



# RECONCILIATION ACTION PLAN

MAY 2018 - 2020



# OUR RAP ARTWORK

**My name is Jared Coolwell, I am from the Nunukul (Nth. Stradbroke Isl.), Mununjali (Beaudesert) and Kombmerri (Gold Coast) tribes. I have been with my partner Letitia for 8 years and together in 2016 we have started our business Jared Coolwell Aboriginal Art.**

I have been practicing my Indigenous culture my entire life. I grew up on North Stradbroke Island with my 11 siblings learning my culture from my parents, aunties and uncles through song, dance, stories and art. I learned many different things like how to tell when a certain flower blooms it is time to fish or which season the carpet snake lays its eggs, I learned how to make boomerangs, spears, claps sticks and didgeridoos, how to make a fire with just two sticks and to pay respect to my elders by telling stories through dance, song and art..

My parents have been a great inspiration to me. They are Paul Coolwell from Mununjali/Nunukul tribes who passed away in 2001 and Kerry (Smith, Coolwell) Forbes was a Maori woman who was adopted in New Zealand as a baby and later came to Australia as a teenager who also passed away in 2014. My father's parents are Sidney Coolwell (aka. Boompa) from the Mununjali, Yugambeh & Kombumerri tribes from the Beaudesert and Gold Coast areas also Florence (Ruska) Coolwell from the Nunukul

people of the Quandamooka area. My grandmother Florence (Ruska) Coolwell was sister to Aunty Kath (Ruska) Walker better known as Oodgeroo Nunukul, an aboriginal woman activist for aboriginal rights and women's rights. She actively gave speeches at many conferences, protests for women's and aboriginal rights.

I have also promoted aboriginal dancing and culture overseas and across south-east Queensland with Nunukul Kunjeil & Nunukul Yuggera Aboriginal Dancers. Dancing and teaching with these groups gives me many opportunities to educate and share my culture with the rest of the world.

The painting is entitled Connecting Communities. There are eleven campsites to represent the hubs of Key Assets throughout Australia. The U shapes represent the children and adults within these hubs. The lines leading to and from the campsites are the connections of support between the hubs also the pathways and relationships within the communities that it has taken for the hubs to be started and successful. The different colours of the campsites, represent the individual hubs and how they are a place of safety and security for children in their own communities.

Rings and dots are found throughout Australian Aboriginal culture and they can represent many things depending on the tribe or area but commonly known as rings of

life. Some aboriginals believe the spirit comes from the Dreamtime, which has lived many lives before this life that the spirit will experience this life and then return to the Dreamtime only to come back to live another life again, when the spirit is ready, this is the circle of life.

A single dot can represent a moment in time good or bad, represented by the different colours, that has had an influence on our lives making up different chapters always closing an old chapter to open a new one full of different experiences that influence us and how we shape ourselves as we grow.



Jared Coolwell (the Aboriginal Artist in the middle) with Rob Ryan (left) and Brian Nyanhete (right) from Key Assets.





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# KEY ASSETS - CEO INTRODUCTION



**Key Assets – The Children's Services Provider acknowledges the Traditional Owners and Custodians of the lands of this great continent and we hope that this Reconciliation Action Plan (RAP) encapsulates and reinforces our respect to the Elders past, present and emerging. At the heart of this acknowledgement is a deep respect for, and commitment to do right by the children, young people, families, and communities we have the privilege to work with. We acknowledge the wrongs and injustices that have been done in the past, and commit to working together towards reconciliation.**

I am particularly grateful for the support of our Aboriginal and Torres Strait Islander colleagues, members of the RAP Strategic Working Group and Reconciliation Australia for assisting in the development of this plan. I commend it to you on behalf of the Board of Directors and all the staff, associates and carers of Key Assets.

Key Assets in Australia was established in 2007 and since then, we have partnered with the

government and other stakeholders to develop services in Western Australia, South Australia, New South Wales, Queensland, Tasmania and Victoria. During this period we have remained true to our purpose of achieving positive and lasting outcomes for children, families and communities.' We established our first RAP in 2015 and as an organisation, we are encouraged by the progress we have made thus far. One of our organisation's core values is that, 'everybody counts,' and this RAP is one way that we can demonstrate our commitment to Aboriginal and Torres Strait Islander peoples. We acknowledge the rich and strong history of Aboriginal and Torres Strait Islander peoples and their status as the First Australians. We also recognise that the experience of Aboriginal and Torres Strait Islander peoples during and post European arrival was disgraceful and as far from positively impacting Aboriginal and Torres Strait Islander communities as it could get. Displacement, racism and the forced removal of children is a legacy which has impacted and will continue to impact Aboriginal and Torres Strait Islander peoples.

When we first started providing our services, we knew that trust was to be earned and not just given. We recognise that Aboriginal and Torres Strait Islander children and young people are best cared for and supported by members of their own communities and when we are

asked to provide services to these children and their families, we have worked to do so with as much cultural responsiveness as can be achieved and is possible for a non-indigenous service. This RAP is one way of reaffirming our commitment to ensure that our services will always promote, and celebrate the cultural, kin and identity needs of Aboriginal and Torres Strait Islander children and young people. We will continue to work with Elders, families, community controlled organisations and the community at large to try ensure that children and young people are connected and their needs remain at the centre of what we do. We will also work with, and remind governments of their responsibilities to promote the welfare of all families, children and young people.

