



KEY ASSETS AUSTRALIA

Impact Report 2018



Key Assets is a non-government, not-for-profit children’s services agency and part of the International Key Assets Group – a leading children’s services provider with more than 20 years’ experience in a range of children’s services including supporting foster carers, children and young people in care.

Key Assets was founded in Australia in 2007 and has grown to provide a wide range of services to children, families and communities in New South Wales, Queensland, South Australia, Tasmania, Western Australia, Victoria and Norfolk Island.

We strive to continue our work in developing an innovative range of services for children and young people, while partnering with statutory bodies and foster carers to understand and meet their unique needs, helping them to succeed.

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Ceo Introduction

I am delighted to present to you the 2018 Impact Report for Key Assets Australia. 2018 has seen a whirlwind of activity and has been a huge year of growth and achievements.

During 2018 we had thousands of enquiries from members of the public who are interested in becoming carers with Key Assets. This resulted in over 100 new carers who joined our team and we are now supporting close to 500 carers across Australia. We will end the year helping our carers to provide a secure and safe home for around 530 children and young people in Australia.

During 2018 we:

- + Continued to provide the lead for the new **Practice Framework** and our trials in New South Wales, Western Australia and New Zealand carved the way for full implementation across Australia in 2019. Many staff came together through design teams and consultancy to input into this exciting work with our partners at the Parenting Research Centre in the installation and implementation of our new Practice Framework.
- + Commenced operations on **Norfolk Island**. This work is ground breaking and is the first time in over forty years that a non-government service has been delegated to take on these functions by the Commonwealth.
- + Launched our second **Reconciliation Action Plan** which included some beautiful art and we sponsored and presented at the **National SNAICC Conference**.
- + Commenced two new services in the **East Kimberley** in strong partnership with local Aboriginal services.
- + Launched the new **Learning Management System – KARL** (Key Assets Resources and Learning) and many staff have already completed a number of modules on the new system.
- + Have had **multiple audits, licencing inspections and regulatory reviews** and in all our external audits and inspections we have achieved full compliance with no areas of non-compliance and only minimal areas noted for continuous improvement.
- + Have won a number of awards and been shortlisted for many more awards recognising both our practice, outcomes and achievements with clients and staff and our commitment as a value based agency.
- + Have been asked in every jurisdiction to participate or lead trials or new programs, reflecting the high regard in which we are held by our sector and Government partners.
- + Have been **sponsors of several conferences** demonstrating our commitment to giving back to the community and sector and had staff present papers at events in Australia, New Zealand, Japan, Indonesia and on the other side of the world. The **National Foster & Kinship Care Conference on the Gold Coast** saw over 35 staff and carers in attendance from Key Assets and our presentations were given high praise by all who attended.

- + Conducted our second **Great Places to Work** survey and had extremely positive results and we will take the learnings to enhance our services in 2019.
- + Have continued to expand into new areas of practice including our **Intensive Family Engagement service, Family Preservation and Restoration, Adoption, Allied Outcomes and Disability Services** as we extend our continuum of care to ensure we can support children, young people, young adults and families across their life cycle.

During this year I have visited jurisdictions and our regional sites on a number of occasions. I could fill a book with the wonderful stories and achievements that our team have helped play a part in shaping. There has also been heartache, sadness and times that have tested us all and the testament of the character of our staff and carers is the way in which teams rally to support each other and ensure we quickly bounce back and are always trying to achieve a better outcome than the day before. We are also supported in strong partnership with our State and Federal Government departments who continued to support the work of Key Assets in 2018 and we are grateful for the ongoing funding and guidance we receive to help us achieve our vision of positive and lasting impact for some of the most vulnerable children, young people and families in our community.

I know that each and every one of our carers, staff, support personnel and partners chooses this work because of a commitment to making a difference. Whilst we don’t get it right every time I know without a shadow of a doubt there are many children, young people and young adults who will be safe, loved and cared for because of the role each member of the Key Assets team played in 2018.

ROB RYAN
CHIEF EXECUTIVE OFFICER
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Pledges

Our
pledges
to you



CHILDREN AND FAMILIES

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

CUSTOMERS, CARERS AND STAFF

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

COMMUNITIES

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

We are all *Key Assets*

Our 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 culture and core values

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

Recognising everybody counts and is accountable

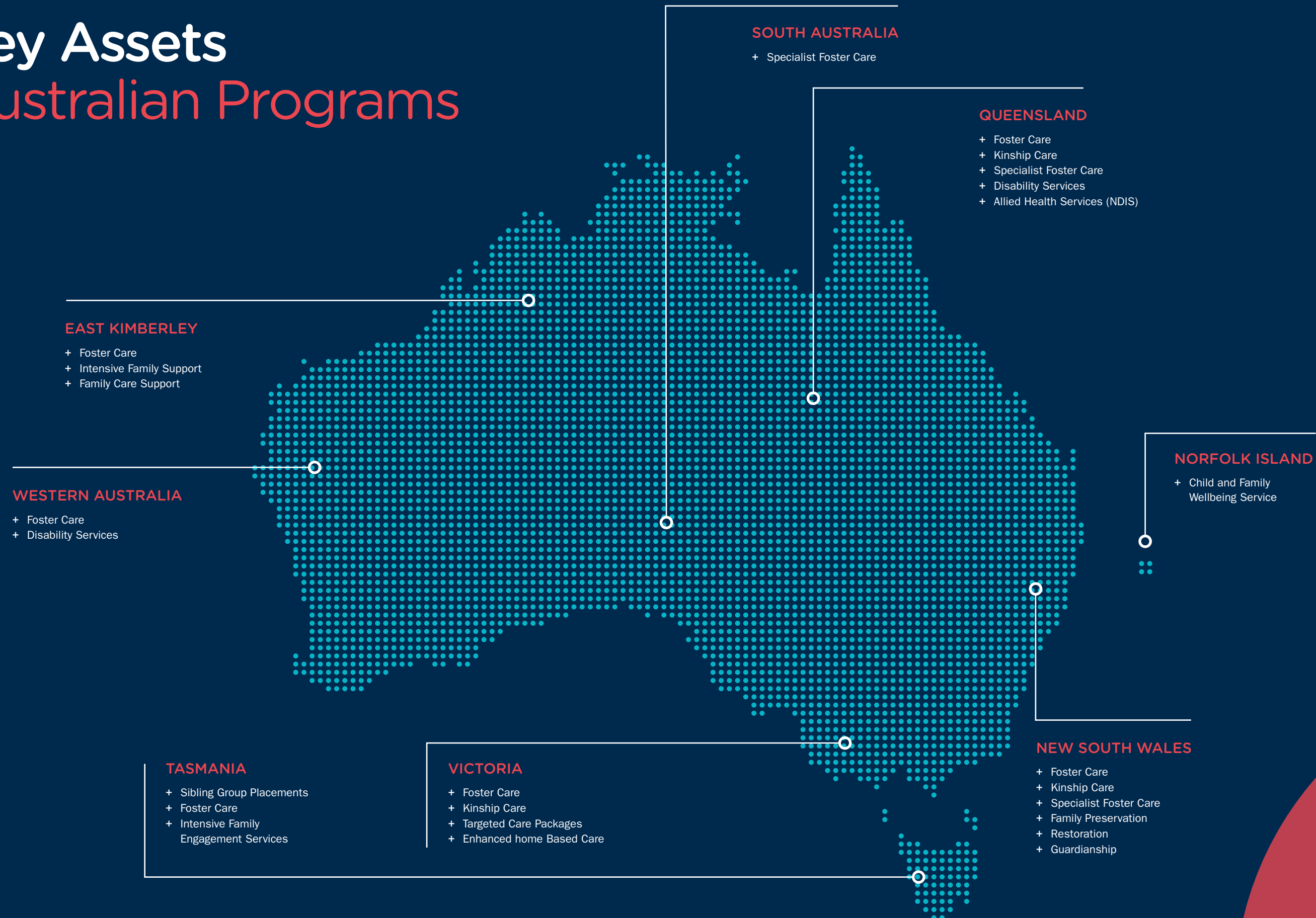
Providing high quality and safe services

