



enhancing  
ABILITIES,  
enriching  
LIVES

YOUR  
partner  
IN  
possibility

Rocky Bay positively impacts customer wellbeing through trusted health and community services

**Our purpose**

Enhancing abilities, enriching lives

**Our vision**

Creating extraordinary outcomes through exceptional health and community services

In this photo: Rocky Bay customer Malcolm with Ariel

Cover photo: Rocky Bay customers Nick and Tyler

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CONNECT WITH **Rocky Bay**  
**08 6282 1900**



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 and CEO Report

This past year was a very exciting one for Rocky Bay as we launched our refreshed brand and identity to the market. We have entered a new era within the sector, and as the sector evolves, we needed to evolve with it to remain relevant and contemporary. Our new brand captures the individuality and diversity of our customers, as well as the broad range of services we offer to the community.

Our second Reconciliation Action Plan (RAP) was released, after having completed a Reflect RAP in 2019. This RAP allows Rocky Bay to implement actions to reflect a commitment to the journey of reconciliation. This includes some visible changes and organisational culture shifts. The RAP Committee, in conversation with Reconciliation Australia, determined that the organisation is ready to take on an Innovate RAP from 2020 onwards. The Innovate RAP will further support the organisation to continue to make necessary changes, as well as allow us to continue to develop partnerships and service provision in innovative ways.

After significant growth in customers over the past two years, our Rockingham hub was extended into an adjacent premises, which will allow the organisation to continue providing quality Clinical and Community services, as well as see a reduction in wait times for customers in the area. This was the first step into the next stage of growth for Rocky Bay in the region.

To ensure staff were kept informed and were provided with the opportunity to ask questions about all aspects of Rocky Bay, multiple information sessions were held across all of our hubs over a one-week period in December 2020, as part of our CEO "Roadshow". This allowed our Executive team to gain insights from staff, as well as share knowledge and opinions.

Towards the end of 2020, we held our annual Customer Family Day to celebrate the end of another year. This event provides a chance for the Rocky Bay community to come together and enjoy a day filled with entertainment and activities for all ages and abilities.

Each year we acknowledge the contribution, success stories and commitment of our staff by recognition at our annual Star Awards event. This was held in January 2021, in the grounds of Rocky Bay in Mosman Park. It was an evening filled with fun and entertainment with over 700 staff, board members, their partners and families enjoying the event and celebrating with our deserving winners.

As the state continues to experience low labour supply and a very competitive market, compensation and benefits are no longer enough to attract and retain key talent. Today's diverse workforce requires a compelling Employee Value Proposition (EVP) which is the total value an employee receives from Rocky Bay across four key areas: salary and benefits, career, work environment and company culture. This year we commenced a review of our EVP with the aim to embed a greater emotional connection to Rocky Bay, so our employees are more engaged and less likely to leave. The Rocky Bay EVP project focuses on developing our people across their whole employee lifecycle and creating a culture in which people can thrive.

To celebrate International Women's Day, an inaugural breakfast was held in the Rocky Bay gymnasium in Mosman Park. Staff and customers heard from a panel of guests including Jennifer Oaten, Principal at Santa Maria College; Nina Kennedy, Australian Athlete; Marlou Jonejan-Bessem, Environmental Consultant; and Eve Howell, Chairperson at Role Models & Leaders Australia. The event was a great success and a chance for us all to celebrate women's achievements and accelerate gender equality in our community.

In February 2021 we opened our first regional hub with a centrally located office and the purchase of land for possible housing development in Geraldton. The facility offers physiotherapy, speech pathology and occupational therapy services, as well as support coordination and future development of specialist disability accommodation (SDA). We now have a growing staff contingent and see almost 150 customers accessing this hub and our services, from all over the mid-west region of Western Australia.

Over the past 10 years, Rocky Bay has experienced sustained growth of approximately 20-30% per year. In planning for the future and continued growth, a Metropolitan Facilities Plan has been developed which centres on the relocation of our head office, currently located in Mosman Park. There will be major hubs which will service the north and south of Perth and minor hubs located throughout the Perth Metropolitan area, ensuring no more than a 20-minute commute for customers to reach us. This plan will continue until December 2024.

The delivery of this Plan will move Rocky Bay into having a substantial and cohesive presence across Perth. It will create a professional, consistent, and accessible service model unrivalled by its competitors and provides a 15-year blueprint for metropolitan service delivery.

Tricia Murray AM was appointed to the Board at the inaugural Rocky Bay Limited AGM held on 22 October 2020, for an initial period of two years. Ms Murray brings with her a wealth of knowledge and expertise from leading social and community service organisations. A Master of Service Administration from Notre Dame University, Ms Murray is an Appointed Member of the Order of Australia, a Fellow of the Australian Institute of Management, a Harvard Business School and an Australian Institute Company Directors graduate.

In March 2021, Mr Trent Bartlett joined the Board. With over 30 years' experience in Chair, Non-Executive Director and CEO roles in publicly listed, private and for-purpose companies. Trent is highly experienced and brings to us knowledge in operating diverse business models, customer-focussed, member-owned and governed businesses. Trent is a Graduate, Fellow and Faculty Member of the Australian Institute of Company Directors, Fellow of the Institute of Directors (UK), Global Associate of Singapore Institute of Directors, and an INSEAD University (France and Singapore) and Curtin University graduate.

On behalf of the Board and the Executive team, we would like to thank our staff, volunteers and partners for their ongoing dedication and commitment to our customers. We look forward to partnering with our customers into the future and we are excited for the next stage of growth, innovation and change at Rocky Bay.



**Trent Bartlett**  
Chairperson



**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 unique needs of the individual and design our services accordingly.



## Accommodation

Rocky Bay staff open the doors 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 keep 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, 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 organisations so that they may continue our legacy of best practise support for people living with disability.



