



KEOGH BAY GROUP

NDIS Transition Specialists

Regional and Remote Expertise

Introduction to Keogh Bay

Keogh Bay is a Perth, Darwin, Sydney and Adelaide-based consulting business that has built an extremely strong reputation for professionalism and excellence in the advisory services we provide. Our client list includes a large number of Aboriginal corporations, Aboriginal Medical Services, disability sector organisations, private businesses and State and Federal Government agencies. Each of these clients regularly uses our services, indicating the extent to which they value our advice.

Who We Are

Keogh Bay has six directors and a network of over 20 specialist associates. Our team routinely work on NDIS transition projects across Australia.

Our team has a broad commercial skill set, paired with workers from the disability service sector, enabling us to apply expertise across a wide range of areas. Keogh Bay's team also includes individuals with a lived experience in accessing NDIS supports.

Keogh Bay People Pty Ltd is a majority Aboriginal-owned business that is Supply Nation registered and is therefore able to be directly contracted via the Australian Government's Indigenous Procurement Policy (IPP).

Our NDIS Transition Services

Keogh Bay provides a range of business and service delivery advice relating to supporting organisations operate under the NDIS. Keogh Bay is able to do this as it brings together a team with expertise in financial matters, business planning, governance, workforce, disability service delivery, quality, safeguarding and evaluation. Types of projects Keogh Bay has specialised in includes:

- NDIS feasibility and service expansion studies;
- NDIS registration support;
- Development of NDIS policies and procedures to meet quality and safeguard requirements;
- Development of business, strategic and implementation plans;
- Development of financial modelling tools;
- Development of business improvement tools and consultation diagnostics;
- IT readiness reviews;
- NDIS workforce training plans;
- Service evaluation;
- Cultural competency training (face-to-face and online); and
- Marketing support and planning.

Our Regional and Remote NDIS Transition Capability

More than half of the organisations we have supported operate in regional and remote parts of Australia and many are Aboriginal community controlled. It is our belief that Keogh Bay has worked with more regional and remote service providers than any other consulting firms in Australia and our team is committed to supporting the development and expansion of NDIS service provision in remote parts of the country where the full range of disability services were not previously available.



Our Experience

Keogh Bay has assisted over 100 disability sector and other providers across Australia to transition to the NDIS since 2016. Some examples of projects conducted by Keogh Bay are below.

Feasibility Studies and Service Expansion

Therapy Focus – Regional and Remote Expansion Project (2020) – Keogh Bay supported this organisation with an analysis of demand, market and service feasibility information to determine where and how to expand into regional areas.

Mid-West Community Living Association – Expansion Project (2019) – Keogh Bay worked with this Geraldton-based provider to analyse the demand, market, risks and feasibility of expanding into new NDIS service lines and into broader geographical areas.

East Kimberley Job Pathways – NDIS Feasibility Study (2018) – Keogh Bay undertook a feasibility study on behalf of Kununurra-based CDP provider, EKJP, to establish whether they should become a registered NDIS service provider.

Ashburton Aboriginal Corporation – NDIS Feasibility Study (2019) – Keogh Bay undertook a NDIS feasibility study on behalf of AAC (Tom Price) to consider if, when and how the organisation should become a NDIS service provider.

Essential Personnel – Financial Sustainability Review (2018) – Keogh Bay undertook a detailed review of the future financial sustainability of Essential Personnel's disability service delivery model under the NDIS. This review involved detailed costing analysis, feasibility analysis on future service options, development of a disability employment model and workshops with the board on their role in the transition to the NDIS.

EPIC – Financial Analysis of Pilbara Retreat (Respite Centre) (2018) – Keogh Bay undertook feasibility analysis of EPIC's short-stay accommodation centre in Hedland and provided recommendations for future sustainability.

EPIC – Financial Sustainability Review (2018) – Keogh Bay undertook a detailed review of the future financial sustainability of EPIC's disability service delivery model under the NDIS. This review involved detailed costing analysis, feasibility analysis on future service options and demographic and market analysis.

Connect PTS – NDIS Transition Project (2018) – Keogh Bay undertook a detailed review of the future financial sustainability of Connect PTS's disability service delivery model under the NDIS.

This review involved detailed costing analysis, feasibility analysis on future service options and demographic and market analysis. Keogh Bay also undertook high level analysis of office accommodation options for the service in Karratha.

Laynhapuy Homelands Aboriginal Corporation – NDIS Feasibility Study (2017) – Keogh Bay undertook a feasibility study on the potential for East-Arnhem-based Aboriginal Corporation, Laynhapuy, to provide NDIS-funded services in future.