Achieving excellence through continuous improvement

Cultivating knowledge, innovation and learning


Key Assets

Australian Programs



Achievements

HIGH LEVEL STATISTICS

13 

Children successfully transitioned into adulthood during 2018

115

Participation events held for C&YP during 2018

10 

Young people who completed education with a recognised qualification during 2018

201 

Number of staff and carer training events held during 2018

6471

Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2018

114

Number of new carers joining Key Assets in 2018

07 

Number of new services/programs started during 2018

485 531

Total number of Key Assets carers at the close of 2018

Number of children in care at the close of 2018

NEW SERVICES INCLUDE;

+ FAMILIES FOR LIFE + EXPANSION TO PORT PIRIE + ALLIED OUTCOMES
+ PATHWAYS TO STABILITY + INTENSIVE FAMILY ENGAGEMENT SERVICE + FAMILY CARER SUPPORT (EKIM) + INTENSIVE FAMILY SUPPORT (EKIM)



AWEI Award Story

Key Assets has once again been named Australia's highest ranking Small Employer for LGBTI inclusion at the 2018 Australian LGBTI Inclusion Awards.

Key Assets' Chief Executive Officer, Rob Ryan said the organisation has a continued focus on supporting LGBTI people in the workplace and the community.

"Our organisation is built around an identity which values the contribution that people make to the lives of others, and a belief that people are more than labels."

"We are thrilled to be recognised for the fourth year in a row. The vision of our LGBTI action plan is to stand out as a leader, an employer, a provider and supporter of LGBTI inclusion within children and family services."

"This inclusion happens naturally at Key Assets. We truly value diversity and our people. To have this acknowledged publicly by Pride in Diversity at the Australian LGBTI Inclusion Awards is great recognition."

"I would like to thank our employees, carers and young people for their continuing efforts in communicating our commitment to diversity and inclusion for the LGBTI community."

"The next 12 months will see us continue to grow our commitment and further develop LGBTI inclusion in the workplace and the community."

Key Assets International Group CEO, Steve Jacques has also recently been named one of the Outstanding 50 LGBTI Leaders by Google and Deloitte for his leadership in driving workplace inclusion across the organisation.

Key Assets is a not-for-profit foster care and children's services provider which exists to make a positive and lasting difference to the lives of vulnerable children.

Key Assets named highest ranking small employer for LGBTI inclusion – four years running



Executive Team



Rob Ryan
CHIEF EXECUTIVE OFFICER

rob.ryan@keyassets.com.au

Rob is the Chief Executive Officer of Key Assets in Australia and joined the group in 2012.

Prior to this, Rob had senior roles with the Department for Child Safety in the Queensland State Government. In this role he was responsible for the management and support of over 1,700 children in out of home care across the South East Region. Rob has worked in the Child Protection area for over 25 years including front-line child protection, policy and programs and training.

Rob was also the former president of the Queensland Council of the National Association for the Prevention of Child Abuse and Neglect (NAPCAN).

In 2009 Rob was awarded a Churchill Fellowship to study child protection across the United Kingdom, USA and Canada. Rob holds a Bachelor of Social Work, Post Graduate Certificates (Family Therapy, HR and IR) and a Master of Professional Education and Training.

Rob is also a Justice of the Peace (Qualified) and the current Chair of the Forde Foundation Board of Advice. He was previously the deputy chair on the Australian Broadcasting Corporation (ABC) Advisory Council.



Gareth Davies
STATE DIRECTOR | SOUTH AUSTRALIA

gareth.davies@keyassets.com.au

Gareth is the Director of Key Assets the Children's Services Provider in Adelaide, South Australia since September 2011.

Gareth holds a Diploma in Social Work from the University of Liverpool and a Diploma in Child Protection.

Gareth has over 30 years' experience initially working in the UK, predominantly in child protection but also in foster care. Gareth joined Foster Care Associates (Core Assets Group) in 2001 where he significantly developed the initial region under his overall responsibility as Director.

In 2006 Gareth was promoted to Group Director within Foster Care Associates (Core Assets) having responsibility for Operational Directors and business development in the North West, Western and South West regions of the UK as well as North and South Wales.

In 2010 Gareth became Group Director (Europe) for Fostering First International (Core Assets Group) having the overall responsibility for developments in Sweden and Germany. Upon moving to Adelaide in 2011 Gareth commenced as State Director for Key Assets South Australia and has now held this position for the last 8 years.



Jamie Hodgson
STATE DIRECTOR | NEW SOUTH WALES
DIRECTOR | NORFOLK ISLAND

jamie.hodgson@keyassets.com.au

Jamie brings over twenty years' experience in OOHC, child protection and human services in Australia and the United Kingdom. Jamie worked extensively across government and not-for-profit organisations in child protection and OOHC, including in a mobile child protection team in the Northern Territory. Earlier in his career, Jamie worked in disability services, and in national policy development with the Australian Government.

Jamie is the Principal Officer for Key Assets NSW, in which he holds legal responsibility under the Children and Young Persons (Care and Protection) Act 1998 for the care of children and young people in Key Assets programs. These responsibilities enable Jamie to have direct interface with key government departments and regulators in carrying out his functions.