A stylized, handwritten signature in white ink, likely belonging to Rob Ryan, the CEO of Key Assets. The signature is fluid and cursive, with a prominent 'R' and 'Y'.

**Rob Ryan**

Chief Executive Officer, Key Assets



# KEY HIGHLIGHTS AND CHALLENGES

**As the CEO, I am humbled and thrilled by the work, commitment and effort that Key Assets staff, partners and stakeholders put into our reconciliation journey. We intend and hope to build on our successes from the previous RAP and utilise the information we attained in our review and consultative process to overcome the challenges we faced. For us, it is not about ticking the boxes, but ensuring that our work and engagement with the Reconciliation Action Plan has meaning and purpose, in order to achieve positive and lasting outcomes in the lives of the children, families and communities.**

As part of implementing our previous RAP we:

- Have developed a culture of doing an Acknowledgement of Country at all significant meetings, events and gatherings;
- Purchased and continue display Aboriginal and Torres Strait Islander flags in all Key Assets offices;
- Reviewed our HR policies and procedures to eliminate barriers to staff participating in Aboriginal and Torres Strait Islander cultural activities;
- Consulted with Aboriginal and Torres Strait Islander staff and external advisors on staff recruitment, selection, and retention of Aboriginal and Torres Strait Islander employees;

- Engaged in cultural awareness training;
- Employed a Cultural Practice Leader to better inform our practice and are in constant consultation with other Aboriginal Consultants;
- Maintained Aboriginal and Torres Strait Islander peoples representation on carer recruitment panels;
- Provided opportunities for Aboriginal and Torres Strait Islander employees to participate in Aboriginal and Torres Strait Islander cultural activities;
- Sponsored, attended and participated at The Secretariat of National Aboriginal and Islander Child Care National Conference
- Established and extended relationships with peak Aboriginal and Torres Strait Islander bodies, local organisations and stakeholders across Australia;
- Commenced advertising job vacancies on Aboriginal and Torres Strait Islander media;
- Hosted events such as Community Connections in our Western Australia office, with organisations such as Family Matters attending to allow for a learning process in order to improve our connections with, and understanding of Aboriginal and Torres Strait Islander communities;
- Participated in NAIDOC week events;
- Developed protocol documents in all our jurisdictions;
- Included Aboriginal and Torres Strait Islander resources in Memory Boxes given to children in care & in "Welcome Packs" for carers;

- Continued to ensure Aboriginal and Torres Strait Islander children in care maintain cultural connection through regular visits to Traditional Country and community;
- Developed a Cultural Plan with the help of an Aboriginal (Noongar) Elder, which was showcased at the National Foster and Kinship Care conference, and we now implement it in our operations.

These actions have helped us to build rapport with Aboriginal and Torres Strait Islander communities and have fostered trust between us and these communities. We intend to continue building on our achievements, learn from the challenges we have faced and utilise these to better inform our lifelong journey of reconciliation as we commence our next RAP. Some of the challenges we faced included the gaps in knowledge within our staff team about Aboriginal and Torres Strait Islander cultures. We continue to address this through facilitating workshops, trainings and forums to enhance staff knowledge, and continue to see positive shifts in our ability as an organisation to be culturally responsive. We also initially struggled to attract Aboriginal and Torres Strait Islander employees, but we have established partnerships with various Aboriginal and Torres Strait organisations who have helped us in attracting employees to our organisation. The Key Assets Organisational culture of humility in practice, and openness to learning has resulted in an increased ability to retain the Aboriginal and Torres Strait Islander employees who have joined the team.



# RECONCILIATION AUSTRALIA - CEO STATEMENT



## **Reconciliation Australia congratulates Key Assets Australia on developing its second Reconciliation Action Plan (RAP).**

Key Assets Australia has had over 20 years of experience supporting children, young people in care, families, and their communities. Through this Innovate RAP, the organisation has developed a practical plan of action to achieve its own unique vision for reconciliation. The commitments outlined in this RAP will allow Key Assets Australia to take an aspirational and innovative approach to applying the three pillars of reconciliation – relationships, respect and opportunities – to its everyday business practices.

Key Assets Australia understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations, in order to achieve mutually beneficial outcomes.

Establishing and maintaining relationships with peak Aboriginal and Torres Strait Islander bodies, local organisations and stakeholders, such as SNAICC, Goolburri, AbMusic, and VACCA is crucial to the success of this RAP

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to Key Assets Australia's core values. It champions these values by committing to engage Key Assets carers in increasing their awareness, understanding, and capacity to provide a culturally safe and welcoming environment for Aboriginal and Torres Strait Islander children in care. It aims to achieve this by the implementation and communication of an Aboriginal and Torres Strait Islander online cultural learning course and presentation, as part of all new carers training requirements.

Key Assets Australia is dedicated to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated

by its dedication to develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.

On behalf of Reconciliation Australia, I commend Key Assets Australia on its second RAP and look forward to following its continued reconciliation journey.

A handwritten signature in white ink, likely belonging to Ms Karen Mundine, set against a dark background.

**Ms Karen Mundine**

Chief Executive Officer,  
Reconciliation Australia









KEY ASSETS' **PURPOSE** IS TO ACHIEVE **POSITIVE** AND **LASTING** OUTCOMES FOR CHILDREN, FAMILIES AND COMMUNITIES.