Thamarrurr Development Corporation – NDIS Feasibility Study – (2017) – Keogh Bay recently undertook a NDIS Feasibility Study on behalf of Thamarrurr Development Corporation (Wadeye) which covered workforce requirements, financial viability, existence of market and IT readiness.

Miwatj Health – NDIS Feasibility Study (2017) – Keogh Bay undertook a feasibility study on the potential for East-Arnhem-based Aboriginal Health Service, Miwatj Health, to establish a wellbeing centre in Gallinwinku, NT.

East Arnhem Regional Council – NDIS Feasibility Study (2018) – Keogh Bay undertook a feasibility study on behalf of EARC on the potential to establish a short-stay NDIS respite facility in Nhulunbuy.

Mid-West Community Living Association – NDIS Transition Support (2018) – Keogh Bay delivered a financial review of the sustainability of the existing operating model under the NDIS and assess the feasibility of the organisation providing a wider range of services in future.

Wirraka Maya Health Service Aboriginal Corporation – NDIS Feasibility Study (2017) – Keogh Bay undertook a feasibility study on the potential for Pilbara-based Aboriginal Corporation, WMHSAC, to provide NDIS-funded services in future.

Miwatj Employment and Participation – NDIS Feasibility Study and Workforce Planning support (2018) – Keogh Bay provided advice to MEP in Nhulunbuy in respect of the feasibility study of the organisation providing NDIS-funded services in future. The review also considered synergies with the CDP program and workforce planning requirements of such a move.

Sunrise Health Service Aboriginal Corporation – NDIS Feasibility Study (2017) – Keogh Bay completed a feasibility study on Katherine-based AMS, Sunrise Health Service's, future potential participation in the provision of NDIS services.

East Kimberley Job Pathways – NDIS Registration Project (2020) – Keogh Bay supported EKJP to complete NDIS registration and policy and procedure development to meet quality and safeguard requirements.

Progressive Home Care – NDIS Transition Project (2019)

– Keogh Bay supported the organisation with practical support and advice on NDIS registration as well as policy and procedure development to meet quality and safeguard requirements.

South West Aboriginal Medical Service – NDIS Transition Project (2019/2020)

– Keogh Bay is supporting the organisation with NDIS registration and policy and procedure development.

Travelling Tadpoles – NDIS Business Readiness services (2018)

– Keogh Bay developed a new business plan for remote East-Arnhem swim school, Travelling Tadpoles, which focussed on successful transition to NDIS service delivery and we also assisted in the development of a comprehensive suite of policies and procedures.

Ashburton Aboriginal Corporation – NDIS Transition Project (2019/2020)

– Keogh Bay is supporting the organisation with training on the NDIS as well as support to complete NDIS registration and policy and procedure development to meet quality and safeguard requirements.

Broome Regional Aboriginal Medical Services – NDIS Transition Project (2019/2020)

– Keogh Bay supported the organisation with training on the NDIS as well as support to complete NDIS registration and policy and procedure development to meet quality and safeguard requirements. A Feasibility Study was also developed to assist the organisation in selecting the NDIS Registration Groups and NDIS Support Items that were best suited to their community needs and to support organisational viability.

NDIS Advisory, Financial and Business Planning

Over 50 Australian Disability Enterprises - NDIS Transitional Support (2016-18) – Keogh Bay (in partnership with Synergy Group Australia) provided advisory and financial modelling services to over 50 ADEs located across Australia to assist in their preparation for transition to the NDIS and many of these ADEs have been located in regional and remote areas. Activities include providing feasibility and option analysis on which NDIS services could provide a good fit as well as business and financial support services. Keogh Bay has worked closely with these organisations to discuss their market placement and how they can leverage current assets

and services to provide supports to people with a disability in the community in a financially viable way. Some of the ADEs include:

- McCallum Disability Services (Vic)
- Windarring Inc. (Vic)
- Community Axis Enterprises (Vic)
- Noweyung (Vic)
- Connect GV (Vic)
- Mirridong Services (Vic)
- Skills Connection (Vic)
- Silverlea Services (NSW)
- Byron Bay Herb Nursery (NSW)
- Multitask (NSW)
- Gunnedah Workshop (NSW)
- Fairhaven (NSW)
- Northaven (NSW)
- Windarra (NSW)
- Barossa Enterprises (SA)
- Wesley Social Enterprises (SA)
- OCTEC (NSW)
- Bindi Enterprises (NT)

Casa Central Australia – NDIS financial analysis (2017) –

Keogh Bay undertook detailed NDIS costing and pricing analysis on behalf of a Central Australian based SDA provider.

FaHCSIA – Performance Review of Bindi Inc. (2012) –

Keogh Bay reviewed the performance of the ADE, Bindi Inc. in Alice Springs (Northern Territory). Specifically, this analysis involved investigation of options for improving the financial position and financial performance of the business outlets as well as investigating alternative business lines or options for the ADE outlets including under the NDIS. Keogh Bay also provided NDIS transition support to Bindi in 2017 and 2018.