Jamie is a qualified Social Worker and currently completing a Master of Business Administration (Social Impact) at the University of New South Wales. Jamie describes himself as having a strong passion for children's rights and working in collaboration to achieve positive and lasting outcomes for children, young people and families.

Jamie excels at balancing strategic leadership with the demands of delivering operational requirements to an exceptional standard.



Caroline Brown
STATE DIRECTOR | TASMANIA

caroline.brown@keyassets.com.au

Caroline commenced with Key Assets in 2015 having spent more than six years as the State Manager of the Australian Childhood Foundation developing a holistic trauma counselling and support service for children living in out of home care, their carers, families and their schools and other communities of support.

Caroline moved to Tasmania from South Australia in 2003 to take up a senior management role in the Children and Families Division of the Department of Health and Human Services. She has worked in both operational and senior policy roles focussing on child protection, out of home care, family violence, youth justice and child health. Caroline has also spent several years working in disability services across the government and non-government sectors.

Caroline commenced her career in Adelaide 25 + years ago, qualifying as a clinical psychologist and working in child and adolescent mental health. She then moved to the Department of Justice to gain broader public sector experience.

Caroline has a strong commitment to child and family centred practice, outcomes measurement and ethical practice.

Executive Team CONT.



Judith Wilkinson
STATE DIRECTOR | WESTERN AUSTRALIA

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Judith joined Key Assets in September 2012, having previously been Director of Fostering Services with the Dept for Child Protection.

Judith did her Arts degree at UWA in Perth and then Social Work Degree in Melbourne. About a year after she graduated, she left for the UK. Between extensive travel, she worked in London and Oxford in various social work positions. She settled in Oxford in the late '80's and progressed to a management position when Oxfordshire Social Services in charge of adult services in the south of the county. Judith achieved a Diploma in Management in Oxford and later completed a Masters in Business Studies at University College Dublin – after love had lured her to Ireland. She married in Dublin and lived and worked there until moving to Perth in late 2003.

Judith says “I very much enjoy my job with Key Assets in WA. I have a highly professional, dedicated team – and we have lots of laughs too. My Director colleagues are the best. I find this company a good “fit” for me as my own personal and professional values align closely with the Key Assets values.”



Lisa Ranahan
STATE DIRECTOR | VICTORIA

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Lisa Ranahan completed her Bachelor of Social Work degree in 1988 and headed straight to the UK where she worked for an outer London Borough, and in North Wales. Lisa describes this as a fantastic start to her career and set the platform for a further 25 years working in a range of services that focussed on the wellbeing of traumatised and vulnerable children.

Lisa was a senior practitioner in statutory child protection for 2 years, before moving to the not-for-profit sector. In 1995, she established a children's resource service that built capacity in the homeless sector to identify and respond to the needs of children accompanying their parents in homelessness services.

During her 13 years' employment with Australian Childhood Foundation she held several positions from Senior Practice Consultant to National Manager, with the last six years as Program Manager across several services in regional Victoria, South Australia and the Australian Capital Territory.

Lisa has a real passion for supporting the service system to ensure the care experience of children and young people is focussed on the relationships that enable healing from trauma". Recognising the importance of personal and professional growth, Lisa has recently completed an MBA.



Mick Austin
STATE DIRECTOR | QUEENSLAND
DIRECTOR | ALLIED OUTCOMES
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Mick is a qualified Social Worker having studied at the University of Northumbria, qualifying in 1994. Mick is also a Practice Teacher and holds a Diploma in Management Studies, obtained in 2007.

Mick's parents became foster carers in 1986 and as a biological child living at home he decided to pursue a career in Social work. He began in Residential child care in 1989 and went on to be a Child Protection Social Worker, Adoption and Fostering Social Worker. Leading on the development of contract foster care in the UK for many years before joining the company in May 2000.

Mick has had many roles in the group starting out as a Social Worker through to Director roles from 2007 onwards. In 2015 Mick was offered a secondment opportunity to Australia, initially supporting the development of services in Tasmania before becoming the State Director in Queensland.

Mick describes himself as a very driven and highly motivated person who represents Key Assets at the highest level without losing his connections to the fundamental practices of the organisation.



Clive Robson
FINANCIAL CONTROLLER

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Clive went to school and studied in South Africa and wrote all his qualifying exams there. He converted his South African qualifications in 2012 and was awarded a CPA in Australia in 2012. He has been involved in the service industry for over 20 years, including Telecommunications, Travel & Tourism and Shipping/Logistics.

In most of Clive's positions he has been either a Financial Controller or Finance Director and has a very good overall experience in finance. Over the years he has developed a strong ability in financial control, cost savings, system implementations, staff supervision, project analysis and management reporting.

He joined Key Assets in June 2013 and is enjoying learning about Not for Profit organisations. Clive provides the Key Assets Directors and Board with key management information and analysis to help them make informed decisions.

Key Assets WA

Key Assets Western Australia delivers a range of fostering services, disability support and family support across our three service centres in Perth, South West/Bunbury, as well as the East Kimberley region from our base in Kununurra. State Director Judith Wilkinson tells us a little more about our work in the remote and beautiful East Kimberley.

“Key Assets has been working in the East Kimberley for four years. It is an amazingly beautiful region with complex culture and endlessly fascinating people and country. It is also a very difficult place to work with the range of challenges facing many local people – poverty, poor housing, intergenerational trauma, family violence, poor physical and mental health – combined with the remoteness, and the sometimes testing climate. But they say the Kimberley gets under your skin and into your blood. And that is true for the Key Assets WA staff who have been involved in our work there. It has become part of what we do and despite the challenges, and sometimes just because we are very stubborn! Key Assets maintains a strong commitment to contributing what we can to this very special place. Key Assets Australia as well as the Key Assets International Board has stood behind our work there.

Initially we worked to set up a fostering service. We knew that we would achieve nothing without partnerships with local people and organisations. Key Assets knows about children and family services but were, and in many ways will always be, strangers to East Kimberley land and culture.

The fostering service has struggled despite us being fortunate to attract some excellent carers. But it is tough finding carers when so many local people already carry heavy family responsibilities and often care for numerous children. However, we do not give up easily and we will persist.”

We have been very fortunate in establishing formal partnerships with the Wunan Foundation and with Ngnowar Aerwah Aboriginal Corporation in Wyndham. With these two excellent organisations, in mid 2018 we were awarded the Intensive Family Support Service (family preservation and reunification) and the Family Care Support Tenders (kinship carer support). These two services are being delivered by the newly established Family Support and Well-being Service team which combines a Key Assets Team Manager, Social Worker and Field Worker with Wunan Support Workers. These contracts represent an exciting new venture for Key Assets in delivering new services in partnership and working very closely with the local Department of Communities (Child Protection and Family Support Service) team.