-  Offices
-  Respite / Accommodation
-  Respite / Accommodation (New homes coming soon)

# Patron, Board and Executive

## Patron



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

## Board members



**Trent Bartlett**  
Chairperson



**Susan Male**  
Chairperson  
(retired July 2021)



**Paul Klein**  
Deputy Chair



**Miriam Borthwick**



**Chris Catlow**



**Jeff Holloway**



**Tricia Murray**  
AM



**Lui Pangiarella**



**Veronica Parish**



**Chris Ryan**

## Executive team



**Michael Tait**  
Managing Director  
CEO



**Allison Adams**  
General Manager  
Human Resources



**Anne-Marie Cox**  
General Manager  
Community



**Michelle Dillon**  
General Manager  
Clinical Services



**Jane Edmond**  
General Manager  
Supported  
Accommodation



**Trevis Lawton**  
General Manager  
Strategy and  
Governance



**Adam Maxwell**  
Chief Financial  
Officer

# 2020-21 in Figures

Number of staff

**1075**



**3,400+**  
people supported



**236,945**

Community hours  
of service



**5500+**  
Guest House stays



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

Number of  
Community  
Fleet vehicles

**90**

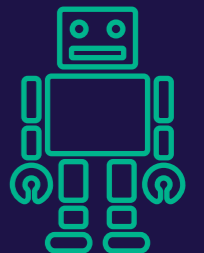


Distance travelled  
**1,072,191km**  
Rocky Bay fleet

**305,707km**  
Grey fleet

**30**   
locations

**126**   
external  
organisations  
provided with  
training



Distance travelled  
**2,600+**  
customers  
accessing Clinical  
and Assistive  
Technology

Just for fun 

The distance between  
the Earth and the moon is

**384,400km**  
and we could have travelled  
twice there and back



# Financial Summary 2019-21

<b>Operating Result</b>	<b>2021 (\$' 000)</b>	<b>2020 (\$' 000)</b>	<b>2019 (\$' 000)</b>
Income from State Government	2,923	29,626	56,122
Income from Federal Government	76,387	39,930	12,893
Other Income	5,361	13,492	7,138
Capital Grant Income			
<b>Revenue</b>	<b>84,671</b>	<b>83,048</b>	<b>76,153</b>
Total Labour Costs	(67,266)	(59,311)	(55,173)
Other Costs	(9,558)	(11,567)	(17,658)
<b>Earnings before Depreciation and Mergers</b>	<b>7,847</b>	<b>12,170</b>	<b>3,322</b>
Depreciation and amortisation	(3,158)	(3,085)	(2,412)
<b>Comprehensive Income for the year</b>	<b>4,689</b>	<b>9,085</b>	<b>910</b>

<b>Working Capital</b>	<b>2021 (\$' 000)</b>	<b>2020 (\$' 000)</b>	<b>2019 (\$' 000)</b>
Current Assets	43,028	40,986	30,831
Current Liabilities	(21,603)	(20,338)	(18,498)
<b>Working Capital</b>	<b>21,425</b>	<b>20,648</b>	<b>12,333</b>

A full set of financial statements are available on [www.acnc.gov.au](http://www.acnc.gov.au)



In this photo:  
Rocky Bay  
customer Karen  
in the Studio

# Rocky Bay Rebrand

Throughout 2020 and into 2021, Rocky Bay embarked on an ambitious project to redesign the company's visual brand.

That new identity was released to the world in early April 2021.

## Why the change?

In 2019 we asked a large group of people living with disability, their families, other industry professionals and the general public what they thought about our brand.

This research showed that although the name Rocky Bay was relatively well known, there was some uncertainty about what we did, which markets we operated in and the values we stood for. Rocky Bay was generally seen as an old, traditional institution that did "something with children".

To identify and articulate our shared values and what we stand for, a representative group of employees from across the business from all levels of responsibility came together for a series of workshops, facilitated by Marketing and The Jam Jar, an external creative agency.

The findings from these workshops were then used to design the new colours, logo, suffix, and tagline, whilst the brand name was maintained.

The new identity reflects over two years of research and internal soul searching to find a look, feel, tone and language that more accurately represents who we are, what we do, what we stand for and where we are going as an organisation.

## Logo

The new motif illustrates our intrinsically held value of partnership with three links, symbolising individuals linking together to form a team. The contrasting sizes and colours of each shape capture the unique age, skills and needs of our customers, because we come in all shapes and sizes.

### The idea of three comes from:

Our relationship with our customers:

- Rocky Bay
- Customer
- Family

The markets we operate in:

- Rocky Bay
- Health
- Community

Our internal divisions:

- Community
- Therapy
- Supported Accommodation

...all working in partnership to find all the possibilities for our customers.

The move away from a wheelchair design was deliberate, as it no longer represents the majority of the people we serve – in fact, the percentage of our customers who use a wheelchair is now very small.

The new font for our brand name is a balance between warm and welcoming, whilst being contemporary. The use of deep blue as the font colour conveys trust and reassurance, while the upper and lower-case lettering conveys strength and contemporary vibrancy, and also improves visual accessibility.



## Suffix

The purpose of a suffix is to state what you do. Its purpose is to state your category or industry. Our previous suffix, Discovering Abilities, more closely resembled a tagline, and didn't clearly position Rocky Bay in the sectors in which we operate. This was reflected in the 2019 research that found people had heard of Rocky Bay, but didn't understand what we do.

### HEALTH + COMMUNITY

The new suffix, Health + Community, provides clarity for our audience by immediately positioning ourselves into those two markets, while also giving us the flexibility to grow and evolve with our services.

## Tagline

Our new tagline also reflects the partnership value, is customer focused and is aspirational. It speaks to the idea of 'doing with, not for' and the opportunities we can help our customers to find.

### your partner in possibility

The intent of the tagline is for customers to grab hold of the idea in a way that reaffirms their knowledge of Rocky Bay, while acting as a stimulus for new customers to the organisation.



## Colours

The colours are a combination of blues, purples and pinks which convey warmth and care, but also trust and reassurance. Together, they are reminiscent of the WA ocean horizon just after sunset, reflecting our unique location and history of serving the Western Australian community for over 80 years.



## Website

The Rocky Bay website was overhauled as part of the rebranding process to a modern, user focused and visually appealing site. The site features the latest in user experience design, improved accessibility for all users and leans on the findings of the research and staff workshops in its language and navigation.

Rocky Bay's new look is already having an impact in the community, with our brightly coloured vehicles easily spotted out and about around Perth and Geraldton. As we move into a new era of disability support, we can feel confident we have a visual brand that is modern, welcoming and accessible, and a clearly articulated brand story that more accurately explains who we are and what we do for the public we serve.



# Strategy and Governance

## New Strategic Plan – 2020-2024

Following a number of lockdown related delays, Rocky Bay finalised a new Strategic Plan (see page 17). This not only sees a range of exciting strategies emerge to help drive continued success, but also a new purpose for the first time in over 15 years.

In order to align the business to the changing environment, the new purpose retains its commitment to disability, whilst also recognising the part the organisation has to play in the wider health and community sectors.

## Core Systems Selection

With the full transition to NDIS completed in late 2020, Rocky Bay is now working on driving greater efficiencies and continuing to develop market leading customer services. In order to achieve this, the Core Systems Project was launched to replace client management, rostering, scheduling, billing and customer relationship systems. Following a comprehensive market review, the business signed off on a multi-million dollar project, which will see the new systems rolled out by mid-2022. This is expected to make fundamental improvements to the way the business operates moving forward, for both customers and staff.

