

KEY ASSETS AUSTRALIA IMPACT REPORT 2017



keyassets

THE CHILDREN'S SERVICES PROVIDER



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 foster care and related services in New South Wales, Queensland, South Australia, Tasmania, Western Australia and Victoria.

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 2017 Impact Report for Key Assets Australia. In the blink of an eye 2017 flew by and I am immensely proud of the achievements of this past year. This report highlights the work undertaken and outcomes delivered. In August last year I had the honour of visiting our staff and carers in the East Kimberley. This visit reminded me of why our organisation was established in the first place and the passion and drive to achieve positive and lasting outcomes. In 2017 we celebrated 10 years of operating and we were delighted to have sector partners and carers join us in our offices in Perth, Western Australia for an anniversary event.

In 2017 our services in Queensland, New South Wales and Victoria were subject to licensing or accreditation reviews and I am pleased to report that they did well and were given the 'fit for purpose' green light! We always welcome feedback on how we can do better too.

At the end of each year, when reviewing all our activity, including the highs and lows, I am reminded of the importance of good structures, accountability, good governance, child centeredness and an absolute commitment to not compromising on quality. I have worked for Key Asset for 18 years and I know and am confident that these approaches underpin our work across the globe. During this year we have invested time and resources to reinforce our status as a 'child safe' organisation.



Steve Jacques
CHIEF EXECUTIVE OFFICER
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Throughout the year we continued to see an increase in the number of children and families engaging with our services, and today we are providing services to over 500 children and young people through our programs across our Asia Pacific region.

As I said earlier 2017, was our milestone year and with this in mind we decided to engage our staff and carers in a review and refresh of our vision and values. It was exciting to see the contributions from across the group and the end result was a refreshed purpose and impact statement as well as clearly articulated values supported by pledges that we wanted to make to all our stakeholders. Additionally we reviewed and updated our Strategic Plan and identified our core strategic pillars for the next 3 years to grow, lead and innovate. These were launched at the start of 2018.

Looking forward to 2018, we will invest further in developing services for children and young people with disabilities, launch an adoption service and grow and deliver intensive family support services. Another exciting change, and indicative of our development as an organisation, is the creation of a new CEO role for the Asia Pacific Region which our current Managing Director, Rob Ryan, will step in to in March 2018.

10 years on and our drive to achieve positive and lasting outcomes for children, their families and communities remains at the heart of what we do. I am grateful to all our partners in working alongside us and with us in delivering on this.

Thanks for taking the time to read our Impact Report! I commend it to you.

Our
pledges
to you



CHILDREN
& 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**

ACHIEVEMENTS

On so many levels 2017 has been a huge year of growth and achievements. I am honoured to be the Managing Director for Australia and New Zealand and I am humbled by the commitment and dedication of our staff and carers to making a difference in the lives of some of the most vulnerable people in our community.

I would personally like to thank our staff and carers but most importantly the children, young people and families we support for trusting us to sit alongside you in your personal journeys. During the year I have visited all jurisdictions and regional sites on a number of occasions. I could fill a book with the wonderful stories and achievements that we helped play a part in shaping across Australia and New Zealand. There has also been heartache, sadness and times that have tested us all. The testament and character of our staff is to rally and support each other to ensure we quickly bounce back and are always trying to achieve a better outcome than the day before.

The list of achievements below reflects just some of what we we have accomplished, however the important part is the journey ahead! We need to ensure we keep improving and finding ways to make our impact count because at the end of the day, the work we do, if done well, can change the world for the better. I would also like to acknowledge the leadership and guidance of Steve Jacques our CEO who has been a strong visionary over many years and has been a catalyst for changing the many lives of staff, carers, children, young people and families for the better and for that we are grateful – thanks Steve.



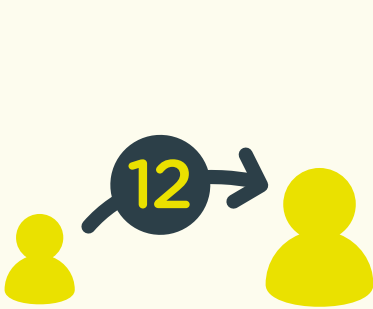
Rob Ryan
MANAGING DIRECTOR
AUSTRALASIA

OUR ACHIEVEMENTS:

- Delivered presentation at the International Foster Care Organisation (IFCO) Conference, Malta
- Development of our Practice Framework
- Youth Interview Panel
- Achieved consistent growth across all jurisdictions
- Commenced Community Services Industry Alliance (CSIA) reform council membership
- Healthy financial performance
- Announced as an Australian Workplace Equality Index (AWEI) Gold Employer
- Diversity champion
- Continued to build our reputation with our colleagues in government departments
- Positive growth in foster carer recruitment
- Partnerships
- Improved relationships with our colleagues in government
- Representation in various Department reference groups for sector change.



HIGH LEVEL STATISTICS



Children successfully transitioned into adulthood during 2017.



Participation events held for children and young people during 2017.



Young people who completed education with recognised qualifications during 2017.



Number of staff and carer training events held in 2017.



Over 7750 enquiries from members of the public who are interested in becoming carers with Key Assets.



130 new carers joined our team and we are now supporting close to 500 carers.



We will end the year helping our carers to provide a secure and safe home for around 550 children and young people.



We are also now extending our work in the area of Family Preservation, Adoption, Family Restoration, Sibling Care, Edge of Care, Specialist Services and Disability work with children and adults.