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Embarking upon working in the East Kimberley was always more driven by heart than by head.

Never for a moment did we think we could solve the structural and entrenched problems suffered by many people there. Our motivation was and remains contributing what we can to making a positive and lasting difference to the lives of even some children and families.

The Kimberley's Region, Western Australia

Key Assets NSW

In July 2018, Key Assets NSW implemented the Permanency Support Program (Families for Life), in response to the NSW Government reform of Child Protection and Out of Home Care.

Funded Service Providers such as Key Assets could no longer only provide long term foster care, but rather a continuum of care, ranging from Family Preservation, Restoration, Guardianship and Adoption.

Families for Life currently consists of a team manager, child and family social worker and family support worker. The service currently provides the following to families:

GUARDIANSHIP

Guardianship Orders can be applied for by Family and Community Services, granting the authorised carer Guardianship of a child until they are 18 years of age. The Families for Life program provides up to 6 months support post Guardianship Order. This support is to provide case coordination and point of contact during the transition from foster care to Guardianship.

ADOPTION

Key Assets NSW are currently in the process of accreditation to become an authorised Adoption agency.

FOSTERING

In 2018, the Key Assets Foster and Kinship care team continued to provide high quality support to Carers, Children and Young People. The high quality of service was recognised when Key Assets were granted 5 years accreditation by the Office of the Children's Guardian who highlighted the high quality in Carer Recruitment and attention to both the Health and Educational needs of Children and Young People.

We also welcomed the transfer of 12 children/young people and 6 carer households from another service. We supported our first Kinship Carers through the guardianship process, their guardianship order was granted in December 2018.



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FAMILY PRESERVATION SERVICES

Intensive support working directly with parents to enable their children to remain in their care. Social Workers and the Family Support Worker spend at least 9 hours per week face to face with parents with a focus on coaching and support. Referrals from this service come from Family and Community Services, and are families with a risk level of “high”. Key Assets are able to provide this support for up to two years.

RESTORATION

The NSW Government has passed legislation which requires all children who enter out of home care to have a case plan goal of Restoration. In response to this, the Families for Life Child and Family Social Worker, works intensively with parents to achieve the minimum outcomes for restoration as advised by Family and Community Services. The child/ren and young person continues to be supported by the foster care team in their placement.

Children and young people who are already in out of home care can also be restored, and in this case, their parents and the children are supported by the Families for Life team post restoration to ensure the transition is positive. The family are supported for up to 12 months after restoration.

Currently, Families for Life support 2 families in Preservation and 1 family in Restoration in Sydney. Hunter New England are currently support 5 children to return home to their parents and 2 children to move to Guardianship Orders. 1 child has been successfully restored to their mother and no longer requires agency support.

Sydney Harbour, New South Wales



Wineglass Bay, Tasmania

Key Assets TAS

Key Assets Tasmania has grown this year with the addition of the new intensive family engagement service, a pilot program funded by the Department of Communities to prevent children entering foster care. More detail is available in a case study provided on page 34 of this report.

Our sibling group foster care program has also grown this year, reaching a peak of 71 children representing 25 different sibling groups in our care. Our wonderful pool of foster carers has also gradually grown, ending the year with 34 carers.

We have supported our carers to grow and develop, including attending the foster and kinship carer's conference in Brisbane, where by all accounts they had a ball and a great deal was learned too!

We have endeavoured to ensure that children's voices are heard across all domains of our activity including throughout legal processes. This was acknowledged by a Family Group Conference facilitator who said that "In all my 20 years of facilitating FGCs, never have I experienced such a thorough, successful and detailed presentation on behalf of children".

This year we have also held several consultation sessions with children in our care as we strive to enhance our child friendly resources as part of our safeguarding plan.

Our carers work hard to gain sometimes small but often significant outcomes for the children in their care.

There are many stories of success and all of our carers need to be commended for the commitment to the children and young people they are looking after.

One of my favourite stories of 2018 relates to a young person in our care, who prior to placement with us had a string of short term placements. The behaviour of this young person was described as challenging and difficult to manage. It was also stated that the young person lacked empathy. Two years later this same young person earned some extra pocket money doing some chores. On travelling to the shops to spend the money the young person came across a homeless man. This young person, remembering what it is like to have nothing, gave the man half of the hard earned cash, I think we can safely say that empathy is no longer lacking. This young person is a credit to the carers who have nurtured and supported this young person for that entire two year period.

CAROLINE BROWN

“
Our wonderful pool
of foster carers has
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Key Assets SA

During 2018 Key Assets South Australia renewed its license to operate within the State and maintained its Government contractual KPI requirements to provide Specialist Foster Care services to Children and Young People with high and complex needs aged between 0 and 17 years under the Guardianship of the Minister.

In the latter part of the year the Government of South Australia approved Key Assets to provide Specialist Foster Care services for children and young people on a short term basis within the existing service level contract and it was also agreed that Key Assets could expand their area of service provision to the Yorke and Mid North region of South Australia.

Key Assets South Australia has continued to develop throughout the year increasing the number of foster carers to eighty six and the number of children/young people to one hundred and eleven living in family based care where high levels of support have been sustained to maintain impressive levels of placement stability.

Alongside the growth a priority focus was also maintained throughout the year to retain existing carers by working flexibly and creatively to assist them in their fostering role.

During the year Key Assets South Australia has further enhanced its positive reputation by further developing positive relationships with the Department for Child Protection via individual consultation and direct input to a number of working groups to consider the overall provision of services within the State. The aim is to reduce the number of children and young people residing in commercial care and increase the number living in a family based environment to improve their longer term life outcomes.

Through the course of the year we developed a constructive working relationship with the Minister for Child Protection as a valued partner to consider Government policy in relation to out of home care in South Australia.

We are looking forward to celebrating our tenth year of operating in South Australia in 2019!



Hallett Cove, South Australia

Key Assets QLD

Key Assets Queensland has experienced a strong year of consolidation, organic growth and innovation driving new business in 2018. We have seen growth in our carer base in line with projected targets and provided 59 new placements through the year to bring the total number of placements since our inception to a staggering 547.

During the year we also helped to launch the Department 'Carer Connect' website and trained 91% of our carers in its usage and benefits. We also welcomed cultural consultant Tom Kirk to host two full-day sessions for cultural awareness and development. This interactive training was aimed at cross-cultural communications and relationships, this was delivered to all staff in the organisation and was very well received.