WE WILL ACHIEVE OUR PURPOSE BY **POSITIVELY IMPACTING** THE LIVES OF CHILDREN, YOUNG PEOPLE, THEIR FAMILIES AND CARERS THROUGH QUALITY SERVICES AND EXPERT ADVICE DESIGNED TO PROVIDE SUPPORT, BUILD CONFIDENCE, IMPROVE SKILLS, DEVELOP RELATIONSHIPS AND STRENGTHEN RESILIENCE.



# OUR PURPOSE AND IMPACT

**We will achieve our purpose by positively impacting the lives of children, young people, their families and carers through quality services and expert advice designed to provide support, build confidence, improve skills, develop relationships and strengthen resilience.**

Key to what we do is our culture and our core values of:

- recognising everybody counts and is accountable.
- providing high quality and safe services.
- achieving excellence through continuous improvement.
- cultivating knowledge, innovation and learning.

## **Our pledges to:**

### **‘Children, young people and families’**

- Set high standards for ourselves and the care and support we provide for you.
- Be on your side and accept you for who you are and what you want to be.
- Prioritise your safety, connections and build your resilience.
- Be passionate, caring and respectful in everything that we do.
- Listen to and learn from you so that we can do things better.

### **‘Our customers, carers and staff’**

- Deliver excellence through quality service provision, collaboration and measuring outcomes.
- Act with Honesty and transparency.
- Deliver innovative services in cost effective ways.
- Challenge the norm, ask questions and keep our promises.
- Conduct our business with financial integrity to achieve sustainability and value.

### **‘Communities’**

- Build a socially responsible and friendly presence in each of our communities.
- Value diversity and inclusion and act with cultural sensitivity and respect.
- Be creative and flexible to respond to each community's unique needs.
- Recruit, train, support and retain the best people to deliver services.
- Contribute to shared learning through research and partnerships.

**“ Our purpose is to achieve positive and lasting outcomes for children, families and communities.**







# OUR VISION FOR RECONCILIATION

Key Assets' Vision for Reconciliation is to promote healing through a greater understanding and recognition of First Nations people as the Traditional Owners of this land. We strive to move forward through respectful learning, inclusive practice and an acceptance of Aboriginal and Torres Strait Islander Peoples histories and cultures as we aim to achieve positive and lasting outcomes in the lives of the children, young people, carers, families and the communities we support.



# OUR BUSINESS

**Key Assets is a not for profit children's services agency, providing foster placements for children and young people with complex needs. We also provide Family Preservation Services, and Disability Services to children, young people, and families.**

Key Assets started in Australia in 2007 and we currently provide children's services in Western Australia, Queensland, New South Wales, South Australia, Tasmania and Victoria. We are part of the International Key Assets Group; a leading children's services provider with over 20 years' experience of supporting children, young people in care, families and their communities.

- Key Assets currently employs over 150 permanent staff and a pool of over 42 casuals and contract staff.
- Key Assets has 5 Aboriginal and Torres Strait Islander permanent staff and at least 2 casual staff who identify as Aboriginal. This represents at least 3.65% of our workforce. We wish to enhance our Aboriginal and Torres Strait Islander carer and staff numbers during the coming years both through growth within the agency and partnership with Aboriginal and Torres Strait Islander services.
- Key Assets currently operates in 11 countries across the world. Key Assets also has outreach services in areas such as the East Kimberly, Toowoomba and Launceston.

We believe in a team approach to supporting children and young people, carers and families. That is why we work with foster carers and local statutory child protection departments to provide solutions that really achieve positive and lasting outcomes for the children and young people.

# THE KEY CARE TEAM APPROACH

**Key Assets knows that the team approach is the key to achieving the best outcomes for children and young people. All the players need to work collaboratively, with the pieces fitting together to form the whole picture.**

Within Key Assets, the Social Worker is the key to holding the puzzle together and ensuring all pieces of the puzzle connect, understand their strengths and roles, and work together for the best interests of the children.

By working together, we make Key Assets more than the sum of its parts.

The Key Care Team is made up of the necessary and important services, support and family who work collaboratively to create a nurturing, caring, therapeutic environment to achieve permanency, safety and wellbeing for the child.





# OUR RAP

The decision to develop a RAP for Key Assets Australia emerged from regular discussions amongst State Directors about our approach to working with Aboriginal and Torres Strait Islander peoples and communities. The Directors meet as a group known as the Executive Leadership Team and this governance structure plays a key role in setting the strategic direction of Key Assets. The Directors wanted any action taken to be an authentic commitment to change our practices and grow our individual and organisation cultural knowledge and capabilities. Late in 2014, the Directors made a collective decision that it was time for us to work on a RAP. We wanted this to be a meaningful process that helps us on our journey to live the values of diversity. We humbly acknowledge (as a fairly new agency in Australia) that this will be a lifelong learning journey for us all, individually and collectively.