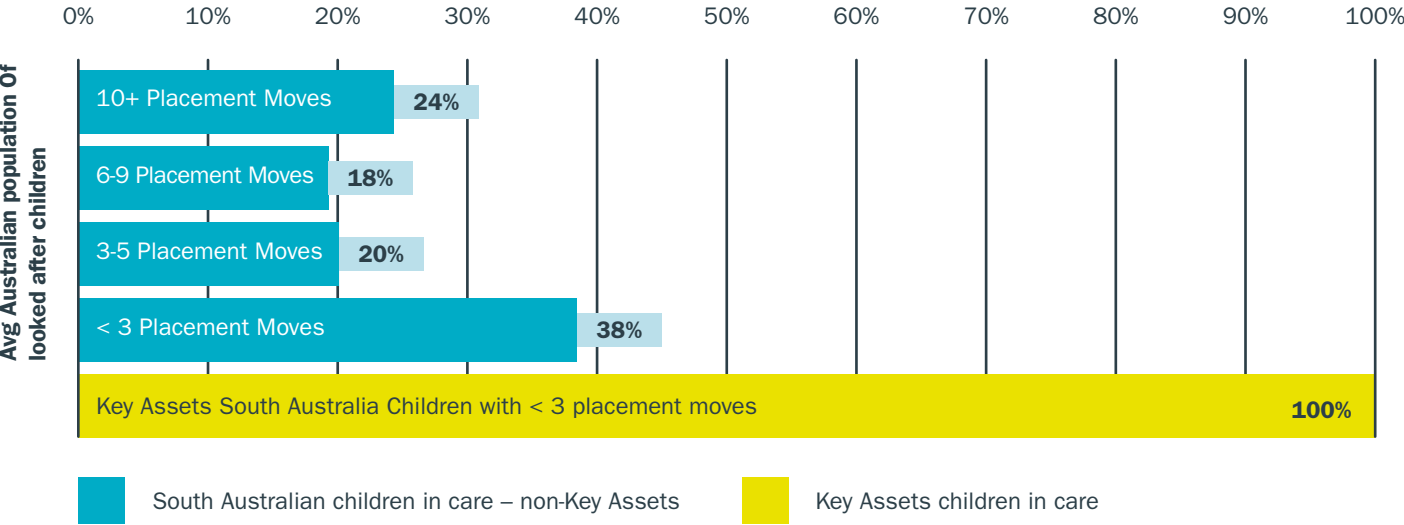
We have been asked to participate in and lead trials and programs in every region, reflecting our strong reputation for quality services.

We have continued to expand into new areas of practice as we extend our continuum of care to ensure we can support children, young people, young adults and families across their life cycle.

SOUTH AUSTRALIAN OUTCOMES CASE STUDY

Key Assets in South Australia currently cares for 97 children. 81 of the 97 children were transitioned into our care from the residential/commercial care sector, 7 transferred with their carers from another agency, 6 were previously in foster care, 2 came to us from hospital and 1 child transferred to us from a kinship care arrangement.

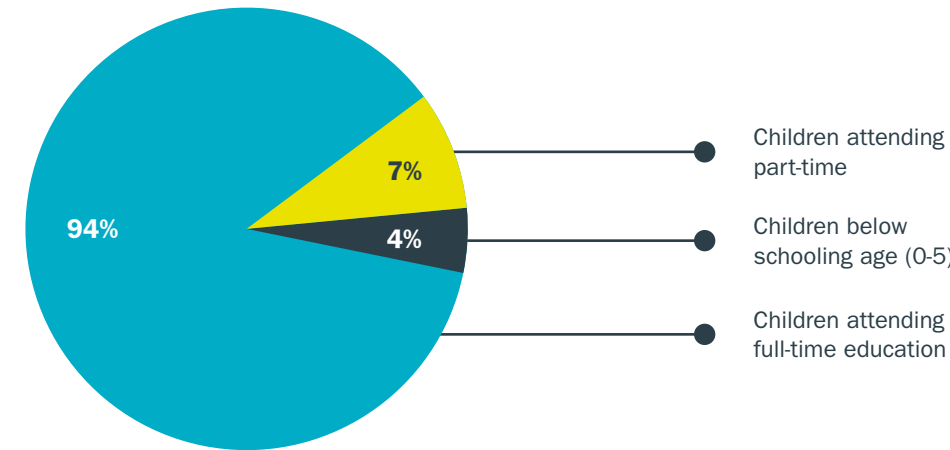
STABILITY



Key Assets AVG Placement Length: 2 Years 8 months.
Of the 92 of key assets placements with < 3 Placement Moves - 83 have NEVER moved placement.

EDUCATION

The correlation between education in care and future life opportunities is a key assets research priority.



Education attendance for Key Assets children

References

Rubin, D. M., O'Reilly, A. L., Luan, X., & Localio, A. R. (2007). The impact of placement stability on behavioural well-being for children in foster care. Paediatrics, 119(2), 336-344. AUSTRALIAN INSTITUTE OF FAMILY STUDIES. <https://aifs.gov.au/cfca/publications/children-care> Ref: June 2015, *(Ryan & Testa, 2005; Widom, 1992)



Rubin et al. (2007) found that:

PLACEMENT INSTABILITY IS A SIGNIFICANT CONTRIBUTOR TO A CHILD'S RISK FOR BEHAVIOURAL PROBLEMS UNRELATED TO THE BASELINE PROBLEMS THAT A CHILD HAD ON REFERRAL FOR PLACEMENT.

EXECUTIVE TEAM 2017

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TASMANIA



CAROLINE BROWN

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Key Assets in Tasmania is a state-wide service, with staffed offices in the South, North and North-West region.

We have been operating in Tasmania since June 2015, providing family-based sibling group placements. Sibling Groups are defined as three or more siblings. A key feature of our sibling group placement program is our focus on and facilitation of sibling contact where brothers and sisters are not able to live together.

This year we have provided placements in excess of our funding target and are working with DHHS to develop mechanisms to allow us to accept new referrals both in sibling care and general foster care.

We also offer special care package placements, which generally support one or two children/young people who require more intensive wrap around support.

We also provide an edge of care Intensive Family Engagement Service, and were advised of our success in Family Engagement Program delivery earlier this year and have begun working with families in earnest. To support this service and our other operations, we now have a full time therapist on staff who is developing our therapist program.

In late 2017 we opened our third office in Devonport, which provides an extra level of support to our foster carers in the local area.

ACHIEVEMENTS:

- All foster carers have completed or are participating in the Australian Childhood Foundations' Neurobiology of Trauma Training modules.
- We are supporting a young man who was cared for in our sibling program to attend Deakin University. This has been possible by working in partnership with Key Assets in Victoria and Deakin student accommodation support services. This has been particularly pleasing, given that his previous allied health team did not think he would be capable of living independently, let alone study at university level and warned against setting him up for failure. We also support his siblings in placement and he comes home in term break.
- In Southern Tasmania, Key Assets children, young people, carers and staff participated in the Big Sing Off with a musical video production.
- Our carers and kids are forging relationships with carers and children in other Key Assets foster families, building support systems around placements and developing community supported by Key Assets staff.

