



Contact details

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KEOGH BAY GROUP Capability Statement

Background

The Keogh Bay Group (Keogh Bay) consists of three business entities: Keogh Bay Consulting, Keogh Bay Training and Keogh Bay People. Each of these entities has substantial Aboriginal ownership. Keogh Bay People is majority Aboriginal-owned Supply Nation registered business and a member of the Aboriginal Business Directory of Western Australia.

Keogh Bay is a collective of Aboriginal and non-Aboriginal professionals with diverse backgrounds, languages and expertise who share the goal of fostering authentic and beneficial relationships between people, cultures, communities and organisations.

Our team includes experts in management, accounting, feasibility and review, Aboriginal culture and history, languages and cross-cultural communication, education, training and e-learning, community relations and heritage.

Founded in the Pilbara in 2010 Keogh Bay has become a trusted advisor and trainer to government departments, disability organisations, Aboriginal organisations, resource companies and not-for-profits.

Our Services

Keogh Bay's services range from assisting organisations transitioning to the NDIS to cultural competency training and on-line learning development. Our community engagement services include community development, consultation, business development and support to develop Reconciliation Action Plans.

Regional and Remote Specialists

Keogh Bay specialises in undertaking consultancy projects in regional and remote locations across Australia a collaborative, respectful and effective manner. These projects include:

- Supporting Aboriginal Corporations and Medical Services in remote communities' transition to NDIS service delivery;
- Assisting regional disability service providers' transition to the NDIS;
- Developing new businesses in remote locations often as part of the supply chain in large resource projects;
- Undertaking sensitive community engagement projects on behalf of Government or resource sector clients;
- Assisting in the development, implementation or review of native title agreements; and
- Developing the capacity of Aboriginal corporations.

NDIS Transition Services

Keogh Bay offers a wide range of services designed to assist organisations in transitioning to the NDIS. Our detailed understanding of the NDIS and its impact on your services, workforce, pricing structure and community relations are what sets us apart. We have worked with over 100 disability service providers in recent years helping each organisation to:

- Analyse the continued viability of existing service delivery models under the NDIS.
- Assess the feasibility of the expansion of NDIS services into new geographical areas or new service offerings (including SDA and SIL projects).
- Develop NDIS-focussed marketing plans – including detailed demographic and market analysis.
- Review their governance as they transition to NDIS.
- Review IT readiness including independent advice on appropriate client and financial management systems.
- Develop workforce management plans.
- Develop business and strategic plans.
- Build tailored financial modelling tools.
- Develop policies and procedures that meet quality and safeguarding requirements.

Community Engagement and Facilitation

Our overriding mission at Keogh Bay is to help western organisations and individuals improve the way in which they engage and communicate with Indigenous people. We accomplish this through:

- Engagement and communication planning
- Governance and partnership development
- Plain English development and training
- Indigenous communications tools and dialogue

Keogh Bay has successfully undertaken numerous sensitive community engagement and facilitation projects on behalf of our government and corporate clients. Keogh Bay often partners with ARDS Aboriginal Corporation, Australia's premier cross-cultural communication specialist.

Training

Keogh Bay specialises in training programs at the interface between Indigenous cultures and western organisations. We deliver our own suite of training programs and assist other organisations to develop, design or review in-house or 3rd party training.

Keogh Bay has a large team of experienced Indigenous and non-Indigenous facilitators in Western Australia and Queensland. Keogh Bay has strong capability in both face-to-face and online training design and delivery. We can deliver cultural training tailored to your needs, wherever you need it.

Our Programs

Keogh Bay has the most comprehensive suite of programs designed to support Indigenous engagement and employment in Australia. Some of our more popular programs include:

Our Programs	Overview
Working with Indigenous employees	This program is widely deployed by BHP Billiton Iron Ore and Rio Tinto Iron Ore, Thiess, Citic Pacific, BMA, Olympic Dam and Mt Arthur Coal. This one-day workshop aims to help operational leaders and team members to build strong working relationships with Indigenous employees, effectively lead and manage Indigenous employees and a work environment that supports the retention of Indigenous employees.
Indigenous employment strategy workshop	This one-day workshop assists businesses looking to recruit and retain Indigenous employees.
Recruiting Indigenous Employees	This program is for organisations looking for insight into how to attract and recruit Indigenous employees and develop a suitable Indigenous recruitment strategy.
Working Together	The Working Together program is designed for groups of both Indigenous and non-Indigenous people. It aims to build relationships and understanding among the participants and help them discuss some of the complex and sensitive issues that can stand in the way of honest and open engagement.
Teamwork and communication	This two-day program is designed for new Indigenous employees, trainees, or work readiness program participants and aims to develop strong communications skills and confidence in the workplace.
The Next Steps Indigenous Leadership workshop	This one-day workshop is designed to develop the confidence of Indigenous employees to put themselves forward for leadership and development opportunities.
Introductory cultural awareness training	Keogh Bay offers an introductory cultural awareness program run by our Indigenous facilitators around Australia. Keogh Bay is able to partner with local Indigenous organisations to support their delivery of cultural awareness training.

Digital Learning

Keogh Bay has extensive experience in digital or online learning development and delivery. We have developed online training programs for several major clients including Bis Industries, ARDS Aboriginal Corporation and the NT Government, BHP Billiton Iron Ore, The Australian Defence Force, WA Primary Health Alliance (WAPHA) and Woodside.

Keogh Bay has experienced in-house instructional designers, e-learning developers and subject matter experts who have designed numerous tailored cultural, safety and environmental training programs for our clients.

Training Review and Design

Keogh Bay has considerable experience reviewing cultural training programs, designing new programs to meet the needs of specific clients and developing program materials and training facilitators, from the ground up.

Business Development and Organisational Review

Keogh Bay recognises that nurturing new businesses is critical to generating positive employment outcomes and long-term economic advancement in the local community. Keogh Bay has successfully collaborated with government departments, mining companies, and Indigenous corporations to develop sustainable Indigenous businesses across northern Australia.

Our range of business development and organisational review services include:

Our Services	Overview
Business analysis and viability reviews	Our team will establish the financial health of an enterprise, identify key strengths and weaknesses. Keogh Bay works respectfully with management to develop strategies for long-term success and sustainability
Feasibility studies	Our team are experienced in undertaking feasibility studies on business development proposals, takeovers, asset purchases or growth strategies.
Administrative and Managerial Capacity Building	Our team provide supports to organisations to strengthen internal administrative and managerial capacity by establishing robust internal processes and providing tailored training packages.
Business and Strategic Planning	We have deep experience in working with boards and senior managers to facilitate the development of business and strategic plans that are based on an understanding of the organisation in question, its culture and its operating environment.
Budgets, Tenders, and Business Cases-	Our team assist clients to develop annual financial budgets, tender submissions, and business cases.
Board Governance	Our team will review existing board governance arrangements to identify any weaknesses and conducting workshops to implement solutions that will strengthen the business or corporation

Previous Projects

NDIS Transition

- **Over 50 Australian Disability Enterprises – NDIS Transitional Support** – Keogh Bay has delivered NDIS transition support services to over 50 Australian Disability Enterprises funded by the Department of Social Security (DSS).
- **NT Government – Department of Trade Business and Innovation** – Keogh Bay has completed 21 NDIS Transition Support projects under the NT NDIS Business Readiness Program.
- **WA NDIS Transition** – Keogh Bay is delivering NDIS transition services to eight NDIS disability service providers in Western Australia under the WA NDIS Transition Fund.
- **Department of Social Services – Development of NDIS Readiness Assessment Tool for ADEs** – Keogh Bay (in partnership with Synergy) developed a self-assessment tool for DSS that they and almost 200 ADEs used in the roll-out of three rounds of NDIS transition grant funding.
- **NT Government – NDIS Business Readiness Workshops** – Keogh Bay developed materials and successfully delivered 10 NDIS readiness workshops to disability service providers in Alice Springs and Darwin in June 2018 on behalf of the NT Government. These workshops covered Governance impacts of the NDIS, Workforce Planning, Small business opportunities in the NDIS, Starting a new NDIS business and Marketing under the NDIS.