## COVID-19

Like all businesses Rocky Bay has been significantly impacted by the pandemic. This required us to substantially reduce operations on multiple occasions throughout the year. It has allowed us to tighten our crisis management practices and respond more efficiently, but more importantly, to introduce innovative ideas to ensure people continue to receive critical services throughout these difficult times.

Rocky Bay also teamed up with Aspen Medical and the Federal Government to run vaccination clinics out of a number of hubs, open not only to Rocky Bay customers and staff, but more widely across the disability and aged care sector.

## Royal Commission and NDIS Quality Safeguarding Commission

Western Australia transitioned over to the NDIS Quality and Safeguarding Commission this year as the primary quality watchdog of NDIS service delivery. As part of this, Rocky Bay has been preparing for a mandatory audit of adherence to the NDIS Standards. This has resulted in a number of improvements to policy and practice, including the way in which we interact with our customers and ensures we handle any restrictive practices in the most contemporary manner.

The pandemic has significantly hampered the efforts of the Royal Commission into Disability. It was expected that the process would have been substantially underway in 2020-21, but the Royal Commission has not been able to undertake meetings and investigations across the country as originally timetabled. However, Rocky Bay continues to collate relevant records and remain prepared to respond to the Royal Commission as required.

## Quality and Governance

After a number of years operating as predominantly a compliance function, the Quality & Governance team was significantly restructured this year, focussing on business improvement and risk mitigation. This has seen the introduction of a Clinical Governance Coordinator to bring rigour to the management of operational standards; incorporating the safety team into the department to control both customer and staff safety; and, internal audit becoming more in-depth and centred around process and policy improvement.

These changes will allow Rocky Bay to be well prepared for meeting the requirements of the new NDIS Quality and Safeguarding Commission, and delivering best practice risk management.

## Accessible Living Limited

In November 2020, Rocky Bay finalised the launch of its first wholly owned subsidiary in Accessible Living Limited. Following a period of significant consultation, it has enabled an appropriate structure be put in place to deliver good governance for the delivery of world class disability housing.

## Business Transformation

As part of becoming a more efficient and effective organisation, the Business Transformation team has developed in a number of areas. Notable amongst these is the formalisation of project management practices. A new framework, introduction of a change management capability, more complex use of reporting to analyse data, and an overall strengthening of resources has seen a large number of projects completed, all of which has assisted Rocky Bay to achieve more mature business practices.





Positively impact  
customer wellbeing  
through trusted health  
and community services



# Strategic Plan 2020-24

## Our purpose

Enhancing abilities, enriching lives

## Our vision

Creating extraordinary outcomes through exceptional health and community services

## Our values

### Providing excellent customer service

Everything we do is carefully planned and tailored to meet your individual needs.

### Looking for better ways

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

### Working together

Our willingness to work with our customers, stakeholders and team members determines our success.

### Being professional and accountable

We continue to set new standards in professionalism, respect and courtesy.

## Improving Customer Experience

### Maximising Quality (Key Strategic Area 1)

#### Goals

- G1.1 Understand our customers
- G1.2 Meet and exceed customer expectations

#### Strategies

- S1.1 Instigate a seamless and consistent customer experience model
- S1.2 Deliver effective corporate, clinical and care governance across the business
- S1.3 Drive an innovative and evidence-based research agenda

## Broadening Impact

### Maximising Effect (Key Strategic Area 2)

#### Goals

- G2.1 Embrace opportunities that deliver the greatest impact to the most people
- G2.2 Deliver our message effectively to ensure all people utilise and promote Rocky Bay

#### Strategies

- S2.1 Deliver effective marketing for our changing service focus
- S2.2 Broaden our health and community services portfolio

## Enriching Capability

### Maximising Potential (Key Strategic Area 3)

#### Goals

- G3.1 Ensure an engaged, capable, diverse and productive workforce
- G3.2 Provide the right resources to our customers and staff
- G3.3 Deliver financial and organisational efficiency and effectiveness through fit for purpose systems and processes
- G3.4 Develop and maintain positive relationships with partners

#### Strategies

- S3.1 Embed a strong employee value proposition
- S3.2 Develop the capability and capacity of our people
- S3.3 Procure and open a new head office
- S3.4 Ensure an appropriate network of primary hubs and satellites
- S3.5 Implement scalable and effective technologies through the ICT Directions Plan
- S3.6 Deliver a diverse range of contemporary, accessible housing options
- S3.7 Provide effective and sustainable transport outcomes
- S3.8 Improve decision-making through best use of data, process and systems
- S3.9 Actively work across our markets as a leader in collaboration

# Supported Accommodation

This year the Supported Accommodation team attributed a lot of focus to preparing for the new Specialist Disability Accommodation (SDA) developments that will be occupied by Rocky Bay customers.

Supported Accommodation and Shift Accessible Housing teams worked closely together as they considered potential development sites, their sustainability, the types of environments we want to create, as well as sourcing options for any current and potential customers requiring a different home.

## Referrals and Transitions

As part of the preparation, we created two new Referrals and Transitions Manager positions, responsible for the management of referrals and waitlists, the intake of all new customers to Rocky Bay accommodation and the facilitation of transitioning any existing customers into new SDA developments; including the responsibility of liaising with the NDIA to ensure that adequate and appropriate funding is in place.

## Lucy Creeth Nursing Home

We made the difficult decision of decommissioning our Lucy Creeth Nursing Home (LCNH), due to the inadequacy of the environment, and to meet the new NDIS funding regulations. Consultations have taken place with customers, their families and those working at LCNH, to inform and provide details on future plans. We are working closely with all customers to make sure they remain fully involved in the journey and transition from LCNH to a new contemporary SDA home. Many have already chosen a development and are excited for the next steps as they begin the design process of their home.

## COVID-19

COVID-19 continued to pose some challenges with limited lockdowns. However, management of lockdowns has now become more refined and our teams have adapted well. Medical teams were assigned to each house to provide vaccinations, resulting in 98% of our customers being fully vaccinated therefore limiting the impact should an outbreak occur.

## Active Support

We had hoped to introduce Active Support as a pilot across several of our Supported Accommodation homes, with both customers and staff participating in research conducted by La Trobe University. Unfortunately due to the ongoing COVID-19 situation on the east coast of Australia, this has been postponed until 2022.

## Supported Accommodation Team

Supported Accommodation have celebrated 161 staff members reaching loyalty milestones for years of service at Rocky Bay including a staff member who received recognition of 20+ years of service.



In this photo: Rocky Bay customer Gregory



In this photo: Rocky Bay customer Mikaela and support worker Paul

# Clinical Services

This year the Clinical division worked throughout the COVID-19 lockdowns and staff proved their adaptability and innovation as they continued to provide services despite the restrictions. Our Community nurses continued to provide services in customers' homes, whilst ensuring their own safety and that of our customers. Rocky Bay Equipment services continued and responded wherever possible to customer needs.