NDIS has become a significant part of our organisation, with training delivered to carers and staff to help is to understand this emerging area of our sector. This includes the creation and launch of Allied Outcomes, an allied health service provider for children and adults with disabilities.

We also launched the 'Pathways to Stability' fostering model across the sector including delivering pre-launch meetings to the Minister for Children and the Director Generals office

Our practice in 2018 has developed to include a measured inputs model to our foster care programs to evaluate outcomes based accountability around stability/permanency, safety and wellbeing. In addition to this we created a biological children's support group and have spread our support group network for carers to include the Gold Coast and North Coast.



SOME OF OUR OTHER ACHIEVEMENTS THROUGH THE YEAR INCLUDE:

1. Represented Key Assets at the 2108 FCQ Foster and Kinship care conference, presenting on Education of looked after young people.
2. Hosted a Children's achievement ceremony, "Inspire, Achieve and Believe" for all children involved with Key Assets.
3. Launched a new youth work model and a process to streamline / improve services to our young people.
4. Completed a HSQF monitoring audit in July 2018, as well as our Annual department monitoring audit, with our service exceeding expectations, no areas for improvement.
5. Facilitated a QLD team day at Mt Tamborine aimed to enhance current service delivery and launch some diverse models of foster care and Allied Health provision.
6. Secured Directorate representation on the CSIA reform council.
7. Key Assets have collaboratively sponsored the 'Commissioning for Outcomes' project with CSIA, leading to a collaboration between CSIA and the department in intensive foster care in line with the recommendations of the care service reform initiative.



Key Assets VIC

Key Assets Victoria has experienced an amazing 2018. We have seen growth in children placed in foster care and kinship care, growth in carers recruited and we have grown our staff group to including therapeutic clinicians and a team of support workers.

We launched the West Division Enhanced Home Based Care program in late 2017 and was able to provide placements for 18 children in 2018. This program aims to provide foster care for children who would otherwise be in residential care, or have had periods of placement instability. Carers are specifically recruited, trained and supported so that they understand and respond to the complex and challenging needs of the children as well as provided opportunities to reflect and learn. Essential to the success of this program is the intensive support that carers receive from their social workers, and Therapeutic Clinicians. Each child and placement also has a support worker who mentors the children and gives the carer an opportunity for respite. The Carers often just need a space to debrief, to refresh to be able to keep going - the team around them enables this to happen. The results are remarkable.

Stability is a key enabler of the success of this program. With children remaining in one foster family they feel safe over time, and from this sense of safety we see the child able to cope with a range of challenges. Tom aged 8 has had over 40 placement breakdowns. This meant he never expected anyone would care for him long term. As a result he was in a constant state of

hypervigilance, had night terrors, he had no friends and didn't know how to interact with class mates, he was aggressive to animals and almost daily lashed out at his carers. After 6 months with carers who stuck by him and tolerated his fear based behaviours, his behaviours have changed dramatically and people delight to be with him. He is sleeping, he is starting to play with peers, he is calm and can discuss his feelings and actions. Tom, has been supported by his carer and social worker to have contact with his sister and through this he has been able to have questions answered about the memories he has of his past. The stability of the placement is key to Tom's wellbeing and success.

We are working with our partners to grow the program in 2019, so more children are provided with the care they deserve.

“

I am parenting in a ways that I wouldn't have even thought about, the kids are responding and its working. I feel like a therapeutic carer, being a parent and helping the kids to heal from the pain of their past.



Key Assets Norfolk Island

In July 2018 Key Assets was appointed to contribute to the development a Child and Family Wellbeing Service on Norfolk Island. Norfolk Island is a beautiful small island in the Pacific Ocean located between Australia, New Zealand and New Caledonia. Norfolk Island has a strong cultural connection with their neighbouring South Pacific Islands.

It is an Australian External Territory with a population over just over 1,700 people with a varied cultural background. Norfolk Island is a tourist destination offering exceptional natural beauty.

The children and young people on Norfolk Island named the service, NI-Connect. The purpose of the unit is to support the safety & wellbeing of children, young people and their families through a community-focused approach, which supports a range of services across the continuum of care. Key Assets role is to provide support and supervision to NI Connect staff & work in partnership with the community & local service providers & government to develop & deliver services that supports the safety & wellbeing of children and young people.

The desired impact is that Norfolk Island children & young people are safe, nurtured, healthy and lead happy & contributing lives in their families and community.

The purpose of the unit is to support the safety & wellbeing of children, young people and their families through a community-focused approach

Norfolk Island

The National Foster and Kinship Carer Conference

GOLD COAST SEPTEMBER 2019

A contingent of Key Assets staff and carers attended the National Foster and Kinship Carer Conference in Gold Coast in September. This annual event brings together carers from all over Australia for a few days of learning, sharing and fun.

Key Assets WA presented a workshop on Non-Aboriginal Carers Looking After Aboriginal children. The presentation, made by Maria (EKIM staff), Sharon (Perth staff), Marlie (carer) and Tony (Cultural Practice Leader) focussed on non-Aboriginal carers sharing their experience of keeping Aboriginal children connected to family, community and culture. The workshop shared with the fostering community the positive work KAWA is doing and was very well received.

Key Assets Carers and staff who attended the conference returned well pleased with the experience and share some of their thoughts.



Key Assets Australia always sponsors the event and has a strong presence there. Next year Key Assets are a Gold Sponsor for the conference which will be held in Perth in September 2019.

FROM ASHLEE, CARER

This year I had the privilege of attending The Kinship and Foster Carer Conference on the Gold Coast. The experience was like no other!

The conference overall was amazing, from the location, the food, attendees both carers and workers, the training sessions and guest speakers. The sessions I attended were very interesting and informative. I learnt a lot from both the sessions along with conversations and connections I was able to have with carers and workers within the fostering community from all over the country.

I highly recommend attending a Foster Carer Conference whenever the opportunity presents itself. The experience is eye opening and very rewarding. I am planning to attend the next one held here in Perth next year.

FROM SHARON, KEY ASSETS

It was an honour to attend the conference and meet some amazing carers and hear their stories. This is where the real learning can take place and be a reminder of why we do the work we do.

Spending time with our carers was great, particularly hearing more about their journeys into the work they do.

It was also great spending time with staff across the Key Assets network and learning about the similarities and differences in the work we do.

The workshops and presentations were informative and I have definitely learnt some new things I will now be sharing with colleagues and carers. Overall a great conference with lots of positive, fun memories.

FROM DEBBY, CARER

I found the entire conference to be extremely informative and as for the workshops I learnt so much and felt they really gave me some good insight on topics that related to the boys I have in my care.