VICTORIA



LISA RANAHAN

STATE DIRECTOR

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Key Assets has been operating in Victoria since 2015 and has grown during that time to now offer home-based care placements for almost 30 children. The team is based in Clayton, near Dandenong and supports a wide range of placements including stable, long-term placements through to emergency placements and supporting children who require more intensive support.

In 2017, Key Assets Victoria were successful in securing an innovative new contract in Victoria's West Division to provide Enhanced Home-based Care to children requiring transition to a family environment after being in residential and other environments that were considered unsuitable for their situation. Recruiting resilient and dedicated carers for this program is an essential component to the success and we are on-target with our goals for the number of children we have transitioned to foster care families.

Late in 2017, we also welcomed Lisa Ranahan to the team as the new State Director to lead Victoria forward for the next stage of our growth. Lisa joins with a wealth of experience in the sector and is a perfect fit into the Key Assets culture. We look forward to working towards our bright future together.

ACHIEVEMENTS:

- Received the Enhanced Home Based Care contract for the West Division of the Department of Health and Human Services. An innovative new service to provide home based care for a cohort of younger children who were inappropriately placed in residential care.
- Expanded our services in the West Division.
- Recruited new foster carers above the industry average, earning praise from our departmental colleagues for our efforts in carer recruitment.
- Re-accredited with our HDAA independent accreditation with positive feedback and no recommendations on our services.
- Working closely with like-minded agencies towards partnerships that will provide better care options for children and young people in Victoria.

WESTERN AUSTRALIA



JUDITH WILKINSON
STATE DIRECTOR

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Western Australia offers a range of fostering services and disability support services to children and young people.

We provide general, temporary and permanent foster care within our ‘Home for Now’ and ‘Home for Keeps’ programs. We also provide Specialised Foster Care to children with special or high needs.

These children may have high medical needs, including disability, or challenging behaviours as a result of their trauma experiences. Our emergency foster carers offer 24/7 availability to take children who need an urgent, safe place for at least seven days.

Our Disability Services provide a range of support and/or accommodation options to provide solutions that help individuals achieve their potential. We specialise in services for children and young people, including care leavers, and their families, delivering support that is centred around the individual and their strengths, needs, interests and goals.

Our Disability Service promotes flexible and responsive person-centred practice, encouraging the individual’s active participation in all aspects of the service they receive. Individuals are supported to explore safe and realistic options in independent or semi-independent living arrangements. Key Assets maintains its commitment in offering alternative family care arrangements to children and young people, providing a “pathway” to independent living, where life skills can be developed, nurtured and strengthened.

ACHIEVEMENTS:

- Award for outstanding cultural practice at the annual Children Youth Families Agencies Association Awards.
- Presentation of Key Assets Western Australia cultural planning ‘Keeping Aboriginal Children Connected’ at the National Foster Care Conference in Victoria.
- Partnership with AbMusic to facilitate children holiday program producing a hip hop song and music video.
- Developing partnerships with Aboriginal Controlled Community Organisations in Perth metro and East Kimberley.
- Three Pillars of Transforming Care and MAPA training delivered in three locations throughout the year.
- Comprehensive review of our Child Safe Status and the subsequent continuous improvement plan to increase our child friendliness and inclusiveness. In October we held our inaugural ‘Children’s Parliament’ where we sought to hear the children’s views on what feeling safe means to them, accessibility to Key Assets and CPFS staff and the complaints process. This feedback will inform our work on continuously improving our services with particular focus on becoming more child friendly.
- Our staff in the South West organised an art activity with Carers and children which was followed by an ‘art exhibition’. One piece has been kindly donated and takes centre place in the reception area of the Bunbury office.

QUEENSLAND



MICK AUSTIN
STATE DIRECTOR

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Key Assets Queensland currently provides Out of Home Care to around 100 children and young people and have been delivering this service since late 2010. The team’s focus is primarily in family-based foster care provision though we also support families in the Edge of Care space either through the prevention of children entering care or expert support services to the biological family in the reunification of children and young people home.

Our team of experienced social workers, children and young people, support staff, recruitment and placement specialists, administrators, teachers and therapists work collaboratively with the child’s Safety and Support Network to provide a collaborative care team approach to all our children and young people’s needs. Our service provision continues to be well regarded within the sector with ongoing audit and licensing inspections acknowledging the high standard of our work and our continued commitment to improving the practice standards for all carers and professionals involved in the lives of our children.

Central to our work is achieving positive and lasting outcomes for children, families and communities through innovative service provision such as our Pathways to Stability. We are confident that we can extend our reach and grow to meet the needs of those children and families who remain our state’s most vulnerable.

ACHIEVEMENTS:

- Developed an alternative model for specialist foster care, ‘Pathways to Stability’, showcasing this with the Minister’s office and government departments.
- Key Assets secured a place on the Community Services Industry Alliance Reform Council.
- Presented the Key Assets social experiment at FCQ conference in Cairns.
- Launched the Key Assets Queensland Practice Principles, improving placements and minimising ends and moves.
- Launched a Hip Hop dance group for children in our care.
- Partnership with an Equine Therapy Program.
- Drama workshops as part of our regular school holiday program.
- Indigenous workshop where children and carers learned about Aboriginal culture.
- Development of the Pathways to Possibility Disability fostering services.