Department of Social Services – Review of Temporary Viability Support Application by Challenge Community Services (2016) –

Keogh Bay undertook a sensitive review on behalf of DSS of an application by Tamworth-based ADE, Challenge Community Services for Temporary Viability Support. This project involved site visits, collection of relevant information and submission of a report to DSS outlining a recommended course of action in relation to the application for funding support.

FaHSCIA – Performance Review of Activ Inc. (Narrogin, Esperance and Manjimup (2012)) – Keogh Bay reviewed the financial performance of Activ. Specifically, this analysis involved investigation of options for improving the financial position and financial performance of the organisation's regional and remote business outlets in Esperance, Narrogin and Manjimup as well as investigating alternative business lines or options. The analysis also identified a range of recommendations for improving the future financial viability as well as alternative business lines.

Midwest Community Living Association – Strategic Plan (2019) – Keogh Bay developed a strategic plan with the organisation which included a focus on NDIS supports and future directions.

Third Sector Australia – NDIS Transition Support (2018) – Keogh Bay worked with Gold Coast-based disability service provider, 3SA to provide a range of NDIS transition services including costing and pricing analysis, feasibility options analysis, demographic analysis, workforce planning, IT readiness and development or an NDIS transition plan.

Workforce, Marketing and IT Support

Barkly Regional Council – NDIS Financial Analysis and Workforce Planning (2017) – Keogh Bay undertook detailed NDIS costing and pricing analysis and developed a workforce strategy on behalf of Barkly Regional Council.

Mental Health Association of Central Australia – NDIS Transition Support (2018) – Keogh Bay worked with MHACA to provide a range of NDIS transition services including costing analysis, workforce planning, IT readiness and market development.

Thamarrurr Development Corporation – NDIS Feasibility Study (2017) – Keogh Bay undertook a NDIS Feasibility Study on behalf of Thamarrurr Development Corporation (Wadeye) which covered workforce requirements, financial viability, existence of market and IT readiness.

Malabam Health Board Aboriginal Corporation – NDIS Readiness Support Services (2018) – Keogh Bay provided a range of NDIS support services to Maningrida-based service provider Malabam including financial sustainability analysis, IT readiness, development of policies and procedures, market development opportunities and workforce planning recommendations.

Advice To Government and the Sector on the NDIS

ADE Consultation Project – DSS/NDIA (2019) – Keogh Bay undertook consultations with 13 ADEs from each State/Territory on behalf of DSS and the NDIA to communicate the findings of financial modelling into the new NDIS pricing framework and seek feedback on the challenges facing the sector.

Facilitation of ADE Workshop on NDIS Pricing and challenges associated with the sector paying higher wages – NDIA (2019) – Keogh Bay facilitated a workshop on behalf of the NDIA and DSS with 13 ADEs to discuss the pros and cons of a new NDIS pricing framework and the challenges facing the sector in paying award-based wages.

Department of Social Services – Development of Australian Disability Enterprises NDIS Readiness Self-Assessment Tool (2016) – Keogh Bay (in partnership with Synergy Group) developed the ADE NDIS Readiness Self-Assessment Tool on behalf of DSS. The tool has been used by ADE boards and management to assess the current financial position, governance arrangements, management capability and service provision and supported employee capability in advance of the transition to the NDIS. The Tool was developed in an Excel format and it was successfully trialled with 12 ADEs before being rolled out to over 200 disability service providers. Keogh Bay and Synergy also provided on-going support to ADEs in completing the tool.

NT Department of Trade, Business and Innovation – NDIS Business Readiness Workshops (2018) – Keogh Bay facilitated and developed high quality materials for 8 NDIS readiness workshops held in Alice Springs and Darwin in June 2018. These workshops covered the following areas:

- Governance Essentials in the NDIS;
- Marketing Your NDIS Service;
- Opportunities for Small Businesses in the NDIS;
- Getting Started in Business in the NDIS workshop; and
- The NDIS and Your Workforce.

These workshops were attended by a significant number of Aboriginal people and Aboriginal Corporations in each location.

National Disability Services (WA) – Development of materials and delivery of a workshop on 'maximising billable hours and staff utilisation under the NDIS' (2019) – Keogh Bay developed and delivered a workshop on behalf of NDS in Perth on staff utilisation and maximising billable hours.

National Disability Services – NDIS Consultants Panel – Keogh Bay is a member of the NDS (WA) panel of approved NDIS consultants.

Why Engage Us?