This year has allowed us to put innovation into practice without delay to ensure we could meet the needs of our customers. Despite the challenges, we have excelled in so many ways and continue to focus on providing high quality customer care.

## Therapy

- Commenced a Graduate Program to support new allied health graduates. In January 2021 we supported 13 graduates throughout all hubs at Rocky Bay. In June 2021 we took on an additional seven graduates. A Graduate Coordinator was appointed as a support person with 100 hours of targeted education including peer and organisational wide mentor support
- We saw the introduction of a formalised and centralised Student Placement Program for Allied Health and Therapy Assistants. 2021 saw over 60 students rotating throughout the different Rocky Bay hubs from the three main professional Allied Health services. These students often go on to become our workforce and give us valuable insights into our organisation. For the first time we now have the ability to offer support to Therapy Assistant students within our rehabilitation gym
- The Early Start Intervention Program (ESIP) is going from strength to strength. In November 2020 we obtained a grant from Telethon to provide ESIP to over 24 families. These families have children that have either been diagnosed with a rare disease or are awaiting diagnosis. This program is providing essential therapy as well as researching "best practice" with our Physiotherapy Fellow, Cristina Lee, who is working closely with Curtin University to complete a PhD looking at early intervention in children with a rare disease
- 2020 also saw us start our telepractice research with Curtin University. We were very fortunate to be awarded a full-time PhD student, Cloe Benz. Cloe is working with Rocky Bay staff to ascertain the barriers to telepractice and how Rocky Bay can grow this valuable service
- Clinics commenced in the areas of Podiatry, Dietetics, Speech Pathology and Emotional Regulation. These clinics provide structural programs for customers and are an alternative to a waitlist
- Autism Water Awareness Programs commenced in late 2020 to provide children with autism a safe and low sensory environment to develop skills in the water
- Work continues on monitoring our waitlist and ensuring we are onboarding new customers within the shortest timeframe possible. Each waitlist is managed by the Team Leader to ensure we are giving a personalised service
- The Geraldton hub opened in February 2021. This hub provides the full range of Allied Health services as well as Support Coordination. Due to current staffing challenges, we are using a fly in / fly out model for Occupational and Speech Therapy. We worked with Rotary to purchase a hoist for the local aquatic center which will allow us to offer a range of hydrotherapy services to the local community
- Equipment and Continence Clinics are now under way in Geraldton. Milo services are now being offered remotely in Geraldton schools from Perth. Schools are reaching out to obtain not only our therapy services but also Rocky Bay Equipment services.

## Support Coordination

- This service has grown considerably over the last 12 months and we now have 12 FTE, with Support Coordinators available from Geraldton to Mandurah
- A primary focus of the Support Coordination team has been assisting customers to explore their housing options
- Our Support Coordinators have assisted customers and their network to better understand how to participate in the NDIS, such as establishing service agreements with service providers, and setting and refining goals
- Our Support Coordinators have promoted choice and control regarding the services our customers need.

## Nursing

- Community nursing is gradually becoming recognised as a needed service by the NDIS. While funding continues to require negotiation, more customers are being provided nursing funding for disability related needs than before
- Home visits and travel have become a billable service with NDIS progression
- New customers have been gained from outside of Rocky Bay Clinical and Supported Accommodation.
- Essential, safe nursing services continued throughout the COVID-19 lockdowns ensuring the continuity of care

- Continence clinics commenced and run weekly out of various Rocky Bay hubs
- Telehealth continence clinics have commenced for Geraldton and regional customers
- An excellent rate of success has been achieved in wound care with injuries that were not expected to heal
- The Nursing team in Lucy Creeth Nursing Home have remained stable and have not required the use of external agency assistance for the entire year
- The Nursing service is actively utilised as a resource for customers and staff across the whole of Rocky Bay as well as by external agencies.

## Rocky Bay Equipment

- This financial year saw Rocky Bay Equipment (RBE) embrace the distribution and selling of second hand equipment. An online shop was created to improve visibility and purchase of products
- RBE transitioned onto our Customer Management System to provide visibility of technician appointments and notes across the organisation, to ensure customers receive a more coordinated service
- RBE greatly improved their intake and booking process to ensure it was streamlined and efficient. Additionally, a hunt line was created to ensure calls are answered by a skilled staff member in a timely manner.

Further work is underway to make it easier to do business with Rocky Bay Equipment including developing a quoting tool to provide a quick turnaround, estimates and formal quotes for customers. A product catalogue (including online) with pricing is in development to enhance accessibility and visibility of products and services.

# Community

The Community division again increased the delivery of outcomes to customers in the last financial year across both hours of service and customer numbers. There are three distinct services under this banner that all customers can access, as their funding dictates, and our customers continue to enjoy the expertise of their dedicated Team Leader to assist with service design and delivery.

## Respite

Rocky Bay respite homes continue to be contemporary solutions for families when short breaks are required - often several times over a year for some. Our teams work tirelessly to create a home environment, and include a range of activities which encourages everyone to live their best life.

The current homes are themed The Beach House, The Country House and The Bush Retreat.

Customers are now using their respite funding as an opportunity to try living away from home as a first supported step, before making the decision to move out and live independently.

## Stages Towards Employment Pathways (S.T.E.P)

S.T.E.P. was refreshed over the past 12 months and subsequently grew 46% over this time. This meant the team of mentors grew in numbers, to work one on one as a dedicated support for participants who are looking for the next stage after school, or looking to become job ready.

The team successfully transitioned a number of young people through a dedicated program from year 10 onwards into either volunteering or jobs which aligned to the goals they had set.

## Community Access

Community Access is the largest of the services offered seven days a week, including essential services on public holidays. All Rocky Bay hubs offer services ranging from in-house specifically tailored to customer interests or pre-arranged social and educational outings, which are all designed to build life skills and independence.

Favourite customer programs continued to expand due to popularity this past year such as:

- Monthly themed movie nights after dark, otherwise known as Movie Mates, which continues to be a sellout
- Rocky Bay Studio classes ranging from arts and crafts to cooking and pottery continue to be frequented by our long standing and new customers from far and wide, with classes held every day
- School holiday programs and groups continue to grow with choices from day programs to extra classes in the Rocky Bay Studio.

A number of new programs were designed and implemented following feedback provided by customers and staff;

- The Tool Box opened at Mosman Park as a shed for participants to be able to engage in building items or constructing furniture flat packs as a group
- Health and wellbeing fitness classes, held by our qualified activities program coordinator, have been very successful and continue to grow across the metro area
- The Koorda Café was relaunched in June, and is a place for Rocky Bay's Aboriginal and Torres Strait Islander customers to connect with others. The activities reflect traditional parts of Aboriginal culture and history.