In early 2014 we consulted with Reconciliation Australia (RA) to identify the best approach to commencing our Reconciliation journey. In partnership with RA, we held a National Reconciliation Action Plan workshop in February 2015 in Brisbane, Queensland. We asked for representatives from each state across Australia and had an overwhelming response from staff who wished to contribute to the first RAP. This group became the RAP Strategic Working Group (RSWG) and each group member was tasked with

championing the RAP development in local areas. To facilitate the implementation of the RAP, the RSWG members set up a RAP Working Group in each state, to govern RAP implementation at the local level. The opportunity to share stories from across Australia and identify the strengths and areas for development in our Reconciliation journey during this workshop created the platform for the actions and strategies that establish our first RAP and supports our ongoing RAP journey.

To enhance our work with at risk and vulnerable children, young people, families and communities we have built relationships with Aboriginal and Torres Strait Islander services across Australia. Our consultation framework also includes our key partners who, with specific expertise in content and process, have helped us with the development of the actions, targets and time frames of the Key Assets RAP. We have also been able to employ a Cultural Practice Leader who has helped us to improve our cultural practices. Our partners include representatives from Reconciliation Australia, Secretariat of National Aboriginal and Child Care (SNAICC), various Aboriginal Consultants, and local Aboriginal and Torres Strait Islander agencies in Australian States and Territories. We have used this consultation framework to build on our RAP

We have progressed through our previous RAP and have learnt from our achievements and challenges. Some of the important learning and changes have been through our consistent participation in Aboriginal and Torres Strait Islander events and activities. We are gradually developing strong partnerships and relationships with Peak bodies and Aboriginal and Torres Strait Islander led and run community organisations. To show our respect, we have made it a point to engage in an acknowledgement of country in our meetings. We have also encouraged our staff to complete a module called Share our Pride as part of their induction; have successfully reviewed our HR policies and have begun partnering with Indigenous recruitment agencies; we are striving to ensure that the Aboriginal and Torres Strait Islander children in our care maintain a connection with their culture, communities and country by making sure that their care plans are culturally appropriate. We have learnt that trust is key in achieving success on our reconciliation journey and we will continue striving to earn it and ensure that our actions are culturally appropriate.



KA QLD Aboriginal and Torres Strait Islander children's day.



KA SA National Reconciliation Week.



KA staff at the SNAICC Conference.



RAP STRATEGIC WORKING GROUP (RSWG)	
<b>Cultural Practice Leader (WA)</b>	Tony Calgaret
<b>Chief Executive Officer</b>	Rob Ryan
<b>Director (WA)</b>	Judith Wilkinson
<b>Director (TAS)</b>	Caroline Brown
<b>Operations Manager (QLD)</b>	Melissa Hayes
<b>Director (VIC)</b>	Lisa Ranahan
<b>Disability Practice Leader (WA)</b>	Natalie McFarlane
<b>HR Manager (SS)</b>	Leanne Mills
<b>Quality and Practice Manager (SS)</b>	Meagan Probert
<b>Quality and Practice Officer (SS)</b>	Brian Nyanhete
<b>CYP Support Service Co-ordinator (SA)</b>	Carol Sharland
<b>Director (SA)</b>	Gareth Davies
<b>Director (NSW)</b>	Jamie Hodgson
<b>Team Manager (NSW)</b>	Jennifer McDonald
<b>Director (QLD)</b>	Mick Austin
<b>Business Support Manager (SS)</b>	Nicole Martin



KA NSW participating in NAIDOC Week Celebrations.



KA SA staff participating in National Reconciliation Week celebrations.



KA QLD RAP event in Dreamworld.



KA QLD RAP event in Dreamworld.





KA Directors and staff participating in a smoking ceremony in WA.



Camping on Country in WA.



KA Directors and staff participating in a smoking ceremony in WA.



Cultural Practice Leader Tony conducting some training.





Cultural Practice Leader Tony conducting some Cultural Planning Training.



Cultural Practice Leader Tony talking to Eleanor, the Options Officer/Assistant CYPSS Coordinator for KAWA.



The Key Assets Directors meeting with our partner Wunan in the EKIM.



Key Assets EKIM Team pictured with Warren Mundine in Wyndham.



KA QLD camp with Gallang Place.



Young People participating in Cultural Crafting at Key Assets offices









# RELATIONSHIPS

Key Assets has a commitment to working with Aboriginal and Torres Strait Islander peoples and communities to address the over-representation of Aboriginal and Torres Strait Islander children in the child protection & Out of Home Care systems, and to support Aboriginal and Torres Strait Islander families and communities. We

remain focused on strengthening the knowledge required to enable our staff and carers to forge stronger bonds with Aboriginal Organisations and communities, so that together we can work to achieve the best possible outcomes for children, young people, families and communities.

## FOCUS AREA

Our relationship focus area is to continue developing and strengthening our local RAP working groups and building relationships with Australia's First Peoples through participation in key events. We also aim to continue

