



keyassets

SERVING CHILDREN, FAMILIES & COMMUNITIES

# Impact Report

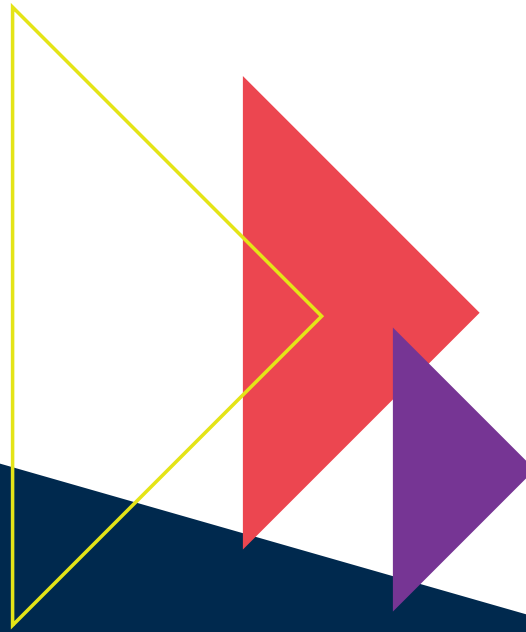
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Key Assets is a non-government, not-for-profit children, family & community services agency which works in partnership with Martin James Foundation which is a global charitable group delivering services & support across Europe, Asia Pacific & Canada.

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 2019 Impact Report for Key Assets Australia. 2019 has been a huge year of growth and achievements. Once again our staff, carers, partners and stakeholders have demonstrated how working together we can fulfil our purpose of achieving positive outcomes for children, young people, families and communities.

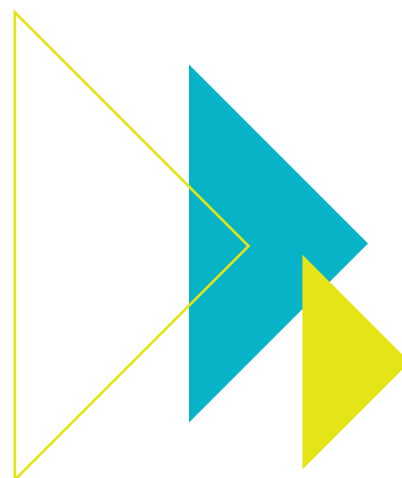
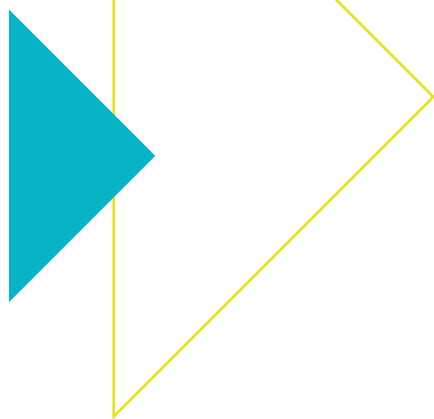
## During 2019 we had:

- Thousands of enquiries from members of the public who are interested in becoming carers with Key Assets. This resulted in many new carers who joined our team. This growth ensures we end 2019 helping our carers to provide a secure and safe home for over 600 children and young people in Australia.

## During the year we also:

- Implemented the new **Practice Framework for Fostering** in all Australian States and New Zealand following our trials in three sites the previous year. We continued to work closely with our partners at the Parenting Research Centre and also implemented the **Practice Framework for Working with Families** in several States. This is ground breaking work on an International scale.
- We extended our operations on **Norfolk Island**. Our Norfolk Island Connect team have been doing some fantastic work with the community to support wellbeing and positive futures for children, young people and their families.
- We continued to implement our second **Reconciliation Action Plan**, this has included employment of new Cultural Practice Leads across the Country, an investment in the Family Matters campaign and staff through **SNAICC** and the **National SNAICC Conference**.
- We built on our strong partnership with local Aboriginal services Wunan and Ngnowar Aerwah in the **East Kimberley** with very positive feedback from the Department and the Community on our programs operating in that region.
- We had huge growth in our **Learning Management System – KARL** (Key Assets Resources and Learning) and the uptake from staff and carers has been wonderful and a way to bring learning to everyone across the country.
- We 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.
- We were successful in a new contract in **Victoria** in partnership with **Allambi Care** to deliver a continuum of care service and have transitioned the carers, children and staff to Key Assets and established several new office sites.
- We 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.
- In every jurisdiction we have been asked to participate or lead trials or new programs reflecting the high regard we are held by our sector and Government partners.
- We have been **sponsors of several conferences** demonstrating our commitment to giving back to the community and sector and had staff present papers at events both in Australia, New Zealand, Japan and on the other side of the world. The **National Foster & Kinship Care Conference in Western Australia** saw over 45 staff and carers in attendance from Key Assets and our presentations were given high praise.
- We conducted a new Employee Engagement survey and had extremely positive results and we will take the learnings to enhance our services in 2020.
- We 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.
- Our Shared Services team expanded with new staff offering expertise in areas such as fleet, data, e-learning, payroll and systems, business development, IT, finance, quality and risk.
- We welcomed three new Non-Executive Directors to the Key Assets Australia Board.
- Our partnership with the **Martin James Foundation** continued and we supported work in Japan, India and the South East Asia network.
- We partnered with **CREATE Foundation** for our 2020 Calendar, sponsored an event at the Create Your Futures Conference and trained six staff nationally to facilitate the Create Your Futures program for our young people and care leavers.





During this year I have visited jurisdictions and our regional sites on a number of occasions. There have been so many wonderful stories and achievements. 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 2019 and we are grateful for the ongoing funding and guidance we receive to help us achieve our vision.

Sadly this will be my last Impact Report with Key Assets as CEO as I will be stepping down from the role in April 2020. This has been a tough decision and is something I have been considering since late 2019. I have loved every minute of my time with Key Assets and each day I am in awe of the commitment, dedication and passion of our staff and carers. I feel honoured to have had the opportunities to meet, share stories and learn about the children, young people and families we support. I have delighted in the successes and sat with the pain and hurt when things have not gone well.

I am extremely proud of the achievements of Key Assets in Australia and the Asia-Pacific region. I know that every day, each and every one of you makes a positive and lasting impact on the lives of children, young people, families and the community. I have met so many amazing people in this role and I could fill a book with the stories and experiences you have shared with me over the years. I will continue to support Key Assets regardless of where the next step in life takes me.

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 2019.

I wish each and every one of our staff, carers, partners and colleagues the very best and I am sure I will see people around as the sector is a very small place. Most importantly thanks to the children, young people and families who are the reason we exist. I know there is a very positive future for everyone connected to the Key Assets story and best wishes to you all.