Organisational Review and Business Development

- **Review of Aboriginal Health Service – Department of Health** – Keogh Bay undertook a sensitive organisational review of Perth-based AMS in 2019.
- **Capacity Development Projects – Thamarrurr Development Corporation** – Keogh Bay has undertaken a range of business development projects on behalf of TDC in Wadeye, NT. These include a full review of the organisation's business units, development of costing tools, financial procedures, development of budgets and an overall Strategic Plan.
- **Indigenous Business Australia (IBA) – Indigenous Business Prequalification Support Project** – Keogh Bay consulted with major resource companies, government departments and Indigenous business owners to investigate options for better supporting Indigenous businesses in gaining entry to work in the Australian resource sector. The project resulted in the development of a high quality 'Prequalification Toolkit' for use by Indigenous businesses with resource companies in Australia.
- **Department of Prime Minister and Cabinet** – Completion of a Feasibility Study of the establishment of a Roadhouse business in Wyndham the East Kimberley, WA.
- **Strategic Review of Kullarri Building** – Keogh Bay undertook a review of this Broome-based Aboriginal business to improve the effectiveness and financial viability of the service. Keogh Bay recommended a new

organisational structure, developed a new business plan and supported the business in achieving prequalification to the Remote Aboriginal Housing Construction Program.

- **Kuruma Marthudunera Aboriginal Corporation – Completion of Business Feasibility Studies and development of business plans** – to establish the feasibility of establishing a Cultural Awareness Training business and a Cultural Heritage Survey business on K&M country in the Pilbara. This project involved significant consultation with Kuruma and Marthudunera people as well as the mining companies that would be the clients for such a service.
- **Department of Social Services – Reviews of Disability Service Providers** – Keogh Bay undertook sensitive reviews of several disability service providers in recent years in connection with applications to the Department for Temporary Viability Support funding.
- **Small Business Development Corporation (SBDC) – Development and Delivery of Small Business Workshop Materials** – Keogh Bay developed workshop materials and participant's books for 'Contracting, Tendering and Prequalification' and 'Developing your Business Management Skills' workshops on behalf of SBDC. We also delivered these workshops to small business owners across the Pilbara and Midwest regions of Western Australia.

Program Review

- **Western Australian, Department of Health – Development of a database of Aboriginal Men's Health services across Western Australia** – Keogh Bay undertook a significant consultation project to develop a database of Aboriginal Men's Health Services in WA. This project involved significant consultation with Aboriginal and generic health service providers across WA.
- **Department of Regional Development – Development of an Aboriginal Economic Development Strategy for Kalgoorlie and the Goldfields region of WA.** This involved a high level of consultation with various industry groups, Aboriginal stakeholders and community organisations and resulted in the development of a strategy that is now being implemented.
- **South West Aboriginal Medical Service – Development of a Strategic Plan and Operational Plans (2014)** – Keogh Bay facilitated a strategic planning workshop and developed a Strategic Plan and supporting divisional Operational Plans on behalf of SWAMS.
- **Value for Money reviews of Aboriginal Health programs – WA Department of Health** – Keogh Bay undertook reviews considering the extent to which funded deliverables had been achieved and whether the Department had achieved value for money for the level of funding provided.
- **Department of Infrastructure and Regional Development – Contract Audit – Cocos (Keeling) Islands Ferry** – Keogh Bay undertook a contract audit to establish compliance with the various contract conditions and identify any areas for improvement.



Keogh Bay office and team member locations

Community Engagement

- **ARDS Aboriginal Corporation / NT Power & Water Corporation** – Community Engagement Services to support Community Water Efficiency Projects, Installation of Smart Electricity Prepayment Meter boxes and Solar SETUP Installation across several NT communities.
- **NT Government, Department of the Chief Minister – Facilitation of Local Decision-Making Multi Agency Partnership (MAP) Engagement Processes** – Keogh Bay facilitated the engagement processes between NT Government and individual Corporations for the establishment of local decision-making frameworks and implementation plans in several remote communities, including Ngukurr, Minyerri, Kalkaringi and Wadeye.
- **Sing Kenken/Pilbara Development Commission – Economic Opportunities for Pilbara Town Based Reserves** – Keogh Bay developed economic plans for a number of town based reserves in the Pilbara of WA.
- **Pilbara Development Commission – Development of Economic Plan for Cheeditha Aboriginal Community** – Keogh Bay developed a comprehensive and detailed Business Plan and Community Profile as a component of Stage 1 of the Pilbara Town Based Reserves Project.
- **IBN Corporation – Review of Education for IBN Members** – Keogh Bay conducted a detailed survey and gap analysis of IBN's education program, focused on impact and results over the last five years. This project involved consultation with over 200 internal and external stakeholders on IBN members' educational needs and the available educational resources.
- **NT Government, Department of the Chief Minister – Organisational Review for Big Rivers Regional Coordination Committee** – Keogh Bay evaluated the current working arrangements of the Big Rivers Regional Coordination Committee and to identify opportunities to enhance the effectiveness of this forum.