The workshop presented by Key Assets WA was absolutely amazing. Maria, Sharon, Marlie and Tony gave such strong speeches on Aboriginal children and the importance of keeping them connected to their culture. Tony kindly and bravely shared his own life experiences as a former stolen generation child. His speech was so moving I don't think there was a dry eye in the room.

We also had many guest speakers over the weekend, Richard Rose from the UK, Kurt Fearnley Paralympian and many more but the one guest speaker that really stood out for me was Nathan Wallis, child brain development expert. He had the whole room captivated in his outstanding speech. He was funny, engaging and certainly knew how to captivate his audience. I could have listened to him all day.

Overall the conference was organised in such a professional manner offering so much to carers, workers and kinship carers, I cannot wait for next year's Conference in Perth so all our Carers can have the opportunity to experience what I was lucky enough to experience in Queensland.



Business Support Network

Key Assets Australasia is supported by Shared Services based in Brisbane, Queensland which includes:

- + Human Resources
- + Financial Services
- + Communications and Marketing
- + Learning and Development
- + IT Support
- + Business Development
- + Fleet
- + Quality Assurance and Service Improvement
- + Practice Development
- + Policy
- + Data and Systems

Key Assets Australasia also benefits from additional support services provided through the Key Assets International Support Services Hub, based in the Group's Headquarters:

- + Legal and Financial Services
- + Risk Management
- + Quality Assurance and Service Improvement
- + Communications and Marketing
- + Business Continuity Planning
- + IT Support Services
- + Executive Leadership
- + Systems Management
- + Practice



Case Study

INTENSIVE FAMILY ENGAGEMENT SERVICES

Developing sustainable support networks through relational repair.

Key Assets has been involved for the past 12 months in an Intensive Family Engagement (Edge of Care) Pilot Program. This program is designed to prevent children entering foster care. The Key Assets service model includes family and service systems work, psychoeducation, practical support and brief intervention. This case example illustrates this work in brief and some of the outcomes.

Tess, a single woman in her thirties and her ten year old son Ben had been couch surfing for some time. They had experienced family violence, Tess had chronic substance use issues and had also been diagnosed with a mental illness. Her son Ben was seldom at school. Ben also suffered a heart condition which was both life limiting and life threatening if not stringently managed.

Medication non-compliance had resulted in a number of emergency admissions to the local hospital for Ben. Medical staff had informed Ben's mother that medication non-compliance would result in Ben's death.

Key Assets was contracted to provide twenty hours support each week for a duration of fifteen weeks to address the risk issues.

There were strengths in this family, the relationship between mother and son was one of strong connection and mutual care, extended family were reported to be reticent but open to supporting Tess and Ben. Tess and Ben were both acutely aware of the likely outcome if not open to receiving support.

A non-judgemental, curious stance provided Tess the courage to talk about her guilt and shame in respect to her capacity as a parent, and her belief that she was the cause of her son's illness.

Practical matters such as arranging stable accommodation were addressed. Monitoring and safety planning occurred to ensure medical compliance and adequate supervision. Ben was supported to maintain school attendance.

Tess consented to Key Assets meeting with her sister, brother-in-law and mother. Their capacity to support Tess was considered crucial to developing a robust and sustainable support network while Tess began the long process of working through her grief, loss and addiction. During family meetings, Tess, her mother and her sister were all able to articulate their resentment and perspective relationships began to repair and family were invited

to participate in the Key Care Team process.

Tess is still working through her grief, she is still struggling with her dependencies. She and her son are now well supported by her family.

The family are no longer under threat of having their child placed in care. Tess is no longer feeling the sole burden of Ben's health management.

While Key Assets has completed our work, the Key Care Team has continued and is now family led, providing timely information, support, advice and guidance.



Reconciliation Action Plan

Key Assets continued on its Reconciliation path in 2018. We are excited and thrilled by the positive steps which we continue to take, working collaboratively with children, individuals, families, and organisations within the Aboriginal and Torres Strait Islander Community.

The 2nd Key Assets Reconciliation Action Plan (RAP) was successfully launched in 2018, beginning with a soft launch at ELT in Brisbane, in May 2018. Jurisdictions then went on to launch this working document in their respective State offices. Implementation of the 2nd RAP has begun strongly, in spite of our various Jurisdictional teams being at different stages on our Reconciliation journey. The RAP has continued to provide a framework for our pledge to contribute to Reconciliation.

Jurisdictional Working Group members have continued to champion the RAP in their respective States, and several Deliverables have already been achieved, with more initiatives still in the planning phase. Key Assets continued to participate and celebrate days of significance in 2018, such as the National Reconciliation Week and NAIDOC Week, both externally and internally.

We have also strengthened our relationships with Aboriginal and Torres Strait Islander organisations in the last year, with some partnerships having assisted in creating new opportunities for us as an organisation. Internally, we were able to create new career advancement opportunities for our Aboriginal and Torres Strait Islander employees in 2018. We created an additional Cultural Practice Lead role, and another one has since been identified.

A significant highlight for us has been our ability to retain our Aboriginal and Torres Strait Islander employees, and we continue to seek advice from them regarding how we can improve Key Assets cultural practices.

Key Assets Australia joined Supply Nation, a platform that allows organisations to easily identify and utilise Aboriginal and Torres Strait Islander suppliers. The intention of this membership is to allow us to contribute to a diverse supply chain, and support Aboriginal and Torres Strait Islander businesses within Australia. Our hope is that, this will contribute to opportunity creation, and will go a long way in supporting the development of these businesses, within and beyond the communities we work with.

A major highlight for us in 2018 was the invitation which we received as one of the selected 36 organisations to participate in the RAP Programme Evaluation. While completing our Evaluation, the Evaluator highlighted the notable strong leadership within Key Assets and its drive and desire for Reconciliation. We also attended the National Reconciliation Action Plan Conference, which was a key platform that allowed us to share knowledge and learn about Reconciliation. We recognise that Reconciliation is a lifelong journey, and we will continue to ensure that our organisational culture reflects this view.



Key Assets continued to participate and celebrate days of significance in 2018, such as the National Reconciliation Week and NAIDOC Week, both externally and internally.



Allied Outcomes

TAILORED THERAPY SOLUTIONS

Allied Outcomes was established in October 2018 to provide high quality allied health services to participants of the National Disability Insurance Scheme (NDIS), a federally funded program to replace state based disability funding.

The new scheme is governed by legislation and is a significant new investment in funding for people with a disability in Australia.

The evolution of Allied Outcomes grew from a chance meeting between Rob Ryan, CEO Key Assets and Elizabeth (Liz) Butler, Manager, Clinical Services,

Disability Services (Queensland Government) at a training event. Rob was introduced to the changing environment in the disability area and the cross over between the issues of child protection and people with a disability and their vulnerabilities in receiving high quality services.