**ROB RYAN**  
**CEO - KEY ASSETS**  
 E: [rob.ryan@keyassets.com.au](mailto:rob.ryan@keyassets.com.au)



# 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



### EAST KIMBERLEY

- Foster Care
- Intensive Family Support
- Family Care Support

### WESTERN AUSTRALIA

- Disability Support Services
- General Foster Carer
- Specialised Foster Care
- Ability Care
- Emergency Foster Care
- Disability Foster Care

### TASMANIA

- Sibling group foster care
- Specialised foster care
- Intensive family engagement services
- External respite care
- Supervision of Family Contact
- Mentoring and Child and Young Persons Support Engagement Services

### VICTORIA

- Foster Care
- Kinship Care
- Targeted Care Packages
- Enhanced home Based Care
- Early Intervention and Prevention Program



## SOUTH AUSTRALIA

- Specialist Foster Care
- General Foster Care

## QUEENSLAND

- Foster Care
- Kinship Care
- Specialist Foster Care
- Disability Services
- Allied Health Services (NDIS)

## NORFOLK ISLAND

- Child and Family Wellbeing Service

## NEW SOUTH WALES

- Foster Care
- Kinship Care
- Specialist Foster Care
- Family Preservation
- Restoration
- Guardianship
- Pathways to Stability Program (Pilot) & Casework Support Scheme

# Achievements

## HIGH LEVEL STATISTICS

18



Children successfully transitioned into adulthood during 2019

54

Participation events held for C& YP during 2019

08



Young people who completed education with a recognised qualification during 2019



162

Number of staff and carer training events held

133

Number of new carers joining Key Assets in 2019

10,520

Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2019

# 533

Total number of Key Assets carers  
at the close of 2019

# 606

Number of children in care at the close  
of 2019

# 120

Number of new services/  
programs started during 2019



## 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)



# Employee Engagement Survey

In 2019 our employees completed the Pathways Australia “Your Say” survey. The survey has 10 key focus areas:

1. The Organisation
2. Leadership (Executive and Board Level)
3. Management (Direct Line Manager)
4. Communication
5. My Work
6. Opportunities
7. Remuneration & Benefits
8. Recognition & Acknowledgement
9. Training & Development
10. Quality of Work-Life

Across our permanent workforce we had an 83.8% response rate and achieved an overall Satisfaction and Engagement Score of 78%. This compares to a sector average of 68%. Our highest satisfaction results were seen in the areas of Quality of Work-Life 86%, The Organisation 85% and Management (Direct Line Manager) 84%

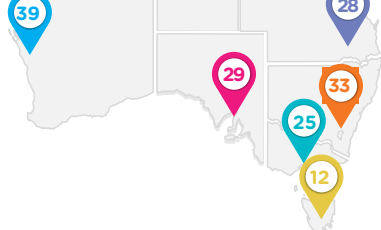
The survey also provided us with valuable feedback from our employees. This feedback informs and guides the Key Assets HR business planning and key focus areas for the next 12 months.





# 2019 Carer Survey

NUMBER OF RESPONDANTS BY STATE



HOW SATISFIED ARE YOU WITH KEY ASSETS?

**77%** SATISFIED

SUPPORT SATISFACTION

How satisfied are you with support received from Key Assets

**79%**

**24%**

*Length of Time Caring*

**31%**

less than 1 year

1 - 2 Years

3 - 5 Years

5 + Years

**25%**

*for Key Assets*

**20%**

SOCIAL WORKER SATISFACTION

How satisfied are you with your Key Assets Social Worker?

**79%**

EVENT SATISFACTION

How satisfied are you with the events that are put on by Key Assets?

**71%**

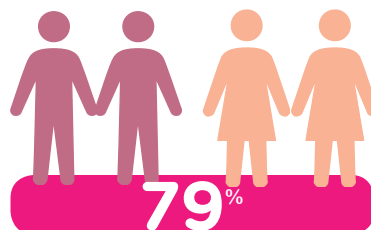
CYPSS / SUPPORT SERVICE

How satisfied are you with the CYPSS services?

**88%**

OVERALL SATISFACTION

With your Carer Support Group

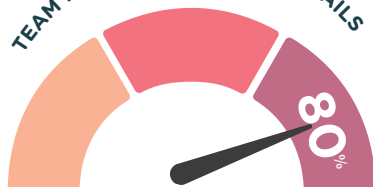


HAVE YOU RECOMMENDED KEY ASSETS TO A FRIEND?

**YES 70%**

83% satisfaction with the way we currently communicate with you

TEAM MANAGER CONTACT DETAILS



ACTIVE LISTENING

EFFECTIVE COMMUNICATION

SUPPORTIVE

TOP 3 THINGS WORKING WELL WITH YOUR KEY ASSETS SOCIAL WORKER

# Executive Team



**Rob Ryan**  
CHIEF EXECUTIVE OFFICER /  
DIRECTOR

[rob.ryan@keyassets.com.au](mailto:rob.ryan@keyassets.com.au)

Rob is the Chief Executive Officer of Key Assets in Australia. Prior to this role Rob held positions such as Managing Director and National Executive Director with Key Assets and he was responsible for the Asia-Pacific Region. Before commencing with Key Assets Rob had work for the Queensland State Government in a range of Senior Executive positions including the Director of the Placement Services Unit, South East Region. In this role he was responsible for the management and support of over 1,700 children in out-of-home care. Rob has worked in the child protection sector for over 27 years in frontline child protection, policy and programs, training and in senior leadership roles in both Government and the Non-Government sector. 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 was previously the Deputy Chair of the Australian Broadcasting Corporation Advisory Council.



**Jamie Hodgson**  
STATE DIRECTOR,  
NEW SOUTH WALES  
DIRECTOR, NORFOLK ISLAND

[jamie.hodgson@keyassets.com.au](mailto: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.



**Mick Austin**  
STATE DIRECTOR, QUEENSLAND  
DIRECTOR, ALLIED OUTCOMES  
[mick.austin@keyassets.com.au](mailto:mick.austin@keyassets.com.au)

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.



**Caroline Brown**  
STATE DIRECTOR,  
TASMANIA

[caroline.brown@keyassets.com.au](mailto:caroline.brown@keyassets.com.au)

Caroline is the Director of Key Assets Tasmania, where she leads our services including the sibling foster care program, which focusses on keeping groups of three or more children together. This program was established in 2015 following the receipt of funding from the State Government of Tasmania who wanted to reform the provision of foster care to siblings. Caroline has been pleased to showcase this work nationally in 2019. Caroline also leads a program that works intensively with families at risk of having their children removed by Child Protection Services producing some very successful outcomes.

Caroline has a background in clinical psychology and has worked for almost 30 years in both operational and senior policy roles across two states of Australia, across the government and non-government sectors, all in the social welfare space with a particular focus on child protection and out of home care.