creating new connections and building on our established connections with Aboriginal and Torres Strait Islander organisations and staff across the country to create sustainable and productive partnerships.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1.1</b> Key Assets RAP Strategic Working Group (RSWG) actively monitors RAP development, implementation, tracking of progress and reporting.	<ul style="list-style-type: none"> <li>• Key Assets RSWG oversees the development, endorsement and launch of the 2nd RAP.</li> <li>• Continue to meet at least four times per year at ELT meetings to monitor and report on RAP implementation.</li> <li>• Review and maintain terms of reference for the RSWG.</li> <li>• Continue to engage with Aboriginal and Torres Strait Islander organisations to advise on Key Assets RAP.</li> </ul>	<p>May 2018</p> <p>February, May, August &amp; November 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p> <p>February 2019</p>	<p>State Directors</p> <p>State Directors</p> <p>State Directors &amp; RSWG members</p> <p>State Directors &amp; RSWG members</p>
<b>1.2</b> Maintain state based RAP Working Groups to monitor RAP implementation in each state	<ul style="list-style-type: none"> <li>• Maintain a RAP Working Group in QLD, WA, SA, TAS, VIC and NSW to support the RSWG to implement Key Assets RAP in each state.</li> <li>• Each State RAP Working Group to include and maintain Aboriginal and Torres Strait Islander peoples membership.</li> <li>• Each State RAP Working Group to meet at least four times a year.</li> <li>• Each State RAP Working Group to report progress on RAP implementation to the RSWG four times a year.</li> </ul>	<p>May, August &amp; November 2018 &amp; 2019</p> <p>February, May, August &amp; November 2018 &amp; 2019</p> <p>February, May, August &amp; November 2018 &amp; 2019</p> <p>February, May, August &amp; November 2018 &amp; 2019</p>	<p>State Directors</p> <p>State Directors</p> <p>State Directors to chair (or Nominee)</p> <p>State Directors to progress report at ELT meetings</p>
<b>1.3</b> Key Assets to continue celebrating and supporting the National Reconciliation Week (NRW) and other significant events that promote stronger relationships between Aboriginal and Torres Strait Islander people and other Australians	<ul style="list-style-type: none"> <li>• Ensure National and State RWGs participate in external events to recognise and celebrate NRW.</li> <li>• Include information and resources regarding the days of recognition on the Key Assets Intranet and public website.</li> <li>• Ensure that at least one internal NRW event is organised each year in each State and register these on the NRW website.</li> <li>• Key Assets State RWGs to continue celebrating significant days of recognition including National Indigenous Children's Day by organising internal and/or external activities, to provide opportunities to build relationships with First Nations Peoples.</li> <li>• Identify other significant events in each state and organise participation in at least two annually.</li> </ul>	<p>May 2018 &amp; 2019</p> <p>August 2018</p> <p>27 May - 3 June 2018 &amp; 2019</p> <p>February 2019</p> <p>April 2018 &amp; 2019</p>	<p>State Directors</p> <p>State Directors &amp; business managers</p> <p>State Directors</p> <p>State Directors</p> <p>State Directors</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Continue to promote NRW on Key Assets Facebook, LinkedIn and in State carer and stakeholder newsletters.</li> <li>Utilise the developed email message for State Directors to distribute to all Key Assets staff and carers on the importance of significant days and how they could participate .</li> </ul>	<p>May 2018 &amp; 2019</p> <p>November 2018 &amp; 2019</p>	<p>State Directors</p> <p>State Directors</p>
<p><b>1.4</b> Build on existing relationships establish new ones with Aboriginal and Torres Strait Islander service providers, stakeholders and peak organisations to assist with implementation of Key Assets RAP initiatives.</p>	<ul style="list-style-type: none"> <li>Each state to maintain, develop and expand its list of Aboriginal and Torres Strait Islander community agencies with whom Key Assets can engage to build relationships to support us in the delivery of services to Aboriginal and Torres Strait Islander children and carers.</li> <li>Maintain relationships with peak Aboriginal and Torres Strait Islander bodies, local organisations and stakeholders.</li> <li>Continue to maintain and establish relationships with State Reconciliation bodies and identify potential partnerships in supporting local reconciliation initiatives.</li> <li>Meet at least once a year with state reconciliation bodies to discuss potential working partnerships/opportunities.</li> <li>Host an event in each state office and invite Aboriginal and Torres Strait Islander peoples, organisations and stakeholders to attend.</li> </ul>	<p>June 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p> <p>September 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p>	<p>State Directors</p> <p>State Directors</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p>
<p><b>1.5</b> Raise internal awareness of the Key Assets RAP</p>	<ul style="list-style-type: none"> <li>Continue to develop and implement a plan to raise awareness of Key Assets RAP commitments to staff and carers.</li> <li>Develop and implement a presentation on Key Assets 2nd RAP commitment to all areas of the business to ensure a shared understanding of how their area can contribute to the RAP</li> <li>Inform and discuss the RAP with new employees when they join the organisation so that they understand our RAP commitment.</li> <li>Make use of Learning Management System for information sharing of resources, events and RAP related activities.</li> </ul>	<p>December 2018 &amp; 2019</p> <p>May 2018</p> <p>August 2018 &amp; 2019</p> <p>May 2018</p>	<p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors, HR Manager &amp; Quality and Practice Manager</p> <p>Quality and Practice Manager &amp; E Learning Specialist</p>





# RESPECT

Key Assets is committed to offering the best quality Children's Services that respect and acknowledge Aboriginal and Torres Strait Islander people's cultures, histories and achievements. We view this respect as a fundamental to

Australia's Reconciliation journey and shared pride, particularly in the context of the Stolen Generation and the impact this has had in the Children's Services practice.