- Our team has unrivalled experience in supporting organisations providing NDIS supports.
- Our team has extensive experience in how the NDIS operates in regional and remote locations, across all states and territories.
- Our team has deep experience in working effectively with Aboriginal organisations and alongside Aboriginal people.
- Our team understands the legislative, governance, quality and safeguarding environment that service providers operate in, and are able to apply this knowledge and expertise to support them to transition effectively and sustainably to an NDIS environment.
- Our team has extensive experience in the delivery of services to the disability and not-for-profit sectors and tailor our services to ensure they will add value.
- Our team have a broad commercial skill set, paired with workers from the disability service sector, enabling us to apply expertise across a wide range of relevant business areas.
- We have a strong network within the sector enabling timely dissemination of information to our clients and sharing of collective learning.

Our Team

Keogh Bay has six Directors and a team of over 20 specialist consultants available to our clients. An introduction to some of our key team members is as follows:



JONATHAN PRICE
Director

Jonathan is a Chartered Accountant and specialises in NDIS transition, business planning, feasibility analysis, governance training, change management, organisational review and local supply chain development. Prior to joining Keogh

Bay in 2010, Jonathan worked for KPMG for over 10 years where he led KPMG's Health and Human Services practice in Perth, WA. Jonathan has successfully undertaken over 60 NDIS transition projects across all States and Territories over the past 4 years.



NEIL FONG
Director

Neil Fong is an Aboriginal man from Broome and is an experienced consultant. Neil has previously held chief executive officer (CEO) roles at a range of Aboriginal corporations including at the Ngarluma Aboriginal Corporation (NAC) in the Pilbara

Region where he had responsibility for the development of economic and social development of the Native Title Holders. Prior to NAC, Neil spent two years with the South West Aboriginal Medical Services.



DAVID MULLER
Executive Director

David is an experienced consultant who has 20 years' experience in the delivery of management consulting services. David has successfully undertaken over 20 NDIS transition projects on behalf of Keogh Bay over the past 2 years including projects

in Qld, NSW, WA, NT and SA that have involved developing tailored marketing strategies, reviewing the continued feasibility of existing operating models and the feasibility of new Specialist Disability Accommodation (SDA) projects.



RAE SAMUEL
Executive Director

Rae has over 30 years' experience in health and human services, particularly in the disability, aged care and community sectors, working in clinical, education, research, consulting and public sector leadership positions. Rae

was the Director of Accommodation and Respite Services for the NSW Department of Ageing, Disability and Home Care and was a registered nurse in both aged care and disability residential environments. Rae has expert knowledge in the NDIS as well as service delivery, workforce, service expansion modelling, quality and safeguarding and evaluation.



NIGEL FREDERICKS
Executive Director

Nigel is an experienced Chartered Accountant and IT Auditor who has worked with over 100 disability services providers across Australia since 2003. Nigel specialises in advising the boards of disability service providers on the governance

implications of NDIS service provision and in reviewing and improving the IT infrastructure of service providers in advance of NDIS transition.



MARK KUCHARIEWICZ
Executive Director

Mark is an Executive Director of Keogh Bay who over the past 12 years has provided management consulting services across the Disability, Health, Ageing and Human Services sectors, leading a number of large scale projects on

behalf of numerous government agencies in all jurisdictions. He has worked almost exclusively in remote Indigenous Communities, conducting culturally sensitive consultations with Indigenous organisations, community groups and individuals. From a NDIS perspective, Mark specialises in unit costing and the completion of NDIS feasibility analysis.



ALICE FINDLAY
Senior Consultant

Alice has over 18-years' experience working within and alongside public, private and community sector organisations in Australia and the United Kingdom. Alice has an extensive background in and providing advisory services in

the following areas: service planning, policy and procedure development, NDIS registration, quality and safeguarding, service delivery, stakeholder consultation, evaluation, demographics and data analysis. Alice has undertaken a large number of NDIS transition projects on behalf of Keogh Bay and also has previous WA disability sector experience through a previous role with the Disability Services Commission and as a disability support worker.



BRIDIE TOTHAM
Senior Consultant

Bridie is an experienced project manager based in Darwin, NT, who joined Keogh Bay in 2019. She has worked in a variety of roles within the NT government and not-for-profit sector, particularly in building community and organisational

capacity. Bridie designed and oversaw the NT Government's NDIS Business Readiness program in 2018 and was also heavily involved in the development of the NT Human Services Industry Plan.



CHRISTINE TIONG
Senior Consultant

Christine is a qualified certified public accountant (CPA) with over 10 years of experience in providing advisory and assurance services to a wide variety of industries both in the public and private sectors in Australia and Singapore. She

specialises in performing detailed costing reviews of disability service providers in preparation for the transition to the NDIS and, in particular, has undertaken a number of complex costing and feasibility projects on behalf of SDA and SIL service providers.



Contact details

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