Caroline has a strong commitment to child and family centred practice, safeguarding, outcomes measurement and ethical practice and of course to keeping brothers and sisters together in out of home care.



**Gareth Davies**  
STATE DIRECTOR,  
SOUTH AUSTRALIA

[gareth.davies@keyassets.com.au](mailto: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.

# Executive Team CONT.



**Brenda Yelland**  
STATE DIRECTOR,  
WESTERN AUSTRALIA

[brenda.yelland@keyassets.com.au](mailto:brenda.yelland@keyassets.com.au)

Brenda joined Key Assets in May 2015 as the Assistant Director in Western Australia. She moved into the Director role in July 2019.

Brenda completed her Social Work degree in Perth WA in 1985. Her first 18 months of practice was based in the Northern Territory, working in several remote Aboriginal communities. Brenda has since held Social Work positions in several community service organisations in WA and spent 10 years as a Senior Social Worker for the Department of Child Protection. She then went on to become a Senior Practice Development Officer before assuming management of a respite programme, a permanent care programme and the local and intercountry adoptions teams. Brenda was appointed as the Assistant Director of Fostering and Adoptions in 2012 where she remained until coming to Key Assets.

Brenda is enjoying the new challenges of her directorship and looks forward to continuing to learn and make a positive and lasting difference to the lives of children, young people and families.



**Lisa Ranahan**  
STATE DIRECTOR,  
VICTORIA

[lisa.ranahan@keyassets.com.au](mailto:lisa.ranahan@keyassets.com.au)

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.





### **Clive Robson** FINANCIAL CONTROLLER

[clive.robson@keyassets.com.au](mailto:clive.robson@keyassets.com.au)

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.



### **Judith Wilkinson** NATIONAL DIRECTOR, STRATEGIC PROJECTS

[judith.wilkinson@keyassets.com.au](mailto:judith.wilkinson@keyassets.com.au)

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."

# Key Assets WA

2019 was another eventful year for Key Assets WA. We have continued to consolidate our core services as well as planning new and diversified services. We continued to recruit new Carers to provide care for additional vulnerable children and young people.

## Some highlights of the year

The National Foster Care Conference was held in Scarborough WA in September 2019. Key Assets Australia was well represented. WA staff and Carers presented two sessions. Carers and staff presented their work on Keeping Aboriginal Children Connected to their Culture. The presentation included a short video of a young Aboriginal man's experience of living with non-Aboriginal Carers who support him to be culturally connected.

Key Assets WA produced a short documentary "It's Tough But You'll Get There", which was developed collaboratively with a group of young care leavers, their support workers and the Key Assets Therapist. The experience helped the young people explore their own journeys to enable them to share their strengths and insights with other young people moving through the care system. The video was later celebrated at a special celebratory screening where guests included the Minister for Child Protection, senior Departmental Executives, Key Assets CEO and a representative of the Commissioner for Children. They joined the Key Assets team and the young people and their families to celebrate the work. The video will be used for Carer training and will be shared with other young people.

Our disability services continue to grow to meet the demand for supporting care leavers with complex needs. Key Assets continue to professionally navigate and support participants in the National Disability Insurance Scheme. We have successfully supported a group of young people transitioning from family based care and residential settings to live independently. New service provision has been in the area of *Specialised* Support Coordination by our qualified and experienced Disability Social Work Team.

Key Assets continues to value our working relationships with our ACCO friends. This year we have added the Dumbartung Aboriginal Corporation to our network. We held our 2020 planning day at Dumbartung where we also had the pleasure of an enriching and moving learning experience. We will be continuing our relationship to provide Carer training and immersive camps for the children we care for throughout 2020.

Key Assets WA, joined with the other States in the inaugural national art competition. The children, young people, Carers and staff participated in school holiday activities to produce a range of beautiful paintings, drawings and sculptures. A panel of judges chose the WA winners for each category. These lucky participants travelled to Queensland in January 2020 for the National event.

The Kimberley's Region, Western Australia





“

Key Assets continues to value our working relationships with our ACCO friends.

In partnership with the Department for Child Protection, Key Assets staff supported 5 young people to attend the CREATE Foundation Conference (a national peak consumer body representing the voices of children and young people with an out-of-home care experience). The conference was held at the Melbourne Zoo in November. This year's theme 'Voices in Action' focused on participation, decision making, transitioning from Care and complaints and Record Keeping. A fun time was had by all. What's next? In 2020 we will be focusing on increasing our intensive individualised support services to young people with a care experience. We are excited to be planning on extending this support to parents with mental health issues and/or intellectual disabilities who require support to safely parent their young children.



## Key Statistics 2019

### Children successfully transitioned into adulthood during 2019

— 2

### Participation events held for C&YP during 2019

— 12

### Number of staff and carer training events held during 2019

— 22

### Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2019

— 2,873

### Number of new carers joining Key Assets in 2019

— 22

### Total number of Key Assets carers at the close of 2019

— 96

### Number of children in care at the close of 2019

— 106



# East Kimberley

Key Assets WA is in the fifth year of working in the East Kimberley. Our service has evolved from being a small fostering service, to Family Support being the main focus of our business there. Our fostering service continues and we have two excellent carers in Kununurra. There are good prospects for growth of the fostering service in 2020.

Following from a successful tender in 2018, Key Assets established the Family Support and Wellbeing Service with Aboriginal partner agencies, the Wunan Foundation in Kununurra and the Ngnowar Aerwah Aboriginal Corporation in Wyndham. The service is staffed by Support Workers employed by Wunan and led by the Key Assets Team Manager with the Key Assets Social Worker. All referrals come from the Department for Communities (Child Protection and Family Support) and comprise both Intensive Family Support Service (family preservation and reunification) and the Family Care Support Service (kinship carer support).

The challenges have been many and much has been learned. The main challenge initially was staffing. Attracting and retaining good staff doing such demanding work in a remote area is a difficulty encountered by all agencies in the region. However after months of instability, the team finally settled and by the end of 2019 had formed a united and committed group. We have learned that qualities and experience required for success

in a remote area are quite different to those sought in a metro area. Formal qualifications are important but are trumped by experience of working remotely with Aboriginal people, flexibility, resilience, creativity and ability to connect with a wide range of people. The personal and professional overlap in the East Kimberley. This is not only because the community is very small but because Aboriginal people do not make those sharp distinctions and also because of the interconnectedness of people in the region. Networks are extraordinarily complex and not only are staff within and between agencies often connected by kinship, they are likely also to be connected to service users. There has also been learning about how to operate a team where the staff are employed by different agencies. This has relied upon good communication between managers, and the building of trust between the partner organisations. Practical difficulties – office space, vehicles, etc. – have also been successfully resolved in 2019.