## FOCUS AREA

Key Assets' focus in the area of respect is to engage all employees and carers in understanding and learning about Aboriginal and

Torres Strait Islander peoples, histories, cultures and achievements through training, learning and participating in events such as NAIDOC week.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>2.1</b> Key Assets to engage employees and carers in cultural learning to increase understanding and awareness of Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements.	<ul style="list-style-type: none"> <li>• All Key Assets employees to complete Aboriginal and Torres Strait Islander Awareness e-learning module as part of induction.</li> <li>• To continue consulting with Traditional Owners, develop and implement an Aboriginal and Torres Strait Islander cultural learning/training strategy.</li> <li>• Provide Aboriginal and Torres Strait Islander cultural learning/training opportunities for RAP Working Group members, HR managers and other internal key leadership.</li> <li>• Ensure continued participation of staff in Aboriginal and Torres Strait Islander cultural immersion experiences (such as Garma, Mirrabooka, Laura Festival, Tribal Warrior and Spirit Festival).</li> </ul>	<p>November 2018 &amp; 2019</p> <p>May 2018 &amp; 2019</p> <p>November 2018 &amp; 2019</p> <p>December 2018, 2019</p>	<p>State Directors &amp; State RAP Working groups, Quality and Practice Manager</p> <p>State Directors &amp; State RAP Working groups, Quality and Practice Manager</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p>
<b>2.2</b> Engage employees and carers in understanding Aboriginal and Torres Strait Islander cultural protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is a shared meaning	<ul style="list-style-type: none"> <li>• Ensure an Acknowledgement of Country is provided at all Key Assets meetings.</li> <li>• Maintain our list of contacts for local Traditional Owners that Key Assets can engage with and/or contact to request a Welcome to Country.</li> <li>• Identify at least one significant Key Assets event for which a Welcome to Country by a local Traditional Owner will be included.</li> <li>• Maintain a statement of acknowledging and respecting Aboriginal and Torres Strait Islander peoples in all Key Assets online and published materials.</li> <li>• Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural protocol document for Key Assets.</li> </ul>	<p>November 2018 &amp; 2019</p> <p>December 2018 &amp; 2019</p> <p>December 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p>	<p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>2.3</b> Celebrate and participate in NAIDOC Week	<ul style="list-style-type: none"> <li>Continue providing opportunities for Aboriginal and Torres Strait Islander employees, RAP working group, other staff, and carers to attend a community NAIDOC Week event.</li> <li>Each state office to ensure at least one internal NAIDOC Week event planned with Aboriginal and Torres Strait Islander staff, and incorporating an Aboriginal and Torres Strait Islander guest speaker.</li> <li>Key Assets to promote NAIDOC Week through social media and website.</li> </ul>	<p>June &amp; July 2018 &amp; 2019</p> <p>June &amp; July 2018 &amp; 2019</p> <p>May, June &amp; July 2018 &amp; 2019</p>	<p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups</p> <p>State Directors &amp; State RAP Working groups, Marketing and Communication lead</p>
<b>2.4</b> Engage Key Assets carers in increasing their awareness, understanding and capacity to provide a culturally safe and welcoming environment for Aboriginal and Torres Strait Islander children in care	<ul style="list-style-type: none"> <li>Maintain current and recent resources and training materials for carers at each local office to build their capacity to respond to the cultural needs of Aboriginal and Torres Strait Islander children in their care.</li> <li>Ensure Carer's response to Aboriginal and Torres Strait Islander children's cultural needs are documented and reported on in carer supervision notes.</li> <li>Implement and communicate an Aboriginal and Torres Strait Islander online cultural learning course and presentation as part of all new carers training requirements.</li> <li>Maintain carers welcome packs/plans at a local level that are inclusive of Aboriginal and Torres Strait Islander peoples cultural needs.</li> <li>Continue to encourage carers to utilise Reconciliation Australia's 'Share Our Pride' website.</li> <li>Continue to enquire, promote and offer opportunities for carers to participate in Aboriginal and Torres Strait Islander cultural immersion experiences (such as Garma, Mirrabooka, Laura Festival, Tribal Warrior and Spirit Festival).</li> </ul>	<p>November 2018 &amp; 2019</p> <p>December 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p> <p>November 2018 &amp; 2019</p> <p>February &amp; December 2019</p> <p>August 2018 &amp; 2019</p>	<p>State Directors &amp; State RAP Working groups &amp; R&amp;P Managers, Quality and Practice Manager</p> <p>State Directors &amp; State RAP Working groups &amp; R&amp;P Managers &amp; SW staff</p> <p>State Directors &amp; State RAP Working groups &amp; Recruitment and Panel Managers, Quality and Practice Manager &amp; E Learning Specialist</p> <p>State Directors &amp; State RAP Working groups &amp; R&amp;P Managers</p> <p>State Directors &amp; State RAP Working groups &amp; R&amp;P Managers</p> <p>State Directors &amp; State RAP Working groups &amp; R&amp;P Managers</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Promote the education and awareness regarding services and support available to Aboriginal and Torres Strait Islander children and foster carers.</li> </ul>	May 2018 & 2019	State Directors & State RAP Working groups & R&P Managers
<b>2.5</b> Key Assets to investigate opportunities to continually improve on cultural safety of Aboriginal and Torres Strait Islander children in care.	<ul style="list-style-type: none"> <li>Promote and advocate for cultural connections of Aboriginal and Torres Strait Islander children in care through regular visits to Traditional Country and community.</li> <li>Key Assets staff to participate in workshops/conferences/forums related to Aboriginal and Torres Strait Islander children and families.</li> <li>Continue to ensure Aboriginal and Torres Strait Islander resources are included in all Key Assets 'Memory Boxes' given to children in care and in Welcome Packs for Carers.</li> <li>Continue to implement and utilise the Key Assets Cultural Plan with Aboriginal and Torres Strait Islander children in our care.</li> </ul>	December 2018 & 2019   October 2018 & 2019   June 2018 & 2019   June & October, 2018 & 2019	State Directors & State RAP Working groups & Social Work Managers   State Directors & State RAP Working groups   State Directors & State RAP Working groups & Social Work Managers & SW staff   State Directors and SW Staff
<b>2.6</b> Continue to create a culturally welcoming environment that demonstrates Key Assets appreciation, acknowledgement and awareness of Aboriginal and Torres Strait Islander Peoples communities and their cultures.	<ul style="list-style-type: none"> <li>Continue to organise and display appropriate Aboriginal and Torres Strait Islander imagery in offices such as posters and artwork.</li> <li>All jurisdictions will display Aboriginal and Torres Strait Islander flags in all Key Assets offices.</li> <li>A statement acknowledging the local Traditional Owners will be displayed in the front foyer areas of all Key Assets offices.</li> </ul>	December 2018   June 2018   June 2018	State Directors & State RAP Working groups   State Directors & State RAP Working groups   State Directors & State RAP Working groups