OUR PURPOSE:

We believe every individual has the right to be empowered to reach their goals.

OUR VISION:

Specialist knowledge and experience create made-to-measure solutions.

OUR MISSION:

Improved quality of life is our passion.

OUR VALUES:

PERSON CENTRED

- + The individual is at the heart of our service and is treated with respect and dignity

INNOVATIVE

- + We incorporate technology and innovative practice in order to deliver the best and most person centred outcomes

HONEST

- + We will operate with integrity and foster trust and openness in all of our dealings. Participants will feel they are a partner with us.

Liz Butler leads the service delivery team as Operations Manager; our therapists are all former Disability Services clinical staff who have the necessary expertise and experience working in the disability sector. The services currently being offered by Allied Outcomes include Occupational Therapy, Speech Pathology, Physiotherapy, Social Work and Psychology (Behaviour Support) however we are expecting to develop and increase the services we offer during 2019.

Allied Outcomes are based at Eight Mile Plains on the ground floor and share facilities with Key Assets staff. The benefit of the space is that participants can choose to come to the office for their service if they do not want a home visit and it is fully accessible for people of all abilities.



“

I feel really fortunate that I have met people that seem to ‘get’ me, my daughter and my family and understand intuitively what our needs are for the future. Not just physically, but emotionally as well.

PARENT FEEDBACK

Martin James Foundation

The Martin James Foundation was created by the Key Assets founder Jim Cockburn and carries out invaluable and innovative charitable work for children throughout a number of developing countries around the world. Our close links give us valuable insight into these projects, which includes The HOPE Centre, located in the Zaatari Refugee Camp in Jordan, providing a sanctuary for Syrian Refugees.

The mission of the centre is to provide comprehensive family health and care services to improve the mental and physical well-being of displaced youth. The centre offers a variety of different services including physical therapy, occupational therapy, psycho-social support and speech therapy sessions. Education also plays an important role also, with the Hope Centre collaborating with other NGOs within the camp to provide sessions to parents and families in Developmental Milestones.

The Centre has served 200 children and their families since its creation in 2017 and is now delivering over 400 individual therapy sessions a month, on top of the once-a-week activity sessions. There are 4 departments in the Hope Centre, each department invites 5 children to these once-a-week sessions, but often more than 5 attend. These sessions include learning about Eid, how to make a sandwich, gardening, running races etc. They are beneficial to children with various diagnoses and help them develop skills such as listening, developing hand skills, speaking in front of groups, improving vocabulary and increasing their self-esteem and confidence.

The HOPE Centre is also an advocate for people with disabilities within the camp and they offer sessions to parents of its patients and other adults in the camp to learn about what 'disabled' means and to adjust to life with a disability as a refugee for both young and old people. This is what makes the Hope Centre so unique, as their focus is on families rather than individuals. It works with both children and their families to prevent family separation either due to lack of medical care with the camp or lack of support.



The success of the HOPE Centre can be seen through the voices of the ones who have been affected by the work the Centre provides:

“

Leila* was always afraid to speak in public because she would take a long time to explain anything, after coming for these sessions she is more confident, and she does not have the same difficulty.

PARENT OF 8-YEAR-OLD WITH SPEECH DIFFICULTIES.

“

[I] am thankful for [the] HOPE Centre; without their help I would never have known what I was doing wrong and that I can help my son overcome his problem.

PARENT OF 8-YEAR-OLD WITH BEHAVIORAL ISSUES

“

Thank you HOPE Centre, Nassir* is more confident and we are able to sleep all nights without having any more problems.

PARENT OF 5-YEAR-OLD WITH PTSD AND URINE INCONTINENCE

*Alias: Name Changed

Case Study

KW came into his current placement in June 2009 aged nearly two years old. He is now 11 years old. He had been briefly placed with a departmental carer and then another agency carer but this broke down due to his high needs and those of his sister. Thus he had had two placements within a month of coming into care.

KW and his older sibling were removed from the care of their mother due to significant neglect and risk of physical and sexual abuse. KW was virtually non-verbal, had head lice infestation and worms. He was malnourished and difficult to settle. KW was medically assessed with potential global developmental delay. He screamed continually if not fed or if the carer left him and would sleep under the bed rather than on it.

Though his physical health improved rapidly, KW continued to experience many challenges. He has significant mood fluctuations. When low, his personal care falls off including his toileting and showering, requiring significant prompting and reassurance. When low, he is also more likely to be argumentative and has difficulty with relationships with peers and siblings. It is during these low periods that KW will become aggressive resulting in risk or realisation of injury to himself or others. When his mood is high, those activities of daily living improve along with his capacity to regulate his emotions and socialise. However heightened vigilance, concrete thinking and poor capacity to self-regulate or identify risks remain of concern.

KW has been the focus of a number of critical incidents where he has harmed his carers physically, broken windows, damaged property and threatened his siblings. His mood has been assessed by various professionals and a range of medications have been trialled. He is currently on small doses of new drugs which have shown some success. As KW has grown, his threatening behaviour has become more concerning as he places others at significant risk. His damage to property and potential to harm others has increased including threatening the carers' child with a knife.

In late 2017, the carers expressed concerns that they were not able to sustain the placement due to the impact on themselves and the other children in the home (3 birth children and 2 siblings of KW). It was also during this time that one of the carers undertook full time work and this also placed additional pressure to manage the very challenging behaviours KW presented. This was a very difficult time for KW and the carers who were all sad that the placement was at such risk of breakdown. KW's behaviours were escalating and the capacity for the carers to manage and sustain the placement was at a critical stage.

The use of frequent and regular respite for the carers was utilised to take pressure off and fortnightly respite from Friday following school to Monday when school began, with carers with whom KW already had a very good relationship.

Planning meetings took place early to ensure that KW received consistent messages and management strategies from all members of the Key Care Team.

KW was very happy to attend respite and the carers experienced some time to focus on the rest of the family.

In addition, counselling and support for the carers was provided by the social worker and therapist to develop an understanding of the changes to the family routines and its impact, and to identify potential ongoing supports required for both KW and the other family members.



Occupational therapy input assisted the family to identify triggers and sensory profiling to assist the carers to intervene early and effectively. KW and his carer were referred to a psychologist for Dyadic counselling for assistance with mood regulation and toileting skills.

This multi-faceted Key Care Team approach has seen a marked improvement in the behaviours of KW and an increase in his carers capacity to support him.

Relationship repair has been evident with the other children and the carers and he is demonstrating an increased capacity to manage his mood. The security of the placement has been restored through timely access to relevant supports at a critical period.