## Achievements for 2019 include

- Nomination of Key Assets for the non-Aboriginal Agency of the Year Award at the East Kimberley Achievement Awards event.
- The establishment of the governance with an Operational Management Team comprising Key Assets team Manager and Wunan Manager of Family and Children's Services. The Partnership Governance Group comprises the CEO's of Wunan and Ngnowar Aerwah and the Director of KAWA. The Partnership Governance Group meets quarterly.
- The completion and submission of the required Partnership Development Plan and Cultural Plan.
- Successful passing of Service Reviews for both Intensive Family Support and Family Care Support contracts.
- In recognition of the important and sometimes neglected role of fathers in the families meeting their goals, work commenced to set up a men's group.
- Demonstrating flexibility in response to client need, Key Assets used one of our approved foster carers to provide respite for an Intensive Family Support Service single mother.
- And demonstrating flexibility in response to customer need, the service extended the initial boundaries with a Variation to Contract to include Wyndham in the Family Care Service, and took on work with a family in Doon Doon Community which is outside the usual Intensive Family Support Service boundary.



While referrals to the Family Care Support Service (FCS) have been low, the Intensive Family Support Service (IFSS) has operated at full capacity. FCS received and accepted 2 referrals; IFSS received and accepted 14. This involved 53 children and 27 adults. We had 8 successful 'graduates' from the service who achieved all the goals in their family plan.

The year ahead promises consolidation of our existing services, strengthening of our partnerships, and opportunities for expansion to continue to work with local people and agencies to make a positive and lasting difference to the lives of children and families.



# Key Assets NSW

Key Assets NSW has had a momentous 2019, with our services expanding and diversifying geographically allowing Key Assets to reach and support more children, young people, carers and families across the state.

During 2019, our service continued to work with our carers, families, staff, government partners and other stakeholders in making us a professional and responsive service to children, young people, carers and families.

Key Assets NSW continued to implement the Quality Assurance Framework and the Practice Framework as evidence informed approaches to improve our practice, enabling staff to measure outcomes and evidence the positive impact we have when working with children, young people and carers.

In 2019, we continued to embed the Permanency Support program, which saw the growth of the Families for Life Program, into Newcastle and Blacktown districts. The Families for Life Program enables Key Assets to implement the continuum of

care, specifically foster care, guardianship, adoption, restoration and family preservation. The staff in the program are proud of the work they undertake working alongside families, carers and children in achieving permanency outcomes. Throughout 2019, the team presented at forums and conferences in the work they have undertaken in the area of family preservation and working alongside birth families.

Also, the Department of Communities and Justice engaged Key Assets NSW to operate a pilot in supporting children and young people to be placed in family based care. We established the Pathways to Stability Program in 2019 and approved our first foster carer household for the program. This program pilots a professional foster care model in NSW. We are excited to be working alongside our Department colleagues in the pilot.