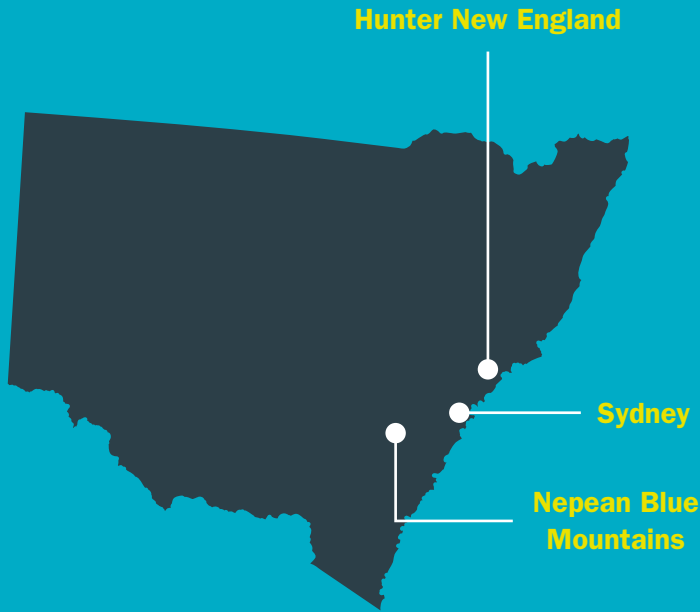
NEW SOUTH WALES



JAMIE HODGSON

STATE DIRECTOR

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Key Assets in New South Wales has had a busy 2017. Along with caring for 110 children and young people in OOHC, we continued to recruit new carers, resulting in 120 authorised carer households. We began to expand our service into Family Preservation, Restoration, Guardianship and Adoption. This new direction places Key Assets in New South Wales in a good position with the reforms that started in October 2017 and enabled us to be in the best position to meet the requirements of our new contract and accreditation with the OCG (Office of the Children's Guardian).

While there has been a lot of change in 2017 we have been achieving great outcomes for our children and young people with 3 young people leaving care at 18 years, two continuing to live with their foster families and the other moved successfully into independent accommodation. There are countless other achievements, from merit awards at school to carers feeling supported and able to continue on caring. After experiencing 2017, it is exciting to see what 2018 will bring for our service, our carers, our children and our young people.

ACHIEVEMENTS:

- Participated in the Quality Assurance Framework trial, working in partnership with Families and Community Services (FaCS) and the Parenting Research Centre.
- Established a new 5 year contract with FaCS for continued service delivery in New South Wales.
- Completed an audit with the Office of the Children's Guardian.
- Participated in the Shared Lives pilot and implemented this as our new pre-authorisation training.
- Two Key Assets social workers went into local schools to deliver trauma informed care training to upskill the teachers of foster children.

SOUTH AUSTRALIA



GARETH DAVIES

STATE DIRECTOR

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Key Assets South Australia provides specialist therapeutic long term placements for children and young people.

Our service is built on a foundation of providing intensive support to carers and their families in order to enable them to provide good, safe and consistent care to the children and young people they care for.

We do this by recruiting carers who have the time and the space to meet the children's short and long term needs. We also recruit and support respite carers who provide the long term carers a well-deserved break.

Key Assets carers have access to a social worker 24/7. During the day this is their supervising social worker and after hours this will be a member of the social work team.

ACHIEVEMENTS:

- Continuing to work with the Government of South Australia to strengthen our partner relationship and be regarded as the "can do" agency.
- State Director Gareth and Operations Manager Nusrat attended the International Foster Care Organisation (IFCO) conference late last year in Malta and were able to showcase some of the great work our teams and carers do in South Australia as well as sharing some examples of the fantastic outcomes for our children so far.
- Continued efforts in the recruitment of new foster carers and placement of children. Key Assets South Australia now cares for almost 100 children.
- We still have the first child we placed with her original foster carers.
- No children or young people are currently involved in the youth justice system.
- Out of the 97 children in placement, 83 have remained with their original placement.
- 100% school attendance for school aged children in our care.

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

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

PRACTICE FRAMEWORK DEVELOPMENT

The Practice Framework Project was initiated by Key Assets Executive Leadership Team in 2016.

Vision for the Project

Children, young people and families supported by Key Assets will receive positive therapeutic and developmental care so that a lasting difference is made to their lives.

Project Mission

Implement a 'team around the child' approach to practice that effectively builds the skills and confidence of carers in providing high quality care; strengthening attachment; promoting development; supporting relationships; and building resilience in children and young people.

We needed a partner in developing the Framework; we could not do it alone as we do not have the required expertise in research, design and implementation. The Parenting Research Centre (PRC) was already known to Key Assets and has an excellent reputation.

PRC is a national, independent and non-profit research and development organisation established in 1997. PRC seeks better outcomes for children by increasing effectiveness and fostering innovation in the way families are supported in their parenting. PRC partners with clients in the health, education and welfare sectors to deliver tailored solutions based on the best available evidence.

Our aim was to work with the Parenting Research Centre to design an evidence-based practice framework to underpin foster care services and implement the framework in existing Foster Care services.

Project Deliverables:

- The practice model
- Underlying theory of change
- Key practices with associated resources
- Effective implementation guides
- Descriptions of programs for inclusion
- Introductory training in the framework
- Recommended post training requirements
- Bibliography

The Project worked through exploration and design phases throughout 2017 which culminated in a full draft and feedback loop. The final version which will be installed and implemented across three trial sites in 2018.