# OPPORTUNITIES

Key Assets is committed to contributing towards employment and supplier diversity opportunities that promote collaboration between Aboriginal and Torres Strait Islander peoples and other Australians, to share

learning, strengthen knowledge, build the capability of our workforce, and promote transformative change for the benefit of children, families, employees and communities.

## FOCUS AREA

Key Assets focus in the area of opportunities is about extending employment opportunities for Aboriginal and Torres Strait Islander staff in

Key Assets, and to explore ways to increase our supplier diversity.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3.1</b> Increase Aboriginal and Torres Strait Islander employment opportunities in Key Assets.	<ul style="list-style-type: none"> <li>• Increase the number of Aboriginal and Torres Strait Islander employees within Key Assets to 5%.</li> <li>• Continue to promote HR policies and procedures that ensure barriers to Aboriginal and Torres Strait Islander employees are able to be addressed, such as cultural and ceremonial leave.</li> <li>• Continue to consult with Aboriginal and Torres Strait Islander staff, and with external advisors, on staff recruitment and selection, and on staff retention, including professional development.</li> <li>• Implement an Aboriginal and Torres Strait Islander employment and retention strategy for Key Assets.</li> <li>• Develop, implement and pilot a work placement program for Aboriginal and Torres Strait Islander university students.</li> <li>• Continue advertising all vacancies in Aboriginal and Torres Strait Islander media such as Koori Mail and OurMob.</li> <li>• Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'</li> <li>• Each State to develop and implement local annual action plans to ensure local implementation of the Key Assets Australia Aboriginal and Torres Strait Islander Employment Strategy.</li> </ul>	<p>December 2018 &amp; 2019</p> <p>December 2018 &amp; 2019</p> <p>April 2019</p> <p>August 2018</p> <p>December 2019</p> <p>December 2018 &amp; 2019</p> <p>May 2018 &amp; 2019</p> <p>February 2019</p>	<p>HR Manager</p> <p>State Directors, Manager HR and Manager Quality and Practice</p> <p>State Directors, Manager HR and Manager Quality and Practice</p> <p>State Directors, Manager HR</p> <p>State Directors, Manager HR and Manager Quality and Practice</p> <p>HR Manager</p> <p>HR Manager</p> <p>State Directors</p>
<b>3.2</b> Increase supplier diversity within Key Assets.	<ul style="list-style-type: none"> <li>• Each state to develop, build on and maintain a list of Aboriginal and Torres Strait Islander businesses Key Assets could approach to procure goods and services from.</li> </ul>	<p>December 2019</p>	<p>State Directors, Manager HR and BS Managers and State RAP working groups</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Each state to develop at least one new commercial relationship with an Aboriginal and Torres Strait Islander business.</li> <li>Review procurement policies to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>Continue to comprehensively review and reform policy and procedures to incorporate Aboriginal and Torres Strait Islander supplier diversity principles into Key Assets procurement strategy.</li> </ul>	<p>December 2018 &amp; 2019</p> <p>May 2018</p> <p>April 2019</p>	<p>State Directors, Manager HR and BS Managers and State RAP working groups</p> <p>State Directors, Manager HR and BS Managers and State RAP working groups</p> <p>State Directors, Manager HR and BS Managers and State RAP working groups</p>
<b>3.3</b> Provide opportunities for Aboriginal and Torres Strait Islander students to gain professional work experience.	<ul style="list-style-type: none"> <li>Establish an Aboriginal and Torres Strait Islander internship and/or cadetship program within Key Assets.</li> <li>Continue engaging Tertiary Education Institutions to support and encourage Aboriginal and Torres Strait Islander students enrolled in social work and/or child protection courses to complete placement with Key Assets.</li> </ul>	<p>July 2019</p> <p>July 2018 &amp; 2019</p>	<p>State Directors, Manager HR and Quality and Practice Manager</p> <p>State Directors, Manager HR and Quality and Practice Manager</p>
<b>3.4</b> Investigate opportunities to support Aboriginal and Torres Strait Islander students through a mentoring program.	<ul style="list-style-type: none"> <li>Scope and develop a plan to establish an Aboriginal and Torres Strait Islander mentoring program for students studying social work and/or child protection.</li> <li>Continue identifying suitable mentors within the community through continuous networking, and link Aboriginal and Torres Strait Islander students and social work students to appropriate mentors.</li> </ul>	<p>March 2019</p> <p>December 2018 &amp; 2019</p>	<p>State Directors, Manager Human Resources and Manager Recruitment and Panel &amp; Social Work Managers</p> <p>State Directors, Manager Human Resources and Manager Recruitment and Panel &amp; Social Work Managers</p>
<b>3.5</b> Develop support mechanisms for Aboriginal and Torres Strait Islander children in care.	<ul style="list-style-type: none"> <li>Establish an Aboriginal and Torres Strait Islander mentoring program for children in care.</li> </ul>	<p>December 2018</p>	<p>State Directors, and Manager Recruitment and Panel &amp; Social Work Managers</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Continue to scope and develop upskilling opportunities to Aboriginal and Torres Strait Islander children leaving care such as assistance with driving licence, independent living skills, career aspirations.</li> </ul>	December 2018 & 2019	State Directors, and Manager Recruitment and Panel & Social Work Managers
<b>3.6</b> Ensure Key Assets carer screening and recruitment processes include Aboriginal and Torres Strait Islander representation.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and/or Torres Strait Islander representation on all carer recruitment panels and carer approval panels.</li> </ul>	December 2018 & 2019	State Directors, Manager Human Resources and Manager Recruitment and Panel & Social Work Managers
	<ul style="list-style-type: none"> <li>Maintain a list of Aboriginal and Torres Strait Islander contacts who may be called upon as independent members of Key Assets carer assessment panels.</li> </ul>	December 2018 & 2019	State Directors, Manager Human Resources and Manager Recruitment and Panel & Social Work Managers