Sydney Harbour, New South Wales

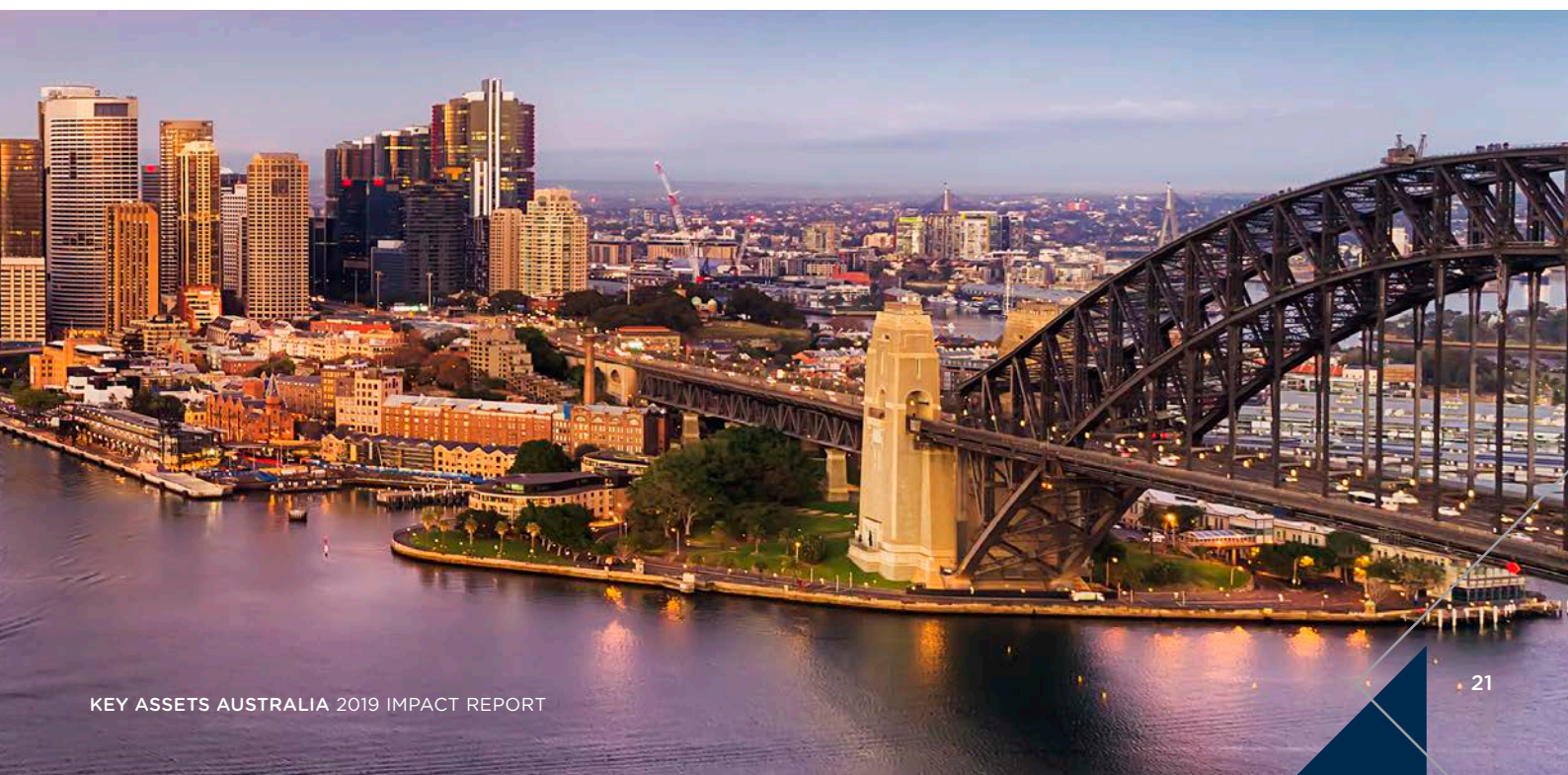






## KEY HIGHLIGHTS

- In 2019, Key Assets NSW had a 79% increase in carer enquiries and a 23% increase in advice visits to carer households who were interested in becoming carers.
- We welcomed into the Key Assets team a Quality Assurance & Service Improvement Manager, this was a new position for Key Assets NSW which has supported the NSW team to ensure a high quality of work across all teams and focus on areas of improvement. We also welcomed two new therapists in the Newcastle and Sydney offices.
- In 2019, Key Assets NSW launched the Children and Young Person's Participation Strategy and established a State-wide working group. In this regard, there were many events and engagement opportunities for children and young people across the State. In 2019, children attended the National CREATE Conference: Nothing About Us without Us and our inaugural Key Assets National Art Competition held in Brisbane. Hearing the voice of the children and young people in our programs and ensuring they are heard and can participate in decision making is important for Key Assets as a children's service provider.
- In 2019, we celebrated with two young people who graduated Year 12 and have now successfully gone on to pursue their ambitions. For the first time, Key Assets were successful working alongside two carer households to successfully have a Guardianship order and Adoption order granted, these were our first and will not be our last.
- The Newcastle team runs the Annual Easter Egg hunt at Blackbutt Reserve, it has become a Key Assets NSW tradition. This event is the most valued event from the children's perspective, and it is always a relaxing and enjoyable event with lots of smiles occurring on the day.





Wineglass Bay, Tasmania



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We have continued to do great work with families through the Intensive Family Engagement Service this year.

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# Key Assets TAS

Key Assets Tasmania turned four this year and we are continuing to provide great experiences for the children in our care, supporting our wonderful foster carers and helping families to stay safely together.

This year we have had a focus on children's participation and on evidencing the outcomes of sibling group care. This has included having young people present at the national CREATE Conference entitled *Nothing About Us Without Us* and leading on the inaugural Key Assets *National Art Competition* (see case studies elsewhere in this report). We have also been fortunate to have one of our staff undertake a student placement with us as part of a higher education program which enabled us to do some detailed research about the outcomes of the sibling care program. This program is funded by the Department of Communities, a state government Department in Tasmania and it focusses on keeping large sibling groups together in foster care. In undertaking this research it was clear that Tasmania is leading the way in keeping brothers and sisters together in foster care and it was pleasing to see that this program is delivering better outcomes for children compared to nationally available data in relation to elements such as placement stability. We have also noticed that children in care with their siblings are far more likely to be reunified as a group and this is borne out by research in this area as well.

We were pleased to be able to showcase this unique Sibling group care program at the *National Child Aware Conference* in Brisbane and at The Institute of Open Adoption Studies' *Annual Research to Practice Forum* in Sydney.

We have continued to do great work with families through the *Intensive Family Engagement Service* this year, a program which aims to keep children out of foster care. This program is also funded by the Department of Communities and it enables us to work collaboratively with families to ensure the safety and wellbeing of the whole family. This program comprises therapeutic parenting, solution focussed intervention and a systems approach focussing on connectedness and relational repair all guided by an evidence-based practice framework to produce the change that families desire. It is a privilege to be able to work so closely and intensively with families in this program. Key Assets Tasmania also passed an independent Departmental quality review with flying colours this year which gives us great confidence going forward into 2020.





# Key Assets SA

In 2019 Key Assets South Australia renewed its licence to operate as a Foster Care Agency and also extended its contract with the Government to provide Specialist Foster Care for Children & Young People with high and complex needs under the Guardianship of the Minister for Child Protection.

During the year Key Assets SA have continued to work flexibly and creatively to accommodate the needs of children and young people. They have also maintained their focus upon supporting foster carers to create an environment in which children and young people are able to thrive in terms of their physical and emotional well-being, achieve in educational outcomes as well as grow in self-confidence.

Key Assets SA were also contracted by the Government to provide a General Foster Care service as well as an agreement to provide Emergency placements when appropriate.

In 2019 Key Assets SA celebrated ten years of operating in South Australia and recognised that the first young person placed remains living with her original foster carers (and who becomes eighteen early next year)!

During the year a high number of participation events were held for children and young people, the highlight being a “Cultural Camp”, a resounding success which was also attended by the Minister for Child Protection.

In 2019, foster carers, children and young people also attended a number of high profile events, including the National Kinship & Foster Care Conference, the SNAICC Annual Conference and the CREATE Conference held at the fantastic venue of Melbourne Zoo!

Overall 2019 has been a year of consolidation for Key Assets South Australia, together with further consideration of new service offerings and working towards accreditation under the Australian Service Excellence Standards as well as maintaining its exceptional outcomes in regard to children and young people and achieving the Government of South Australia contractual expectations.





Victor Harbour, South Australia

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It is nothing short of a privilege working for an organisation that not only is so child focused but is so nurturing and enjoyable to work for



# Key Assets QLD

Key Assets Queensland has renewed its license to operate within the state in 2019 with a successful HSQF Audit in late December 2019. This audit highlighted the agency's capacity to continue practice improvement alongside the implementation of our National Practice Framework, for support and coaching of carers, young people and families.

Our pilot launch of Pathways to Stability has been met with positive feedback from Government officials to date. To complement this Specialist program, Key Assets Queensland have developed an integrated professional development plan designed to build on carers capacity and skill. The tailored Fostering Evolution Australia training enhances carer communication and intervention with young people, becoming a therapeutic parent with a purposeful and meaningful approach to supporting complex and extreme behaviours.

We have seen continued growth in our children and young people with an increase of 15 receiving family based care. Our measured inputs model also acknowledges an increase in the specialist support services required to sustain children and young people within placement. The sector acknowledges the increased behavioural needs following a higher number of

placement transitions for children and young people coupled with limited carer capacity state-wide.

Work with our First Nations people around connection to country and cultural emersion has been a focus for the team with the employment of a full-time Cultural Practice Lead since the later part of 2019. This renewed commitment to our work with our Aboriginal and Torres Strait Islander young people and families has also seen the establishment of new connections and future partnering opportunities to improve outcomes for our young people.