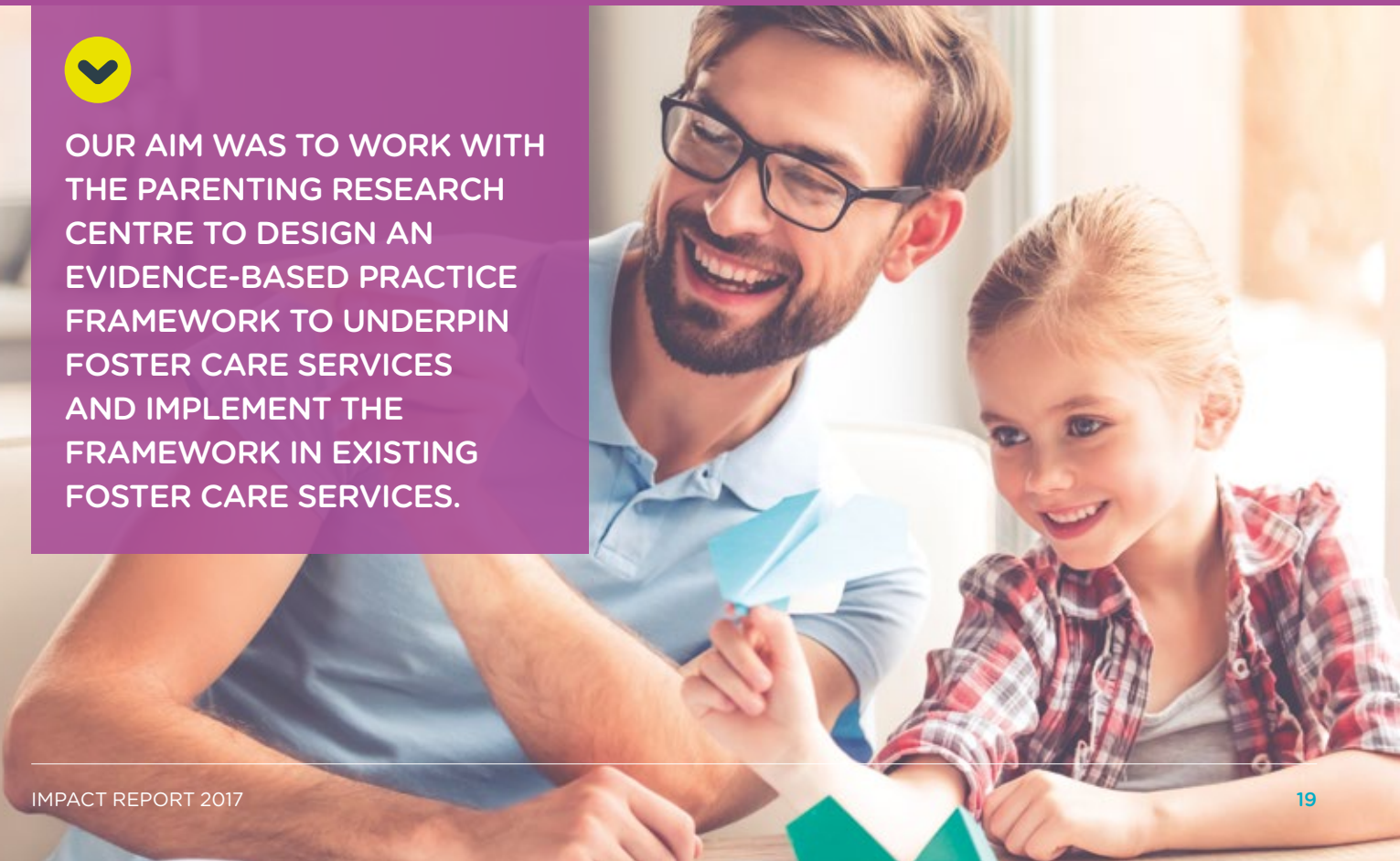
Key Focus of the Practice Framework

The key idea in the framework is the shaping of our work with carers into 'collaborative projects' built around specific positive outcomes, designed in a way that is consistent with what we know about adult behaviour change and motivation.

Installation and Implementation is currently commencing in the three trial sites; Western Australia, New South Wales and New Zealand. The Framework may be adapted and modified as a result of learning from the trials. Following this, the Framework will be implemented across Key Assets Australia and New Zealand.



OUR AIM WAS TO WORK WITH THE PARENTING RESEARCH CENTRE TO DESIGN AN EVIDENCE-BASED PRACTICE FRAMEWORK TO UNDERPIN FOSTER CARE SERVICES AND IMPLEMENT THE FRAMEWORK IN EXISTING FOSTER CARE SERVICES.



RECONCILIATION ACTION PLAN

At Key Assets, we celebrate the milestones we have achieved over the last year in relation to our work with Aboriginal and Torres Strait Islander Communities. We continue in our mission to build partnerships and relationships with our Aboriginal communities and connect the children in our care to their culture and country.

We have an appointed Cultural Practice Leader who has assisted with strategies regarding the recruitment and retention of Aboriginal and Torres Strait Islander staff. We started advertising our recruitment vacancies in Aboriginal and Torres Strait Islander media, which has been helpful and the responses encouraging.

We are committed to our efforts to connect the Aboriginal and Torres Strait Island children in our care to their culture and heritage. This year saw various events and programs, such as our Queensland team facilitating and supporting the participation of Aboriginal and Torres Strait Islander children and young people placed in our care to attend a three day camping trip to Stradbroke Island with local Quandamooka elders, allowing them to connect to their country and culture.

The team in South Australia have worked with the Aboriginal Family Support Service in our consultative processes to enhance our practice within Aboriginal and Torres Strait Islander communities.

In Western Australia, our team collaborated with Abmusic and also consulted with Kinship Connections as part of RAP group consultations and have also built strong partnerships with services such as the Wunan Foundation. Our CEO and other organisation leaders attended the 2017 East Kimberley Achievement Awards in Kununurra and joined various culturally significant events. We are encouraged by our operations in the

East Kimberley with local people and like-minded organisations.

In partnership with Wunan Foundation and other Aboriginal organisations, we are identifying opportunities to contribute to the community in the East Kimberley. Our approach to this development has been one of respect for culture, openness to learning about working in the East Kimberley and a commitment to working in partnership with local community groups and organisations. Our work in this area has been built on good working relationships with local Aboriginal people and organisations. This takes time and we have been fortunate to make some good connections that we hope to build on during the next reporting period.

Key Assets remains committed to strengthening and building on its reconciliation journey with the Aboriginal and Torres Strait Islander communities. While we celebrate our achievements thus far, we acknowledge that reconciliation is a lifelong journey and we are committed to ensure that our operations reflect this view, which we share as an organisation.

Our renewed RAP is our way of reaffirming our commitment to ensure that through engagement with our services we will always promote, celebrate and embed 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 to their country and culture and that 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.

Rob Ryan
MANAGING DIRECTOR
AUSTRALASIA



KEY ASSETS REMAINS COMMITTED TO STRENGTHENING AND BUILDING ON ITS RECONCILIATION JOURNEY WITH THE ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES. WHILE WE CELEBRATE OUR ACHIEVEMENTS THUS FAR, WE ACKNOWLEDGE THAT RECONCILIATION IS A LIFELONG JOURNEY, AND WE ARE COMMITTED TO ENSURE THAT OUR OPERATIONS REFLECT THIS VIEW, WHICH WE SHARE AS AN ORGANISATION.

GREAT PLACES TO WORK

SURVEY SNAPSHOT

OVERALL DESIGN AND DISTRIBUTION	OVERALL RESULTS
<p>13th - 26th June 2017</p> <p>120 responses (representing 99% of invited employees) <i>Average response rate in Australia is 81%</i></p> <p>2 open ended questions</p> <p>58 core Trust Index© Statements</p> <p>8 additional statements</p>	<p>82% - The overall average of the Trust Index© employee survey.</p> <p>86% - Employee Engagement</p> <p>81% - Trust (Relationship with Management)</p> <p>86% - Collaborations (Relationships with other employees)</p>

IS THERE ANYTHING UNIQUE OR UNUSUAL ABOUT THIS COMPANY THAT MAKES IT A GREAT PLACE TO WORK?