After a few delays due to COVID-19, another successful art exhibition was professionally run at the Fremantle Maritime Museum in June 2021. Artists from the Rocky Bay Studio took the chance to participate in the event titled Ocean Meets Land. The majority of artwork was sold privately with proceeds going directly to the artist and towards Rocky Bay Studio programs.



In this photo:  
City of Fremantle Deputy Mayor Cr Andrew Sullivan



In this photo:  
Rocky Bay customer Karen with Jenny

The large range of fleet cars and vans in Community continues to be a much sought after service. Given the NDIS introduction of mileage transport charges, Rocky Bay has commenced designing an application for staff to capture mileage travelled during services, with the aim that customers will be able to use their plans to pay for these services, rather than it being an out of pocket expense. Full roll out due January 2022.



In this photo:  
Rocky Bay customer Anna

## Artists' Exhibition Success



The historic WA Shipwrecks Museum in Fremantle provided the backdrop for the Rocky Bay Studio's Ocean Meets Land art exhibition, showcased at the museum from 8 May, which culminated in a VIP closing event on Friday 4 June.

The event, which was attended by Cr Andrew Sullivan, Deputy Mayor of Fremantle, was an opportunity for invitees to view the incredible pieces of art and meet the artists.

The public exhibition was a first for Rocky Bay and our artists, who have previously only exhibited their works for family, friends and staff of Rocky Bay.

Jenny Shao, whose daughter Karen exhibited her individual acrylic on canvas piece, 'Dancing by the Sea', as well as four collaborative pieces, said she is happy Karen has the opportunity to join in the Rocky Bay Studio's classes, and is impressed with the works showcased in the exhibition.

"I think it's quite amazing. This is the way to show that while people with disabilities have challenges and difficulties, they have their shining points; they are clever and creative."

"(Karen) was very excited to show me what she created. I'm really happy and appreciative of the staff at Rocky Bay, they have helped her achieve this kind of success."

Community Team Leader from The Studio, Carmel Prout, said she was proud to see the exhibition culminate into such a success.

"(The museum) is an amazing spot, and to see the artists' works showcased and seeing them here tonight is wonderful, they are just really proud. It's really lovely to see because so much work went into each piece."

Ocean Meets Land was inspired by land and sea themes from iconic Fremantle and surrounds. Rocky Bay's artists used this concept to represent Fremantle in all its glory and historical content, as well as to connect artists to their environment.

Some artworks are still available for purchase via [rockybaystudio.org.au](http://rockybaystudio.org.au) which features the full catalogue of the exhibit.

All artists receive a portion of the proceeds from sales, with the reminder going back into The Studio to fund art supplies and programs for Rocky Bay customers.

We would like to extend our heartfelt thanks to the WA Shipwrecks Museum for their unwavering support and allowing the artists to exhibit their creative work to the general public for the first time!

Rocky Bay provides multifaceted art and craft classes, giving individuals living with disability the opportunity to participate in a broad range of creative outlets, enhance their skills, and have the space and autonomy to explore individual expression.

## Melissa Kicks Work Experience Goals



This year has had a big impact on the way we live, work and access the community due to COVID-19, but for 19-year-old Melissa Tredoux, it sure hasn't stopped her working toward her goal of meaningful employment!

Since graduating from Belridge High School in 2019, Melissa, who has Down syndrome, became an active participant in Rocky Bay's Stages Toward Employment Pathways (S.T.E.P) program in January this year.

Melissa has since been steadily building her confidence and communication skills with the support of her Rocky Bay S.T.E.P Program mentors.

She used the COVID-19 period to complete various online numeracy and literacy games and training with the support of her Rocky Bay S.T.E.P mentors, successfully completed online training courses including hand hygiene, and has even been getting out and about in the community using public transport.

Rocky Bay also supported Melissa to develop positive work relationships and prepare her for the expectations of the workplace, including updating her resume, and assisted her to discover different types of work that match with her passions and skills.

Melissa currently volunteers twice weekly at a Save the Children op-shop, and through this placement has demonstrated her enthusiasm to learn and is gradually increasing her work tasks each week.

Throughout her volunteering experience, Melissa has worked hard to increase her independence and productivity, and as a result, the support she received from Rocky Bay whilst at work was able to be slowly phased out.

Melissa also secured work experience one day per week at Ocean Keys Fresh in Clarkson.

"Over the past four weeks we have been privileged to watch Melissa grow and integrate into the workplace with ease," Rocky Bay Community Team Leader S.T.E.P, Penny Bickford, said.

"With the help of her mentor and the super supportive management team at Ocean Keys Fresh, Melissa worked a two-hour shift, completing tasks such as rotating vegetables to keep them fresh, stocking shelves and weighing pre-packed vegies.

"Melissa even received a compliment from a customer in the store about her exceptional customer service and politeness."

The S.T.E.P program is designed to support customers to find tailored, sustainable experiences and employment matched to their personal goals, abilities, passions and skills.

Rocky Bay's S.T.E.P mentors within the Community Team work with external organisations to develop opportunities perfectly suited to an individual's abilities. The team spend time getting to know each individual and help them identify their niche in the workplace.

# Human Resources

The Human Resources (HR) team 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 has had an impact, we continued to support the business growth with high volumes of recruitment, training and onboarding activities to meet customer needs and the growth of Rocky Bay. As a result of an ever tightening labour market due to closure of international and national borders, Rocky Bay has been looking at new and innovative ways to address the challenges of recruiting for high demand-low supply roles in the clinical and therapy divisions and reducing supply and increasing demands for support workers across disability and social care in Western Australia. 2021-2022 is anticipated to be another challenging year for labour with predicted skills shortages to continue.

## Key Projects

2020-21 saw several projects and challenges emerge through the need to support our growing and maturing business, whilst continuing to manage COVID-19.

During COVID-19 lockdowns and restrictions, we were able to keep all staff actively engaged through proactive redeployment across various business locations, within group homes, across a range of customer service areas and training activities. Improved flexible working arrangements, which were implemented in late 2019 and continue to evolve through 2020-21, enabled us to support staff to work from home and alternative Rocky Bay locations, to ensure their safety and wellbeing.

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. To ensure we were able to respond effectively and efficiently in this labour market, we embedded dedicated recruitment officers and undertook a system implementation of a new applicant tracking system, PageUp. A second phase implementing Alchemy video screening for high volume support worker roles will also increase efficiency and speed of response and time consuming and inefficient activities.