Sunshine Beach, Queensland



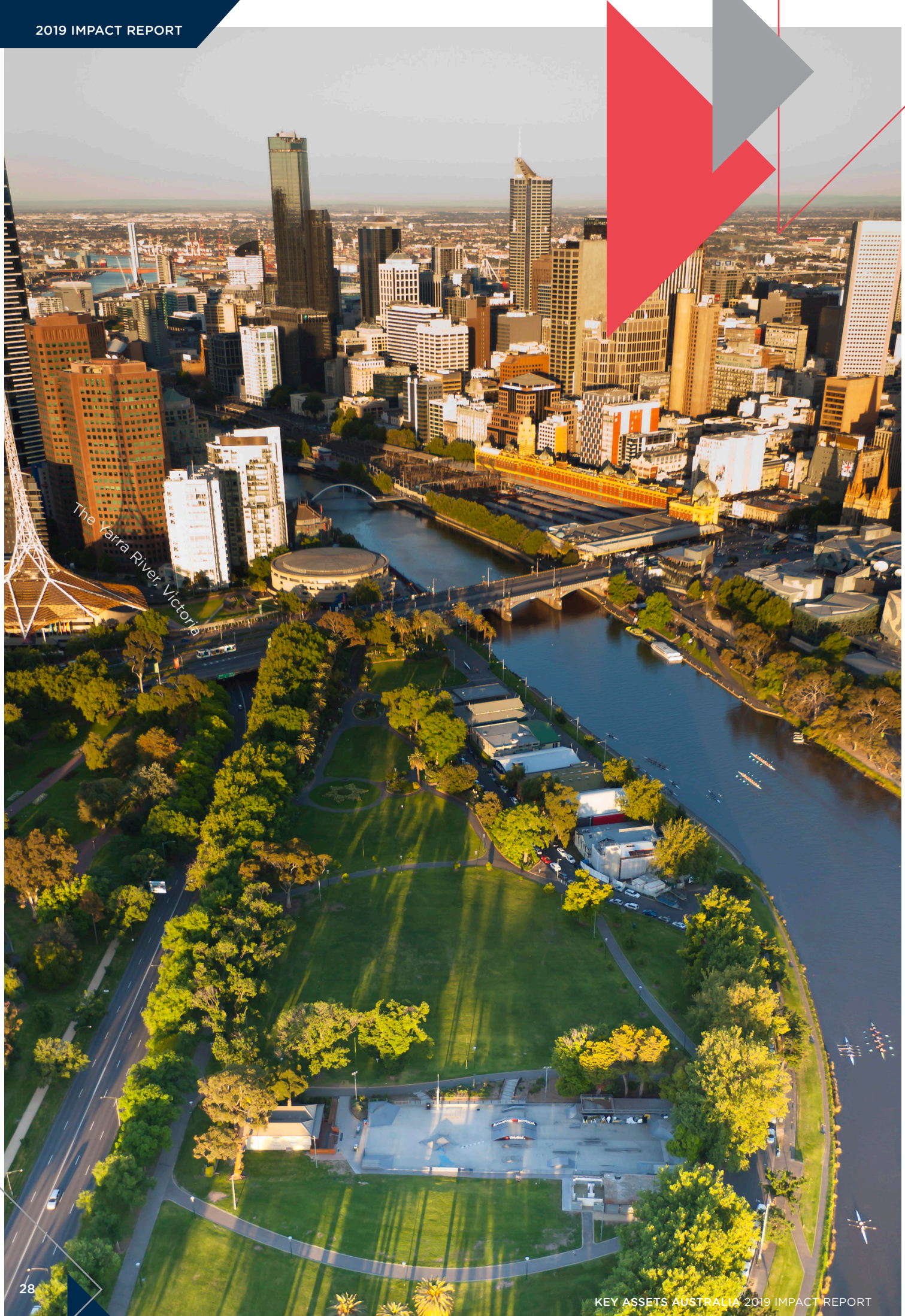


## Highlights Include:

- Launch of Practice Framework and positive engagement by staff and carers
- Work with international Social Work Students in a partnership between Key Assets and Ritsumeikan University regarding training and education in the Out of Home Care sector
- The All Stars Program meet and plan activities and programs each quarter with a number of Young Person representatives giving rise to the voice of young people in our everyday work
- Successful completion of HSQF Independent Audit-acknowledgement of continued practice improvement and exceeding department expectations
- Complete compliance at the Annual Department Licensing and Monitoring Audit in August
- Launch of Fostering Evolution Australia specialist carer training
- Continued implementation of the measured Inputs framework
- Fostering Friends – Biological children's group
- Specialist information evening for the launch of Pathways to Stability
- Winning contributions by our young people and staff in the National Art Competition







The Yarra River, Victoria



# Key Assets VIC

2019 has seen unprecedented growth and activity for Key Assets Victoria. In the middle of the year we were successful with two key tenders for foster care, family support services and residential care across the South Division.

We welcomed 48 carer households to the Key Assets family. We had the privilege of supporting an additional 60 children and young people, bringing the number of children in placements to 105 at years end.

With this growth we were able to employ 15 new staff including administration, carer recruitment, family finding, youth support and social workers. We extended our service delivery to support foster Carers in Inner Gippsland and opened an office in Leongatha. We also opened a bayside office in Mornington for our foster care and family services programs.

Victoria extended our service streams to provide an early intervention and prevention service in the Bayside Peninsula area. Our Families for Life workers have supported 18 families across the last 6 months and are privileged to be a part of each family's journey and success.

A milestone for 2019 was the partnership with NSW care provider, Allambi Care. This partnership forms the final piece in the continuum of care model, whereby Allambi are providing residential care to 12 young people. This partnership enables us to provide end to end care services across the Bayside area.

Key Assets engaged an external consultant to evaluate the Enhanced Home Based Care Program in the West Division. The evaluation sought to capture the voice of the children, foster carers and social workers.

The feedback obtained from the children, carers and staff yielded very encouraging information, significantly that the primary aims had been achieved. A social worker said

“we have successfully transitioned children from a residential provision to a home based family setting and have successfully managed to place very complex children in home based care placements with loving carers.

Carers, and schools have also seen significant changes in children's ability to connect and participate in school. Children were now noticeably more settled and calmer with significantly fewer incidents of aggression, anger, violence and hostility.

Key Assets are honoured to be able to support more carers and children across 2019, and look forward to 2020 where we will focus on engaging young people as part of the Children and Young People's participation strategy with CREATE groups and engagement activities.

## Key Statistics 2019

### Children successfully transitioned into adulthood during 2019

- 4 young people

### Participation events held for C&YP during 2019

- Five events across the year for children and families. The annual Christmas party was attended by 150 people including 80 children and young people.
- One young person gave the key note address at our office opening in October.

### Number of staff and carer training events held during 2019

- Staff undertook 12 days of professional development and training and carers were provided with 6 training opportunities

### Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2019

- 1625

### Number of new carers joining Key Assets in 2019

- 62 carers approved

### Total number of Key Assets Carers at the close of 2019

- 96

### Number of children in care at the close of 2019

- 105

### Number of new services/programs started during 2019

- Partnership with Allambi Care in which they provide residential care component of the continuum of care model in the Bayside Peninsula area.
- Commenced Foster Care service in Gippsland
- Commenced Early intervention and Prevention service in Bayside Peninsula Area
- Expanded Foster Care into Bayside Peninsula Area







# Key Assets Norfolk Island

Key Assets – the Children’s Services Provider, commenced contributing to the delivery of services for children, young people and families on Norfolk Island in 2018.