ACTIONS THAT SHOW ENGAGING BEHAVIOR: EMPOWER

87%	I am given the resources and equipment to do my job.	Increased the productivity and effectiveness of the workplace.
89%	People here are given a lot of responsibility.	Enables employees to deliver against the increased drivers of highly engaged employees.
79%	I am offered training and development to further myself professionally.	Career development is the amongst the most influentials drivers of highly engaged employees.

ACTIONS THAT SHOW ENGAGING BEHAVIOR: ENGAGEMENT

85%	I feel like I make a difference here.	Elements of engagement derive from the meaning and purpose of the company's mission that can also be called 'inspiration'.
92%	I'm proud to tell others I work here.	High levels of pride represent a definitive competitive advantage.
87%	Taking everything into account, I would say this is a great place to work.	It mobilises people and resources.
89%	My work has special meaning; this is not "just a job."	It is an unseen-yet-ever-present element that drives an organisations.

ACTIONS THAT SHOW ENGAGING BEHAVIOR: CAMARADERIE

85%	People celebrate special events around here.	Fosters effectiveness and engagement.
92%	There is a "family" or "team" feeling here.	Is about creating a common sense of purpose and the mentality that people are "in this together."
87%	This is a friendly place to work.	It mobilises people and resources.
89%	When you join the community, you are made to feel welcome.	It mobilises people and resources.
79%	This is a fun place to work.	It is an unseen-yet-ever-present element that drives an organisations.
90%	When people change jobs or work units, they are made to feel right hat home.	It is an unseen-yet-ever-present element that drives an organisations.

EARTHWATCH PARTNERSHIP



Climate change affects us all but it will affect our youngest generation even more than the generations before them. At Key Assets, it is our purpose to achieve positive and lasting outcomes for children, their families, and communities.

Our partnership with Earthwatch in 2017 represented our commitment towards making a difference to the world we live in. In a report from Plan International titled ‘Realising Children’s Rights in a changing climate,’ they say:

“Children are the least responsible for climate change but will be left to bear the brunt of its impacts – a future with increasingly extreme climate change effects poses challenges to sustainable development and human rights. Despite their vulnerability,

children are often excluded from decision-making processes on climate change and denied access to information and resources that would help them to engage. How communities and governments plan for and respond to the impacts of climate change through policies and practical actions today will have a lasting effect on children’s futures.”

We recognise that every person counts and can make a difference to the lives of children, young people and their families but also for the whole planet’s future. That is why I ask that this year you think about how you can help your community in any way – big or small.



OUR AWARDS

At Key Assets – The Children’s Services Provider, we have a proud and long history of being an LGBTI inclusive workplace. Achieving Gold Employer recognition (Small Employer) at the Australian Workplace Equality Index (AWEI) Awards this year further reinforces this fact. It is now three years in a row that we have been acknowledged as a leading Small Employer for LGBTI workplace inclusion. We are once again delighted and honoured to have this accolade.

Key Assets is a values driven organisation with a strong social mission. We firmly believe that people matter, we should always take pride in our work and value diversity. When our people can be their authentic selves at work it ensures better productivity, creativity, effectiveness and a healthy workplace culture. As CEO and an LGBTI Diversity Champion I am incredibly proud of our achievements but more importantly I am proud of our people and the positive and lasting difference they make every day.



CASE STUDY

STEVENS FAMILY WITH EMILY

Nicole and Luke Stevens have been registered therapeutic foster carers with Key Assets since August 2011, they have two of their own biological children, Sally and Henry.

Emily* began to transition to Key Assets in August 2015. At the time Emily was placed she was one of the youngest children placed within Key Assets South Australia. Emily's initial referral which was discussed with her by the Key Assets team reported that she had Congenial Microcephaly – a condition where the head is to small to allow the brain to develop and grow properly.

Emily's diagnosis at the time was that she would continue to have multiple health issues such as limited development, intellectual disability and ongoing feeding issues. Her prognosis at the time was uncertain and the doctors could not give a clear indication on how limited her development would be.

In the first three months that Emily was placed she began to make enormous progress in her development and attachment. Nicole was incredibly motivated to prove that with the right approach to care, Emily would be able to make improvements in her development. Nicole researched Emily's condition, made notes of all appointments and worked in partnership with all the allied health professionals involved in Emily's care.

Emily began to walk more, jump, run and skip so the physiotherapist reduced her involvement with Emily given her improvement. Emily's vocabulary improved dramatically and went from only babbling to now speaking full sentences.

Emily also started to slowly take food by mouth, which she had been unable to do since birth. Nicole started to feed Emily baby food and progressively began to introduce more solid foods. Emily's feeding via the gastric tube, which she had since birth, also reduced until the decision was made by the paediatrician to remove the gastric tube in early 2017.

It has been a wonderful journey to watch Emily develop and grow and see the benefit that family based care can have on a child. Given the enormous progress Emily had made in Nicole's care and with the support of the Key Assets team around the child, Nicole showed interest in taking in another baby and was recently approached to provide placement for Tommy*.

In the short time that Tommy has been in the care of Nicole and Luke, he is already showing signs of being a more relaxed and happy baby.

Nicole and Luke have demonstrated their skills in therapeutic fostering by maintaining a child focused approach, being able to work with the Key Assets team and using all the skills they have learned since being carers. Their hard work has contributed to making a positive and lasting difference to the life of two wonderful children.

**Names changed to protect the identity of the children.*



**EMILY'S VOCABULARY IMPROVED
DRAMATICALLY AND WENT FROM
ONLY BABBLING TO NOW SPEAKING
FULL SENTENCES.**



WHAT IS RESTORATION?

An interview with New South Wales State Director Jamie Hodgson on two children who have been 'restored', or reunited with their birth families from Key Assets foster care placements.

1. What is the family background?

CS and KA are sisters of preschool age.

Community Services became involved due to concerns regarding parental substance misuse and domestic violence. There had been a number of ROSH (Risk of Significant Harm) reports received in relation to Domestic Violence between the parents.