KW has more recently demonstrated an improving ability to make and maintain friendships which has been very challenging in the past. The carers report their delight in seeing children come to the home to play or to ask KW to their homes. He is greatly enjoying this new opportunity and has also commenced riding to school with friends. This year KW is also participating in mainstream sports (he previously undertook activities for children with special needs) and is able to manage his mood and regulate in this setting. Whilst challenges remain, some improvements are evident and the carers are again enthusiastic of his potential.

Board of Directors

31ST DECEMBER 2018

The directors present the financial summary for the year-ended 31 December 2018.

DIRECTORS

The following persons were directors of the company during the whole of the financial year, unless otherwise stated:

Robert Ryan
Stephen Jacques
Gareth Davies
Craig Lawn was appointed as a non-executive director on 18 February 2019.

OBJECTIVES

The short-term objective is to continue to develop and deliver a quality service of foster care placements and other care services throughout Australia. The long-term objective is for the company to become a leading, high quality provider of out-of-home care and other care services in Australia working collaboratively with the State Government Departments and other Sector Partners.

STRATEGY FOR ACHIEVING THE OBJECTIVES

Key Assets Key Care Team Framework™ ensures that a system of support is provided, which focuses on meeting the development needs of children and young people. We recruit and support carers with high quality foster care training, supervision and locally based resources to enable them to provide the best home environment to the young people in their care. Key Assets recruits suitably qualified and experienced professionals from diverse backgrounds to ensure expertise within the service delivery.

PRINCIPAL ACTIVITIES

During the financial year the principal continuing activity of the company was the provision of fostering placements to children in the care of State Government Departments.

PERFORMANCE MEASURES

The company works closely with State Government Departments to establish outcomes and key performance indicators including development of emotional wellbeing, positive mental health, education outcomes, stability of foster placements and ability to transition into adulthood ensuring compliance with legislative requirements.



Steve Jacques GROUP CHIEF EXECUTIVE OFFICER

Steve is the Group Chief Executive Officer for Key Assets – The Children's Services Provider Limited. Steve qualified as a Social Worker in 1995 and has been involved in the delivery of children and family social services, as a practitioner and manager, in both the statutory and non-statutory sector. Steve has extensive international experience in this sector including service development consultancy. In 2005 Steve was responsible for establishing one of Ireland's first non-government intensive and therapeutic foster care programs. Steve is the founding director of Key Assets in Queensland, established in 2010 and was also responsible for leading the development of Key Assets in New South Wales in 2012.

In addition to his undergraduate degree and post graduate Diploma in Social Work, Steve has achieved a post graduate Child Care Award and the Post-qualifying Certificate in Social Work through the University of Sheffield, UK.



Gareth Davies DIRECTOR

Gareth is the State Director of Key Assets in South Australia. Gareth has substantial experience in Local Authority, predominantly in Child Protection but also in Family Placement. Gareth has worked for the Key Assets Group since 2001, and has held director roles for regions in the United Kingdom, Sweden and Germany. Gareth holds a Diploma in Social Work from the University of Liverpool and a Diploma in Child Protection. Gareth is a fellow of the Australian Institute of Management, a member of the Australian Institute of Company Directors and a member of the Placement Co-ordination Panel, Department for Child Protection in South Australia.



Craig Lawn NON-EXECUTIVE DIRECTOR

Craig was with PwC for over 31 years, and as a partner for 20 years, before retiring in 2014. He was on the Firm's National Tax and Private Business leadership teams, and the business leader for tax and private client teams in Brisbane and Sydney.

Craig has worked with Good Foundations for four years and has been instrumental in not-for-profit strategic reviews and designing innovative business models. Craig is currently also on the boards of Tubi Pty Ltd (mobile pipe manufacturing), Cleanspace Pty Ltd (arts charity), and is on the Melanoma Institute Research committee. He also has extensive experience advising Boards and executives and providing business advice to private businesses and not for profit scientific and educational institutions on business structure optimisation, commercialising opportunities, acquisitions and growth strategies. In particular, he has a reputation in the start-up, technology and venture equity areas.

Craig holds a Bachelor of Economics and Law, University of Sydney and was a Chartered Accountant.



Con Manos COMPANY SECRETARY

Con is the Company Secretary for Key Assets in Australia. Con is a Chartered Accountant and Registered Company Auditor with over fifteen years' experience assisting businesses within the not-for-profit and for-profit sectors. Con's qualifications include a Bachelor of Commerce from the University of Adelaide and a Graduate Diploma in Applied Finance and Investment. Con is a member of the Australian Institute of Company Directors.



Rob Ryan CHIEF EXECUTIVE OFFICER

Rob is the Chief Executive Officer of Key Assets in Australia and previously the Director of Key Assets Queensland Limited. Prior to these roles, Rob was the State Director, Assistant Regional Director and Director of the Placement Services Unit, South East Region, Child Safety in the Queensland State Government. In this role he was responsible for the management and support of over 1,700 children in out-of-home care across the South East Region. Rob has worked in the child protection sector for over 23 years in the frontline of child protection, policy and programs, training and in senior leadership roles such as Assistant Regional Director across the Queensland Public Service. Rob was also the former President of the Queensland Council of the National Association for the Prevention of Child Abuse and Neglect (NAPCAN). In 2009, Rob was awarded a Churchill Fellowship to study child protection across the United Kingdom, USA and Canada. Rob holds a Bachelor of Social Work, Post Graduate Certificates (Family Therapy, HR and IR) and a Master of Professional Education and Training. Rob is currently the Chair of the Forde Foundation Board of Advice and is on the Australian Broadcasting Corporation Advisory Council.

Financial Summary

	2018 \$	2017 \$
Revenue	35,639,036	32,005,410
EXPENSES		
Fostering allowance and support costs	(12,008,673)	(10,691,526)
Recruitment and placement costs	(1,325,266)	(1,271,682)
Employee benefits expense	(13,813,393)	(11,921,481)
Depreciation and amortisation expense	(337,573)	(383,840)
Occupancy	(1,575,537)	(1,065,097)
Administration	(3,369,028)	(3,180,802)
Net foreign exchange loss	(114,487)	(44,768)
Finance costs	(69,800)	(94,540)
Surplus	3,025,279	3,351,674

*The figures presented for the Australian operations are extracted from the audited financial statements of Key Assets The Children's Services Provider (Australia) Limited for the twelve month period ended 31 December 2018. Financial results relating to non-Australian operations are not included. To view the accounts in full they can be obtained from the Australian Charities and Not-for-profits Commission website at www.acnc.gov.au.

Funding Partners

Key Assets acknowledges and appreciates the funding support of the following Government Departments:





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