we actively seek to support the ongoing evolution of the NDIS towards a better future for people with disability.



Department of Communities

Western Australia's State Government has supported Rocky Bay's efforts for 35 years through funding and grants, the transition of customers to the NDIS and through our partnerships to deliver Supported Accommodation.



Lotterywest

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



Channel 7 Telethon Trust

Rocky Bay continued its relationship with Telethon in 2022 and 2023. Generous support from the trust funded the Early Start Intervention Program providing critical therapy services to children at risk of, or diagnosed with, rare disease, as well as a water safety and awareness program for children at risk of drowning.



Audi Centre Perth

The partnership between Audi Centre Perth and Rocky Bay continues to help reduce fleet costs, while also providing sponsorship for key events and activities.



The Children's Health & Disability Foundation WA

Although the Foundation heralded in a new name in 2022-23, their support of Rocky Bay continued with two generous grants being approved to support people living with disability.



Perpetual Philanthropic

Rocky Bay's Neurodiversity project is being funded by the Helen Leech Endowment thanks to the annual Perpetual IMPACT grants program.



National Disability Services (WA)

Rocky Bay is a grateful recipient of several grants over the years that allow us to pilot service innovations for the benefit of people living with disability in WA.

Benefactors

We extend our sincere gratitude to the significant and ongoing support of Rocky Bay's benefactors during the year, who played a huge 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 2022. We extend our sincere gratitude to the following people and organisations.

EA and JA Heal

Lions Club of Busselton

ES2

Ms Tricia Murray

Lions Club of North Beach

Meadow Springs ESC

Mr Chris Catlow

Lions Club of Claremont-Nedlands

Presbyterian Ladies' College

Mr Paul Klein

Rio Tinto / Colin Brighton

Rosalind Clark

Bequests

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

Emma and Charles Knowles and Tom Fricker Memorial Trust

Annetta Maria Dorothea Josephine Adami Charitable Trust

Margaret Harper Charitable Trust

Australian Executor Trustees

Francis John Longhurst Charitable Trust

The Estate of Marjorie Frances Bowen

Lindsay and Nan Wilkinson Trust

Perpetual Philanthropic Services

John W Sutton Charitable Trust

When preparing your Will, after considering your family, you may want to consider a bequest to Rocky Bay. Leaving a donation in your Will is one of the noblest ways you can ensure your legacy lives on, by directly benefiting the lives of people living with disability.

Rocky Bay was built on the kind donations from bequests, and our customers have benefited from the generosity of others, from small donations through to family homes.

All funds donated go directly to supporting people with disability. If there is an area that is close to your heart please call us to discuss your wish, no doubt together we can make it a possibility! For more information, please contact us on (08) **6282 1900** or visit rockybay.org.au



Rocky Bay

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