Norfolk Island is a beautiful island in the South West Pacific whose people are justifiably proud of their rich history and unique culture. It is an Australian External Territory with a population of more than 1700 with its own multipurpose health facility and a school that caters for students from kindergarten to Year 12.

The service managed by Key Assets is NI-Connect - this name was chosen by the children and young people of the Island.

The Norfolk Island community has many strengths and resources to draw on and is already successful in raising resilient and connected children and young people. The purpose of NI-Connect is to work with parents and the community so that children and young people remain safe, healthy and happy, with enduring and positive family relationships.

The team at NI-Connect includes social workers and a psychologist who offer a range of services across the continuum of care to support the safety and wellbeing of children and young people. The team offers services to individuals and families seeking information and advice about parenting, life skills, health and wellbeing, as well as guidance in responding to developmental milestones for children and young people. NI-Connect works closely with the Norfolk Island Central School and is conducting resiliency programs for children identified by the school as vulnerable.

NI-Connect is establishing itself as a community hub. It collaborates with other organisations who deliver services from the facilities and it has created a sensory room that any member of the community can use. The team also connects children, young people and families to other services they may need through specialist supports, counselling and crisis accommodation. As part of its commitment to upholding Norfolk Island traditions, it hosted fun cultural activities for children and young people in 2019 as well as school holiday activities.

The NI-Connect team aim to be active participants in the community and in 2019 the team participated in community events and forums to develop their understanding of the community and how NI-Connect can contribute. One outcome was the development of a Service Directory for the Island to enhance community awareness of available services, with NI-Connect striving to facilitate collaboration between service providers. NI Connect has also become a part of the Community Gardens project, which has enabled it to contribute to gardens that provide produce for members of the community.





# Pathways to stability

Giving young people in residential care the opportunity to have the same life trajectories as their peers.

## THE PROBLEM WE ARE TRYING TO SOLVE

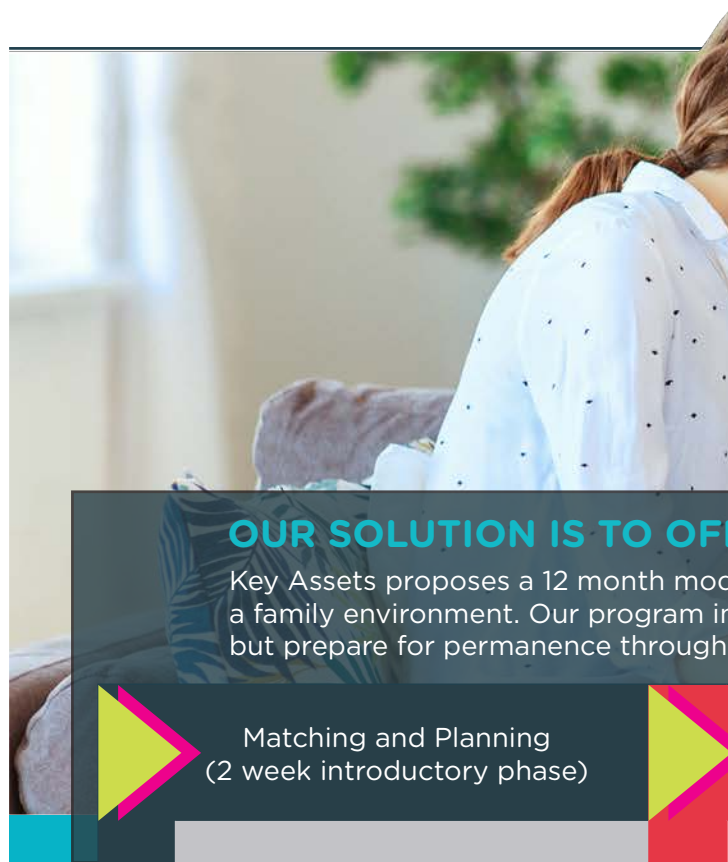
Children and young people who have spent time in Residential Out-of-Home Care (Residential Care) have the poorest outcomes of all children in Out-of-Home Care, having the highest rates of involvement in the youth justice system, the lowest rates of school attendance and the poorest life-long outcomes for employment, mental and physical health in adulthood. It is also well known that young people who leave care without the benefit of strong links to a family often experience homelessness in their first year of independence.

## OUR SOLUTION TO THE PROBLEM

Key Assets proposes a 12 month model of intensive therapeutic foster care to transition children from residential placements into a family environment.

By using a specialist approach to fostering, we can take children from a residential environment and place them in the care of a family who will devote the time and energy, with the support of a team of professionals wrapped around the placement, to give that child a route to positive and lasting outcomes. Our program intends to not only transition a child successfully from residential care to a fostering family environment, but prepare for permanence through either reunification, long term fostering or preparation for independence in alignment with the Out-of-Home-Care Outcomes Framework.

The model offers placements that have intensive wraparound support which is completely flexible for each child; initial planning stages will allow for creation of a bespoke package of inputs. What is unique about this model is the foster carers - we will recruit and train highly specialised foster carers who will become a key member of the Care Team, with a reward structure that allows Key Assets to place high expectations on these carers, including the need to prioritise a child over taking employment or other commitments.



## OUR SOLUTION IS TO OFFER

Key Assets proposes a 12 month model of intensive therapeutic foster care to transition children from residential placements into a family environment. Our program intends to not only transition a child successfully from residential care to a fostering family environment, but prepare for permanence through either reunification, long term fostering or preparation for independence in alignment with the Out-of-Home-Care Outcomes Framework.

Matching and Planning  
(2 week introductory phase)

PHASE ONE

**AIM:** To match the identified needs of the young person with the experience, skills and personal qualities of the specialist carer and to integrate the network of professionals around the child.

**OUTCOME:** Protected from abuse, neglect and exposure to violence, nurtured and cared for, living in a stable and predictable environment.