The children were removed due to concerns in relation to parental drug use and non-cooperation with the Department and support services. Unfortunately, at that time the parents were unable to be a protective factor for the children.

2. Why was this family selected to be restored?

Final orders were granted for Parental Responsibility to be with the Minister until the children attained the age of 18. One parent appealed the decision and went for sole care of the children. The appeal was granted and 6 months later final orders were changed with the goal of restoration. The parent had demonstrated capacity to implement changes following engagement with services as required in the undertakings of the court order.

3. What role did the carer have?

The carers had a vital and very involved role in the restoration process. They continued to care for the children during the transition period and were involved in meeting with the parents, facilitating contact and supporting them throughout this time. They worked with the parents ensuring they could continue the routine and boundaries that had been established whilst they were in their care.

At times, this had its challenges! In certain situations there can always be the clash of personalities or disagreements. However, overall, all parties worked in the best interest of the children – always keeping this at the forefront of their work and care.

4. What qualities, skills and abilities do restoration carers require?

- The ability to work as a team and seek support as required is an important one!
- Carers need to be the advocate for many of the children we care for. They are likely to have experienced great adversity and may not know their rights or be confident enough to voice their opinions and hopes.
- The ability to listen and communicate appropriately with children, families and professionals. In turn, work with and understand the role of the family members and professionals involved in the child's life.

- Be open and willing to learn and attend training as required.
- Promote and support contact with birth family, friends and community/culture.
- Have energy and motivation to remain committed to the child and family through more challenging times.
- Patience, understanding, warm & nurturing, non-judgmental.
- Resilience is significant as you will experience a range of emotions from others and within yourself and responses required from you can be demanding.

5. Can you tell me about the restoration process, i.e., did it go to plan or were there reviews, changes and amendments to the original plan?

There was an original plan proposed within the Case Plan. Regular reviews took place to monitor, assess and amend plans as required.

The time frames of the transition period appeared to work within the original plan however all parties were consulted during this time to ensure things were working as intended. At the beginning certain plans e.g. transportation/days and times of visits were required to change, sometimes with little notice.

6. Can you tell me about the outcome for this family? Is there any work still being undertaken?

The family are currently being supported with Restoration Support through the Permanency Service. The children/family are currently subject to a Supervision Order, whereby PR for contact remains with the Minister. Community Services will remain involved with the family until the end of the order, usually 12 months in length.

7. Is there anything else you like to mention?

It can be very difficult when a decision has been made, all parties informed and then this changes. Highlighting the ability to be flexible as an extremely important trait as well as the importance of seeking support and being transparent throughout.

Restoration as an end result should be seen as a great achievement and accomplishment. Knowing that you have cared for these children, providing a loving, stable and secure home until they are able to be reunited with family is great. Of course, this is not the case for all families and other permanency options will be explored. If reunification/restoration is an option for children, this should be supported from the beginning by all parties including carers (and all parties should be aware of this outcome as an option), after all they are the ones who will be a part of supporting not only the children but their families.

EAST KIMBERLEY UPDATE

Key Assets has continued its investment in the East Kimberley region of WA throughout 2017. The region is remote and there is a high level of need amongst vulnerable families. The challenges are many. The monsoonal climate means that travel can be difficult in the wet season. The problems can be overwhelming with many families suffering inter-generational trauma, drug and alcohol abuse, poverty and unemployment. Securing and retaining the right staff locally is hard. Travel to and from the region is expensive, and there are long distances between towns within the region.

Despite this, it is a joy to work in the East Kimberley. There are many fine local people, families, and organisations working and succeeding in making a positive difference. The ancient culture of the region is rich, complex and fascinating. The East Kimberley’s stunning beauty never ceases to inspire awe.

Key Assets has always approached our work there with humility, respecting the people and aware that there is much we do not know, and can never know, about local culture. But we are confident in our experience and expertise in working with vulnerable children and families. We have sought to work in partnership with local people and organisations to contribute what we can to make a positive and lasting difference to the lives of children and families in the East Kimberley.

In 2017, we were very fortunate to establish partnerships with the Wunan Foundation, and with Ngowar Aerwah in Wyndham. Together we hope to establish family support services and continue to develop our fostering services. We are also pleased to have a sound working relationship with the excellent local Department of Communities (Child Protection and Family Support).

In August the CEO of Key Assets International and Managing Director of Australasia visited Kununurra, Halls Creek and Wyndham, hosted by the Director of Key Assets Western Australia, to meet with our partners, carers and staff and tour the region. During their visit, they enjoyed a magnificent evening at the East Kimberley Achievement Awards Presentation, which highlighted the many strengths of the local community, especially in the young people.

The difficulties in recruiting carers persist but we are making progress and approved two new carers in 2017. We have had a number of placements including a high needs placement which resulted in the successful reunification of the child to her family. There is no doubt that the best place for children is with their family and it will always be Key Assets commitment to work with the Department to keep children connected to family and returned them as soon as possible.

Key Assets works across East Kimberley, in Kununurra, Halls Creek and Wyndham. We continue to maintain a small staff team in Kununurra – a Social Worker, and we are fortunate to have a Remote Area Field Worker who is a local woman. These staff are well supported by the Perth based staff. We have rented house to accommodate our Social Worker and now have a small office in Kununurra.

We look towards 2018 with optimism that Key Assets connections with the East Kimberley will continue to grow and strengthen, and that we will continue, alongside our partners, to develop our services to children and families.



WE HAVE SOUGHT TO WORK IN PARTNERSHIP WITH LOCAL PEOPLE AND ORGANISATIONS TO CONTRIBUTE WHAT WE CAN TO MAKE A POSITIVE AND LASTING DIFFERENCE TO THE LIVES OF CHILDREN AND FAMILIES IN THE EAST KIMBERLEY.

THE MARTIN JAMES FOUNDATION

Key Assets – the children’s services provider has partnered with the Martin James Foundation, which creates a positive and lasting impact through significant projects around the world aimed at improving the lives of vulnerable and disadvantaged children.



Mission

To promote family based solutions for vulnerable young people and their families through knowledge sharing, research and supporting of global projects.

Goals

- Provision of technical support, advice, training and resources to organisations seeking to improve the lives of vulnerable young people and their families
- Creation of regional centres of excellence globally to share learning and best practice
- Provision and access to training and resources to support practitioners through conferences, webinars, and an online suite of tools and resources
- Links with learning institutions dedicated to research in to improving outcomes for children and families .