A workforce initiative project commenced with external consultants, Journey 1, and key stakeholders from operational areas. HR and Rostering worked collaboratively as change champions to improve rostering practices and address identified gaps or improvements in process or practices. A number of key initiatives were developed and implemented during the project which saw a number of improvements and benefits:

- Improved workforce planning capability in rostering and operational areas
- Improved leave management procedure and leave application process to assist with workforce planning and leave management, both planned and unplanned
- Improved availability process and communication for Support Workers to manage their availability, to ensure flexibility for staff and consistent customer service delivery
- Improved collaboration and team work between rostering and operational areas and improved working relationships and practices
- Improved model and processes of service desk requests and priority timelines
- Improved training to ensure consistency of practices and efficiency of processes
- Improved data and analytics

To assist with the analysis of workforce data and metrics, a new role of Workforce Analyst was established to support the requirements for workforce planning, quality and governance reporting and the building of various automated dashboards and reduced manual interventions for reviewing key workforce metrics and data.

We continue to review and adapt to continued changes in the SCHADS Award. This required the team to continually review and update policies and processes in HR, payroll and rostering to ensure continued compliance and good work practices.

We continually strive to develop and support our HR team to ensure excellent customer service and advice is provided to the business. The HR team undertook a number of development activities in areas like visa requirements, NDIS standards

and requirements, recruitment practices and managing changes and compliance requirements during COVID-19 and beyond.

The team undertook a number of activities to support Rocky Bay's compliance with NDIS requirements including implementation of the new mandatory worker screening requirements ahead of schedule.

As we enter 2021-22, 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.

## Number of staff



1075

## Staff by gender (%)

74%

26%



Casual	12%
Full-time	30%
Part-time	58%



Clinical	19%
Community	30%
Corporate Services	7%
Executive	1%
Human Resources	4%
Relief Pool	10%
Strategy and Governance	2%
Supported Accommodation	27%



0-6 months	14%
7 months - 1 year	14%
1-2 years	13%
2-4 years	25%
4-6 years	18%
6-8 years	6%
8-10 years	3%
>10 years	7%

Statistics as at 30 June 2021

# Staff Development and Training

**3504+**   
internal participants in training

**1011**   
external participants  
across 123 sessions

**126**   
external organisations  
trained by Rocky Bay

 **511** Workshops  
conducted

**Approx. 18,000** Hours of training delivered



Rocky Bay continues to strengthen its workforce by building organisational capability to encourage retention, enhance performance and demonstrate an ongoing commitment to ensure our staff have the skills, knowledge and resources to support customers to reach their potential and achieve their goals.

The capability of our workforce is paramount. Whether in a frontline, administrative or leadership role, the competence, skills, ability and expertise that each Rocky Bay team member brings to their work is key in ensuring Rocky Bay remains the provider of choice for our customers.

Key priorities for the 2020-21 year included significant reviews of all internal training programs, the development of more robust ways of reporting on mandatory training, an update of the Emerging Leaders Program, and an increase in the facilitation of internal training projects and interventions.

Rocky Bay has continued to invest in our people and build capability by supporting learning opportunities in four main areas:

1. Mandatory and compliance training
2. Informal and formal training that addresses skill gaps
3. Organisational development activities
4. Professional development opportunities

A number of new modules and workshops have also been developed to ensure Rocky Bay is meeting its commitments to the NDIS Practise Standards. These include:

- NDIS Mandatory Worker Module
- Workplace Behaviour
- Code of Conduct
- Reporting of Incident Management
- Infection Control COVID-19

Rocky Bay has continued to support staff to enhance their capability by achieving a nationally accredited qualification. In 2020-21, 42 staff enrolled in the Certificate III in Individual Support Disability through the Rocky Bay RTO.

Some key learning and development achievements this year included:

- Implementation of a new training assignment and reporting tool which gives leaders access and visibility to the training performance of their team
- Continuation of the Emerging Leaders Program for new, existing and upcoming leaders
- Revamping of the induction process
- Increased marketing and development of Rocky Bay Training Services to external customers
- Continuation of training services despite COVID-19 lockdowns by adapting training delivery

Rocky Bay will continue to respond to the changing learning needs of the organisation while carefully managing the capabilities of its workforce.

## Highlights

- Development of course and competency dashboards to support the learning and development module
- Positive Behaviour and Regulated Restricted Practise training
- Launch of 2021 Emerging Leaders Program with 56 new and emerging leaders

## New Programs

- Team Development Program
- DISC Profiling
- Presentation Skills
- Conversations about Suicide
- Difficult Conversations and the Art of Feedback
- Building Resilience and Managing Change

## New Online Modules:

- Regulated Restrictive Practise
- Penelope System Training
- Safeguarding

As an essential service providing supports for people with disability, Rocky Bay's full range of products and services continued to operate throughout COVID-19. To reduce risks, all staff have completed mandatory infection control training. Frontline workers have completed mandatory personal protective equipment training.

Year on year, Rocky Bay continues to cement its strong industry reputation through the provision of training to external clients and organisations. In 2020-21, our training team delivered courses and programs to a diverse variety of organisations, including disability service providers, educational institutes, corporate firms, community groups, charitable organisations and health care providers.

Our registered training organisation, delivered training to 1011 students, in locations as diverse as Geraldton and Northam.

## Graduate Program

In May 2021, Rocky Bay launched its first Corporate Graduate Program. The program involves four structured rotations across different corporate divisions and an opportunity for graduates to gain experience in different divisions by engaging in projects and contributing to divisional outcomes. The experience provides opportunities for learning and development in both specific skills, and a broader understanding of the sector. The first rotation launched in HR and learning and development, with Hannah Klein investigating the experience of new support workers during recruitment, on-boarding, and early development.

In order to review and refine the experience of new support workers at Rocky Bay, the '90 Day Project' was undertaken as part of Rocky Bay's pilot Graduate Program. During their rotation in training, the graduate undertook research into how Rocky Bay goes about supporting and engaging new support workers, and identified gaps that might lead to turnover or disengagement. Recommendations on how this experience could be improved were made, and those pertaining to Learning and Development were implemented, such as updates to the induction program to improve the learning journey for support workers.

Recommendations from this project have been carried over into the graduate's second rotation for implementation in the Community

division. Additional projects being undertaken in this rotation will contribute to the overall Community divisional strategy.

Hannah is also participating in the Emerging Leaders Program, receives mentoring in project management, accepts ongoing support from senior management and has participated in the Managers and Supervisors forum.

## Student Placement Program

A key challenge for Rocky Bay is matching the growth of our Allied Health workforce to the rapid growth of our customer base. The Student Placement Program has been developed to provide valuable and high-quality placements for students, with the view to promote disability services and retain high-potential students for Rocky Bay's New Graduate Pathway. The Student Placement Program supports important organisational strategies such as recruitment, retention and service excellence.

In 2021, Rocky Bay more than tripled its student intake with close to 60 placements across locations. Of this number, ten students are currently in the middle to final stages of the recruitment process. Other successes in 2021 included the development of a complete Student Placement Framework and having a dedicated resource to coordinate placements with universities, onboard students and also support students' throughout their journey at Rocky Bay.