- **NT Government, Department of the Chief Minister & Walangeri Ngumpinku Aboriginal Corporation** – Strategic Planning Workshops & Plan Development – Keogh Bay facilitated two introductory strategic planning workshops and establish a strategic framework for the organisation.
- **Ngarluma Yindjibarndi Foundation Ltd – Feasibility Study into the establishment of an Aboriginal boarding school in the Pilbara** – Keogh Bay undertook a project to present business options for establishment, funding and ongoing resourcing.

Digital Training

- **Cultural Awareness e-learning** – Keogh Bay developed several online Cultural Awareness training programs for clients as diverse as a charity; a national mining services company and a resources business. The courses included modules covering traditional Indigenous societies, Aboriginal history and its contemporary impacts, cross-cultural communication and guidance on supporting Indigenous employees in the workplace.
- **Health and Safety** – Keogh Bay designed three safety focussed e-learning courses for a government organisation on lead contamination, heat awareness and heat-risk assessment.
- **On-line Cultural Training** – East Arnhem Land – Keogh Bay was selected by ARDS Aboriginal Corporation to support its development of a suite of on-line training modules focussed on the people and cultures of east Arnhem Land. The development was funded by the Northern Territory government and will be deployed across all NT public servants working in the region.
- **Business Induction** – Keogh Bay developed an online company induction for a mining service provider which used an online induction passport stamp system marking the completion of scenarios on topics like company values, code of conduct, safety, and its employees.

Training Review and Design

- **BHP – Review of Port and Rail Apprentice Training** – Keogh Bay conducted a training needs analysis and solicited feedback from key stakeholders in BHP and external to the business to identify gaps and present an analysis of the issues and business options available to the company.
- **BHP –Development of Diversity Traineeships for South Flank** – Keogh Bay provided strategic advice to BHP on the development of traineeships for Indigenous people and women who will be recruited into entry-level roles on BHP's South Flank construction project.
- **Rio Tinto/Ngarluma Aboriginal Corporation – Development of Cultural Awareness Training** – Keogh Bay provided support to develop and deliver Cultural Awareness Training to Rio Tinto and other local companies. This project resulted in a refined Ngarluma Cultural Awareness Training package and presenters who now deliver this to Rio Tinto and other businesses.

Our Team



MARK SIMPSON

Mark Simpson is a Director of Keogh Bay who has qualifications in education and training, has spent over twenty years living and working in the Pilbara. Mark was the foundation Managing Director of Pundulmurra College in 1993 and was then Training Manager at Rio

Tinto Iron Ore with responsibility for all training, apprentices and trainees, education, and Aboriginal employment. Mark has served on numerous Boards including Tourism WA, Skills Formation Taskforce, Pilbara TAFE, Pindan College, and the Australian Apprenticeship Taskforce.



MATTHEW WRIGLEY

Matt Wrigley is a Keogh Bay Director with qualifications in linguistics and anthropology and spent many years in the Kimberley region working as an applied linguist on Aboriginal languages. Matt worked with Argyle Diamonds and subsequently Rio Tinto Alcan Weipa

to advise on cross-cultural communications and Indigenous Employment Strategy. At Keogh Bay, Matt has worked on a range of complex and sensitive projects on behalf of clients such as BHP Billiton Iron Ore, Rio Tinto Iron Ore, Oyu Tolgoi (Mongolia), Woodside Petroleum and HWE Mining.