Projects

The Martin James Foundation will be taking on all existing philanthropic projects undertaken personal by Jim Cockburn and in addition all CSR and charity projects currently carried out by Key Assets Group. This includes work actively being done across 14 countries, which is aimed at meeting the mission and goals of the Martin James Foundation.

Partner Organisations

The Martin James Foundation currently partners with the following organisations to deliver global projects, through partnering with organisations around the world the Martin James Foundation is able to work with multinational donor organisations and grassroots NGOs to deliver successful and sustainable projects in some of the most challenging locations globally.

The Hope Centre – Jordan

(Partnership with Arabian Medical Relief and Human Relief Foundation)

- Allied Healthcare Centre based in Zaatari refugee camp Jordan the first camp based allied healthcare centre in the world
- Delivering a complete holistic solution for all children within Zaatari refugee camp
- Working in partnership with Human Relief Foundation a UK based NGO and significant donor and also Arabian Medical Relief a Jordanian based NGO specifically focussing on supporting refugees within Jordan
- Care focused around psychiatric needs and long term developmental needs of displaced children
- Currently treating 225 registered patients with 78% family involvement in treatment plans.

Establishing a Centre of Excellence in Family and Alternative based care - India

(Partnership with Centre of Excellence in Alternative Care (India))

- Working with a leading group of professionals in India to establish a centre of excellence for alternative and family based care that covers all of India
- Developing a concise localised training manual for social work practitioners in partnership with the Indian government
- Delivering training across India on all aspects of child protection and alternative and family based care.

Fostering First Asia - South East Asia

(Partnership with The Nippon Foundation (Japan))

- Working across 11 countries to understand and develop the current national position of family based care across South East Asia
- Working to launch an annual Asian focused conference that will work to network and allow an exchange of best practice between South East Asian focussed organisations
- Providing an online portal for grassroots organisations to explore and exchange best practices in family based care across South East Asia.

Research Project into the study of Forced Migration and Gender

(Partnership with The University of Oxford (England))

- Funding a 4 year research project focussing on forced migration and the impact of gender, specifically in children at The University of Oxford
- Working on ground breaking research to work on better planning for large scale forced migration in the future
- Working on delivering research that will help guide organisations on how to better respond to humanitarian crisis in the future
- Working to ensure that research produced affects global policy has a long lasting positive influence.

Key Assets The Children’s Services Provider has partnered with the Martin James Foundation which creates a positive and lasting impact through significant projects around the world aimed at improving the lives of vulnerable and disadvantaged children.



For Our Children



Arabian Medical Relief



Human Relief Foundation



University of Oxford



CEAC



The Nippon Foundation (Japan)

The directors present their report together with financial statements on the company for the year ended 31 December 2017.

Directors

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

- Robert Ryan
- Stephen Jacques
- Gareth Davies
- Judith Wilkinson (resigned on 14 November 2017)
- Estella Abraham (resigned on 25 October 2017)

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 Team Parenting 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.



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.



Judith Wilkinson - Director

Judith is the State Director of Key Assets in Western Australia. Judith is a qualified social worker with many years' experience in a broad range of areas in Australia and the UK. She moved into management with Oxfordshire County Council Social Services Department in 1990, assuming responsibility for services for older and disabled people. She achieved a Diploma in Management Studies from Oxford Brookes University and in 1999, after a move to Ireland, a Master in Business Studies from University College Dublin. On returning to Australia in 2003, Judith joined the Department for Child Protection moving from Director of Strategic Services to Director of Fostering Services before joining Key Assets in September 2012. Judith resigned as a director of the company on 14 November 2017.



Estella Abraham - Director

Estella is the Group Executive Director of Key Assets – The Children's Services Provider Limited. Estella has over thirty years' experience in working with children and families in the public, private and voluntary sectors. She is a qualified social worker and she joined Foster Care Associates (part of Key Assets Group) in 2002 to set up FCA in Scotland. As a consultant she delivered the initial feasibility study for FCA in Scotland and was recruited as the first Scottish Director. From its launch in 2001, FCA Scotland now looks after 300 children. Estella is also an Advisor to the Rees Foundation in the UK. Estella resigned as a director of the company on 25 October 2017.



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.

INFORMATION ON DIRECTORS



Rob Ryan - Director

Rob is the Managing Director of Key Assets in Australia and previously the State Director of Key Assets Queensland Limited. Prior to these roles, Rob was the 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.



Steve Jacques - Director

Steve is the Chief Executive Officer for Key Assets – The Children's Services Provider Limited. He qualified as a Social Worker in 1995 and joined Foster Care Associates (part of the Key Assets Group) in 2000. In 2005, Stephen was asked to take the lead in developing Key Assets' first non-UK foster care agency in the Republic of Ireland, Fostering First Ireland (FFI). Under his direction, FFI grew from having no foster carers and children placed to supporting and working with over 75 foster care households and children or young people placed with them. In 2012 Steve became the founding director of Key Assets in Queensland and was responsible for leading the development of Key Assets in New South Wales. Stephen has significant business development experience and success across a range of jurisdictions. In addition to his undergraduate degree and post-graduate Diploma in Social Work, Stephen has achieved a post-graduate Child Care Award and the post-qualifying Certificate in Social Work through the University of Sheffield, UK.

FINANCIAL HIGHLIGHTS

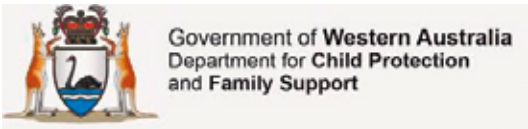
	2017 \$	2016 \$
Revenue	32,005,410	26,745,220
Other income	-	907,194
EXPENSES		
Fostering allowances and support costs	10,691,526	8,730,110
Recruitment and placement costs	1,271,682	1,535,618
Employee benefits expense	11,921,481	10,496,897
Occupancy, administration and other costs	4,769,047	4,965,204
Operating surplus*	3,351,674	1,924,585

*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 2017. 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:



Registered NDIS Provider



**PRODUCED BY KEY ASSETS
THE CHILDREN'S SERVICES
PROVIDER (AUSTRALASIA)**

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