## Training provided to external organisations

Perth Home Care	Ignite	Christ the King School
Uniting Care WA	Good Start Early Learning	Cannington Education Support
City of Melville	Interchange	Freshstart
WA Blue Sky	Unique Support	Access Plus
Family Support WA	West Byford Primary School	Success Primary School
Valued Lives	Prendville College	Community Vision
Autism WA	Identity WA	Carers WA



In this photo:  
Rocky Bay staff attending a Home Modifications Training session



# 2020 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.

## 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.



### Anna Carr

Anna shows continuous attention to detail, commitment and work ethic. Her tireless work has dramatically reduced NDIS claim error

rates. Anna shows tenacity, passion and diligence and has been an inspiration to both her managers and her team.

Anna's actions have resulted in lower error rates, an increase in revenue and positioned Rocky Bay as a leader within the sector through her professionalism and enthusiasm.

## Looking for Better Ways

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



### Tom Scott-Clark

Tom did an outstanding job by helping customers reach their goals by optimising enjoyment and performance through gaming.

Tom invested his spare time to educate himself to be able to provide assistance to our customers and demonstrated to them how looking for better ways and working together as a team can achieve results.

## 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.



### Caitlin Iles

Caitlin was an excellent role model and mentor, guiding a young customer toward achieving her ambitions and dreams.

Caitlin helped a vulnerable customer, who was not one of her own, during an extremely difficult time for the family whilst also navigating through the challenges of COVID-19. Due to her persistence, the customer received a comprehensive hospital discharge plan which was instrumental to the safety of the parents which would have not otherwise been possible.

Caitlin showed determination and selflessness and her actions inspired others to follow her lead and provide the highest quality of support possible to our customers.



## 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 awarded two teams.



### Julie Brady, Gemma Bradley, Lynsey Monk, Eamon O'Brien, Ken Larsen and Mariah Campana

This year's first winners have played an immense role in making a customer's final wish come true through teamwork and collaboration. They showed kindness, determination and selflessness which allowed a customer the ability to feel part of the community and enjoy what she loved in what was her final days.



### Savannah Scott-Pitt, Kasie Braddow, Kim Sandford, Ambrosia Buttery, Jackie Poniatowski, Trevor Thompson, Bethwel Kosgei, Sunny Purmessur & Peter Currie

The second winning team were part of the planning and construction of a sensory room for all Rocky Bay customers which was put together in their own time. A place for customers who find regular outings challenging due to sensory needs, to use touch, feel, sound and smell in a safe space.

This was a team effort with constant support and encouragement amongst each other to remain focused and complete the job. Their commitment has shown that when you work together, you can achieve anything.



In this photo: Star Award winners Stefano Aragone, Mariah Campana, Ken Larsen, Gemma Bradley, Julie Brady, Lynsey Monk, Caitlin Iles, Anna Carr, Tom Scott-Clark, Savannah Scott-Pitt, Peter Currie, Eamon O'Brien, Jackie Poniatowski, Rocky Bay CEO Michael Tait and Sunny Purmessur

# Jarrood Flourishes at Bush Retreat

Jarrood Douglas was 20 years-old when he was diagnosed with Medulloblastoma in 2019, a type of brain cancer most common in children under eight-years-old. After radiation and surgery, he was left with an acquired brain injury affecting his speech and mobility.

Jarrood, who requires a wheelchair for mobility, has lived and been cared for by his grandmother, Mary, since he was three years old. In January this year, Mary approached Rocky Bay seeking urgent support with therapy and respite, as caring for Jarrood and meeting his needs adequately had become extremely difficult. Accessing the necessary services in one place was also important for him, for consistency of support staff and therapists.

Jarrood had also lost weight over the past year which was a concern, so connecting with a dietitian was also of paramount importance.

After partnering with Rocky Bay in Geraldton, Jarrood received speedy access to regular NDIS support coordination, physiotherapy and speech therapy services.

After determining that Jarrood had funding in his NDIS plan for respite, the Rocky Bay Geraldton team looked for local respite options, but ran into wait lists that were several weeks long.

An immediate spot at Rocky Bay's Beelias respite guest house – The Bush Retreat – was sourced and secured for Jarrood, and the team's next hurdle was to organise flights to Perth, which various funding avenues did not cover.

The team applied to Rocky Bay's Wishing Tree, which funds special experiences, treats or equipment for Rocky Bay customers where no other funding is possible.

However, the road blocks to get Jarrood to Perth were not yet over.

After booking the flights, the team at Rocky Bay in Geraldton were told by the airline that Jarrood could not travel alone.

"We looked at the options of paying for a carer's time to travel there and back, plus penalty rates, accommodation, their own flights and who was even available to do it," Rocky Bay's Regional Site Coordinator, Cheryl Lockwood, said.

To overcome the problem with no delay, Cheryl offered to accompany Jarrood on the flight herself to support him and ensure he got there safely, with Rocky Bay covering costs associated with her flights.

"I'm so glad Jarrood had not travelled alone," Cheryl said.

With incredibly efficient and tireless teamwork by Rocky Bay staff in both Geraldton and Perth, plans were put in place as quickly as possible for Jarrood to be flown to Perth where he was able to access respite services at The Bush Retreat in Beelias, along with dietetics services, occupational therapy, speech pathology and physiotherapy.

Cheryl said there have been numerous benefits for Jarrood accessing respite in Perth.

"He is so happy and wants to stay in Perth," Cheryl said.

"Being here has allowed him to connect with a dietitian...he has gained weight since staying at our respite guest house. Plus he has accessed Rocky Bay Equipment services and received a new cushion for his wheelchair."

Jarrood has also been able undergo CT scans in Perth, so that specialists can continue monitoring his cancer remission.

He has been accessing Rocky Bay's respite services since late March and is exploring long-term accommodation options in Perth.

## How we helped Jarrood

Since joining The Bush Retreat respite guest house, Jarrood has been supported in daily living tasks, such as cooking for himself, and has enjoyed day trips, picnics and restaurant dinners, participating in group activities such as bowling and mini golf, as well as attending multiple medical appointments and obtaining much needed referrals.

The house also threw him a surprise party on the day of his arrival, as a belated 22nd birthday celebration.

"Jarrood has been supported to go fishing at the beach as he said he loved fishing, but had never got the chance to do it," Rocky Bay's Bush Retreat Team Leader, Lucy Wyatt, said.