# TRACKING PROGRESS & REPORTING



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>4.1</b> Report progress on Key Assets RAP implementation and initiatives quarterly to Key Assets RAP Working Group and Board of Management	<ul style="list-style-type: none"> <li>Each state based RAP Working Group to provide quarterly written reports to update the Key Assets RSWG on RAP progress.</li> <li>RSWG to provide written reports to Key Assets Board of Management regarding internal activities, and implementation of RAP twice per year.</li> <li>Create and produce a publish annual RAP progress report.</li> </ul>	<p>February, May, August, November 2018 &amp; 2019</p> <p>May, November 2018 &amp; 2019</p> <p>August 2018 &amp; 2019</p>	<p>State Directors</p> <p>State Directors &amp; CEO</p> <p>Marketing Lead and Shared Services</p>
<b>4.2</b> Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	<ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> </ul>	September 2018 & 2019	CEO
<b>4.3</b> Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	<ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to draft a new RAP for Key Asset based on learning, challenges, and achievements of the RAP</li> <li>Submit the draft RAP for formal endorsement by Reconciliation Australia.</li> </ul>	<p>August 2019</p> <p>October 2019</p>	<p>State Directors &amp; CEO</p> <p>RAP strategic working group</p>







# GLOSSARY

**Fostering is a way of offering a family home to a child or young person who, for various reasons, cannot remain with their birth family.**

Fostering placements can last for any length of time and can be aimed at reuniting children with their birth families, or leading them towards independence or a permanent family placement option. The need for foster care can result from many reasons; including illness, relationship problems, family breakdown, or a situation in which a child or young person's well-being is threatened.

## **Foster carers**

Foster carers provide children and young people with safe, secure and stable home lives when they are unable to live safely with their birth families.

Foster carers are a diverse group of people from a wide range of backgrounds who are all working towards achieving positive and lasting outcomes for children and young people in foster care.

## **Foster care placements**

Foster care placements at Key Assets vary from child to child. Our main placements can be grouped into: emergency, short term, long term, respite, parent and child, remand and placements for children seeking asylum.

Many of the placement types at Key Assets are aimed at supporting children and young people with high and complex needs, including Aboriginal and Torres Strait Islander children and young people with specific cultural requirements. All our placements are underpinned by Key Assets unique approach to fostering called the Key Care Team Approach.

## **Key Care Team Approach**

This refers to Key Assets' approach to providing its services to children and young people. It involves the players working collaboratively thereby allowing the pieces to fit in together to form the whole picture. These "pieces" include the necessary and important services, support and family who work collaboratively to create a nurturing, caring, and therapeutic environment to achieve permanency, safety and wellbeing for the child.

## **State Directors**

State Directors are individuals employed by Key Assets who oversee the strategic implementation and operations of Key Assets in the various States Key Assets operates in. Each state has a State Director who reports directly to the Chief Executive Officer (CEO).

## **Executive Leadership Team (ELT)**

This refers to all the State Directors led by the Chief executive Officer. This governance structure meets quarterly, and plays a key role in setting the strategic direction of Key Assets.

## **RAP Strategic Working Group (RSWG)**

This is a group which comprises of representatives from each Key Assets office across Australia. Each group member champions the RAP development in local areas. To facilitate the implementation of the RAP, the RSWG members set up a RAP Working Group in each state, to govern the RAP implementation at local level.







**FOR MORE  
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