NEIL FONG

Neil is an Aboriginal man from Broome, WA and is an owner and Director of Keogh Bay People. Neil has deep experience in Aboriginal capacity building and economic development through his roles as CEO at Ngarluma Aboriginal Corporation, MG Corporation and

South West Aboriginal Medical Service. Neil also previously worked at KPMG's Health and Human Services Practice as well as holding senior strategic roles at the WA Department of Health and Department of Corrective Services.



JONATHAN PRICE

Jonathan Price is Director of Keogh Bay who is a chartered accountant with over 20 years' experience in providing advisory services to government and private sector clients. He led KPMG's Health and Human Services practice in Perth WA before joining

Keogh Bay in 2010. Jonathan specialises in providing NDIS transition support, Indigenous business support services and undertaking strategic reviews .



SANDY MCEWAN

Sandy McEwan is a Banyjima person from the Pilbara region of WA with a range of mining, horticulture, land management and training qualifications. Sandy is a Director of Keogh Bay and is a renowned facilitator with a unique ability to engage people from all

walks of life. Sandy has extensive experience delivering award winning training programs for Aboriginal participants in Meekatharra and running the Ranger program on the Mid-West. He has worked in a range of mentoring and employee support roles in mining, government and VET sectors.



KINGSLEY BARTLETT

Kingsley Bartlett is a Director of Keogh Bay People and Noongar man who grew up in the Morawa-Carnamah district of WA. Since 2009, Kingsley has applied the experiences from his working life in training and mentoring Aboriginal employees for a range of major

businesses including Downer, Golden Grove and Dyno Nobel. Kingsley specialises in the delivery and facilitation of training programs as well as the delivery of sensitive community engagement projects.



ALICE FINDLAY

Alice Findlay is a senior consultant with over 15-years' experience working within, and alongside public, private and community-based organisations in Australia and the United Kingdom. Alice has an extensive background in project management and providing advisory

services including system reform, service planning and review, procurement, policy, service delivery, evaluation, stakeholder consultation, demographics and data analysis.



DAVID MULLER

David is an Executive Director at Keogh Bay with 20 years' experience in the delivery of management consulting services across Australia. David previously worked at KPMG in SA for 11 years. David's passion is in developing the capacity of Aboriginal businesses

and played a leading role in Keogh Bay's provision of specialist NDIS transition support services to Australian Disability Enterprises and other regional and remote service providers across Australia.



BEN LAIDLAW

Ben is an Executive Director at Keogh Bay who has over 20 years' experience in professional roles extending across community not-for-profit, government and large global mining and resource development businesses. His experience has included

managing large teams (over 200 employees) responsible for communities and social performance strategies, Indigenous agreement implementation, pastoral and agriculture projects, community investment, regional fly in / fly out strategies, town infrastructure and development, cultural heritage management and Aboriginal employment and training, business development & contracting.



CHRISTINE TIONG

Christine is a qualified CPA with over 12 years of experience in providing advisory and assurance services to a wide variety of industries in Australia and Singapore. She specialises in performing detailed financial reviews of the operations and business processes on behalf

of private, multinational and not-for-profit organisations, in particular Indigenous corporations.



DARREN RAMSEY

Darren is an award-winning e-learning developer with over 15 years' experience in digital learning development. Darren specialises in creating innovative and engaging courseware using several applications and Learning Management System platforms.

Darren has developed material for a variety of government and business organisations, including the Department of Education, BHP, Hatch Associates, and Bis. Courses have covered such topics as cultural awareness, health and safety, business inductions, and system walkthroughs among many other areas.



SALMAN MASAUD

Salman Masaud is a chartered accountant with an actuarial background and has over 14 years' experience in providing consulting, advisory and assurance services to both public and the private sector in Australia as well as the Middle East. Salman has served on the board

and as a CFO of Australian Gulf Metal Casting Factory. His core skills include project management, business analysis, financial modelling, internal and external audit, budget development and cashflow projections.



MARK FORREST

Mark Forrest is a senior consultant specialising in marketing strategy, business development, change management and implementation. He has over 20 years' commercial experience working in both private and public sector organisations in a large variety of different

sectors including disability services, aged care, not-for-profit, manufacturing, retail, FMCG and digital/online. Mark has also worked on the front line leading NDIS business transition as Director of Operations for Westcare and as Manager Marketing, Strategy and Fundraising for the Ability Centre in WA.