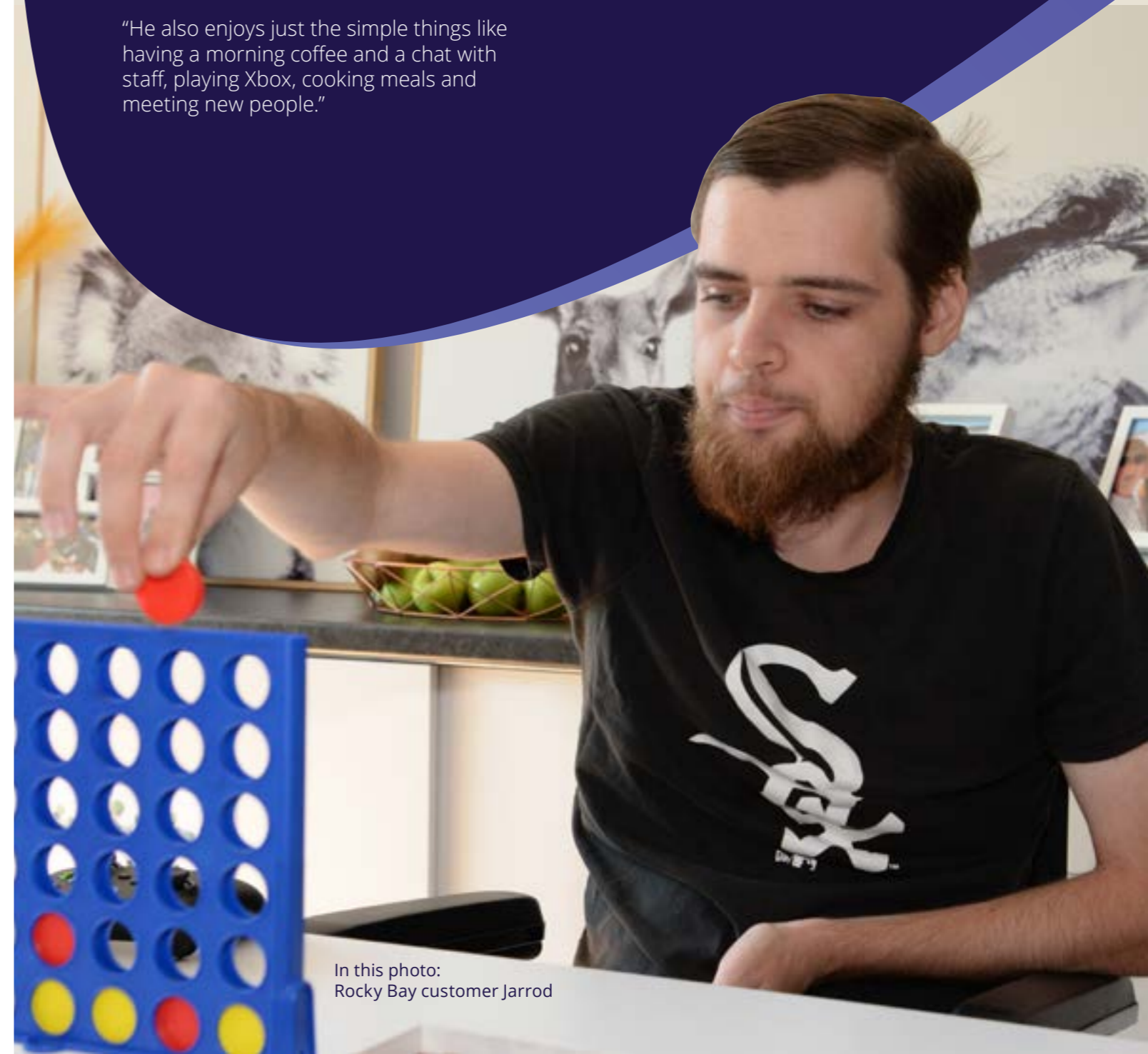
"He also enjoys just the simple things like having a morning coffee and a chat with staff, playing Xbox, cooking meals and meeting new people."

Lucy said that Jarrood's overall feeling of well being is also much improved.

"Since arriving at The Bush Retreat, Jarrood has flourished," Lucy said.

"The changes we have seen in him since he arrived have been amazing to see. From the quiet young man that arrived, to the now outgoing and witty man who always has a smile on his face.

"He has developed long-lasting friendships with other guests and his support staff."



In this photo:  
Rocky Bay customer Jarrood

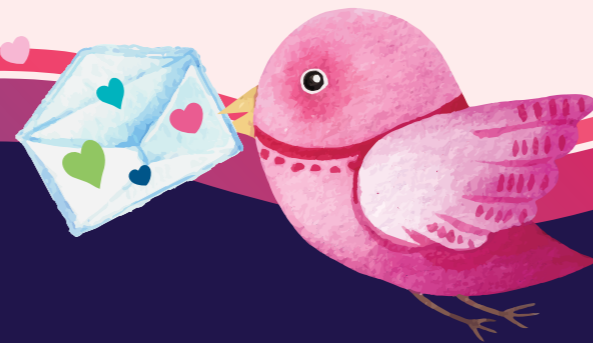
## Building Global Partnerships



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.



Bryce



Emilio



Rochelle



Peggy



In this photo:  
Rocky Bay customer Russell

# Acknowledgements

## With Thanks for Ongoing Support

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

In the absence of major fundraising events as we navigate our way out of the impacts of the COVID-19 pandemic, 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.



### Department of Communities

Western Australia's State Government has supported Rocky Bay's efforts for 34 years through funding and grants, the transition of customers to the NDIS and more recently through our partnership 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

2021 represents Rocky Bay inaugural year as a beneficiary of Telethon. Generous support from the trust funded a 12month pilot providing critical therapy services to children up to five years of age at risk of, or diagnosed with, rare disease.



### 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 Rocky Bay Foundation

The foundation continue to support the work of the Rocky Bay organisation with a variety of program and capital funding over the course of the year.

## 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 202-21. We extend our sincere gratitude to the following people and organisations.

AccessPay

Lions Club of Busselton

Rio Tinto

Alcoa PEACH Fund

Lions Club of North Beach

Rotary Club of Cockburn

Carcione Foundation

Mr Caleb Stevens

Rotary Club of Karrinyup

City of Cockburn

Mr Chris Catlow

Rotary Club of Mandurah

Clark Family Trust

Mr Hermann Raith

Stallard Family Trust

EA and JA Heal

Mr Paul Klein

Harvey Norman

Ms Tricia Murray

## Bequests

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

Annetta Maria Dorothea Josephine  
Adami Charitable Trust

Francis John Longhurst Charitable Trust  
JW Sutton Charitable Trust

Australian Executor Trustees

Lindsay and Nan Wilkinson Trust

Emma and Charles Knowles and  
Tom Fricker Memorial Trust

Margaret Harper Charitable Trust

Estate of Maurice Grant Lewis

Perpetual Philanthropic Services

Estate of the late 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 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](http://rockybay.org.au)



# Rocky Bay

HEALTH + COMMUNITY

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