PHASE TWO

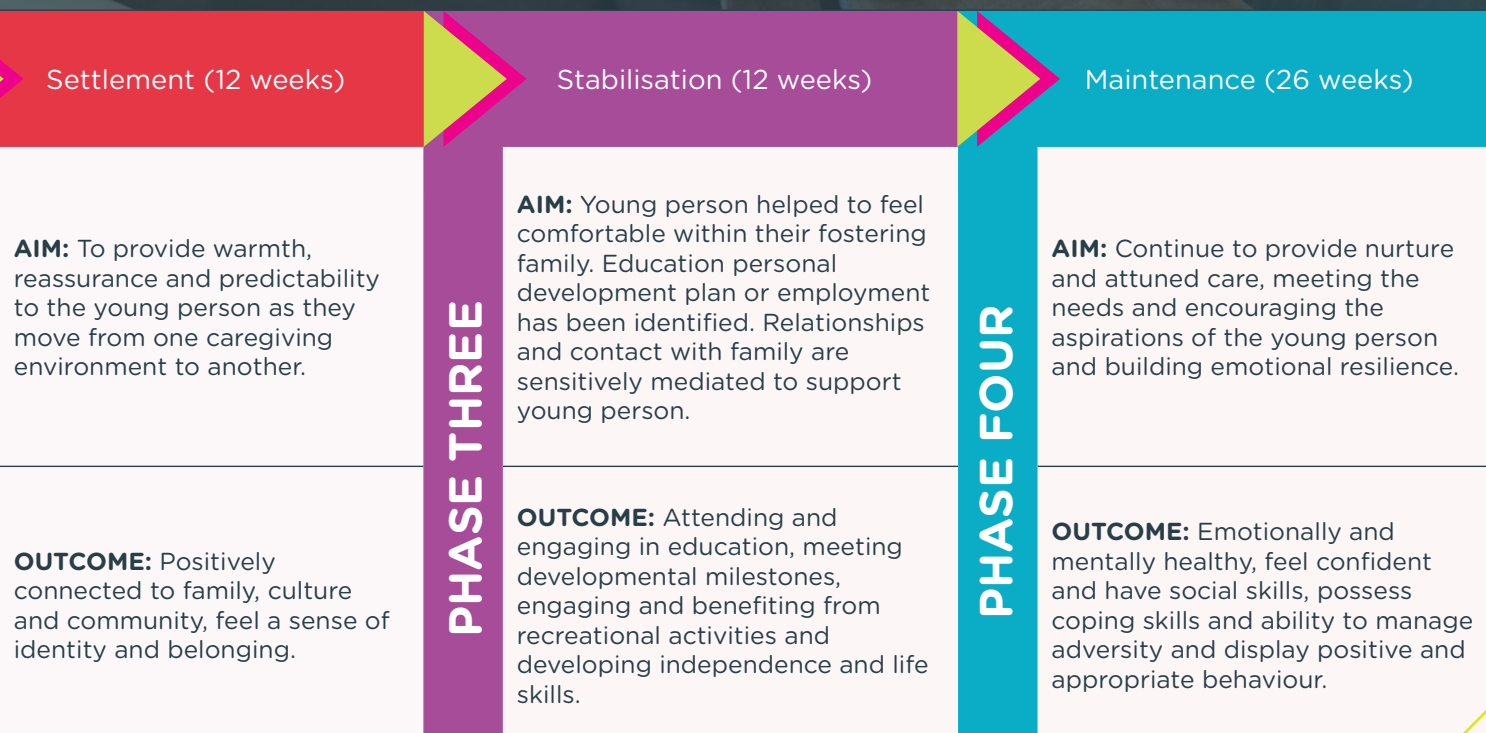
Our Foster Carers are the central agent for change in a young person's life and as a central component to our framework for practice they and the wider team of professionals constitute a systemic approach to stabilising foster placements, contributing to the establishment of a secure and stable placement. This framework centers on the needs of the child by ensuring that appropriate resilience-based strategies and methods are undertaken in partnership with educational and/or therapeutic interventions to support the positive and healthy development of young people in care.

The components and sequencing of the approach are designed to stabilise, attend to emotional distress, model positive emotional responses and promote healthy psychosocial development for children and young people in care. The Complex Trauma and Attachment literature illustrates that often a phased approach to treatment is one of the most efficacious ways of producing positive change. Our Framework is designed to implement a phased approach.



## FOR A 12 MONTH MODEL OF INTENSIVE THERAPEUTIC FOSTER CARE

Model of intensive therapeutic foster care to transition children from residential placements into foster care. The model intends to not only transition a child successfully from residential to a fostering family environment, but also to achieve either reunification or long term fostering.



PHASE THREE

PHASE FOUR

*\*This information is based specifically on the Queensland Pathways to Stability model. The program also exists in New South Wales, with slight differences to process.*

# 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
- Project Management
- Data analysis and system support

**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











# CREATE Conference

## CASE STUDY

**This year has been full of amazing experiences for many of the children in our care.**

As an example, eight young people from across Tasmania had the opportunity to attend the CREATE Conference entitled Voices in Action which focused on the participation of young people in foster care and the decisions that affect their lives.

The conference was held at the Melbourne Zoological Gardens. For many of the young people attending it was their first time on a plane or visiting a zoo which made the conference extra special.

The Director of Tasmania, Caroline Brown spoke about the Key Assets Children's Participation Strategy which outlines a model of participation made up of four interrelated components. These are Space (to express views), Voice (facilitated to express views), Audience (to be listened to) and Influence (to have views acted upon as appropriate). This is based on Lundy's Model of Participation which is applicable to all children regardless of their age and can be applied to all areas of a child's life and both individual and collective decision-making processes. This model was then demonstrated by the four young Tasmanian people who presented their views of what participation meant to them. Our young people spoke eloquently in front of an audience of at least 50 people about what participation meant to them. Here is some of what they said.

I think that all kids should have a say and a choice in decisions that affect our lives. It makes me feel that I am important and that I matter. It's also good to have a carer who talks to you then speaks up for you when I find it hard to put into words to other adults.

**J aged 13**

I think that it's great that I can come up here today. I think that what people say to help us is important because it can affect us and our future life. Children in care should always have a say, doesn't matter if it's right or wrong, nothing should stop them. I feel if I got heard and say I would feel that people are noticing me. I feel important and I just don't feel like a kid in care. I feel like a normal kid.

**B aged 12**

When I think of the idea of participation in decisions I think of having a choice. For me having a choice means been given options and getting to pick which option I want. For example being able to make everyday choices or being able to decide which high school I attend next year. For me having a choice makes me excited and happy as I get to have a say.

**T aged 12**

It's important to myself when I have my own opinion and perspective on how we can change the way we live here or the future. It can be overwhelming or tough on deciding my future or feeling uninvolved when I don't get my own say.

**G aged 15**

Our kids did an amazing job having their voice heard especially since they were younger than any of the other speakers at the conference, being aged between 12 and 15. We were all so proud of them. They are certainly the Key Assets of the future.

As well as the formalities of the conference, the young people had the opportunity to participate in Art and Song Writing Workshops as well as explore the zoo. Outside of the conference the young people had the opportunity to explore a little bit of Melbourne, including a trip on the Melbourne Star, shopping, dining out and enjoying gelato at Docklands.

### **The young people's comments on the experience included**

- I made lots of new friends! I would love to attend conferences in the future, when is the next one?
- I liked doing my speech, and having the opportunity to share my thoughts and opinions with people.
- Making new friends, going on the Melbourne Eye and visiting the Zoo.
- Making a new friend and going on the plane.
- Listening everyone else's stories and making new friends.

I am sure that we will have lots of interest from these and other young people in the CREATE Conference next time!



# 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 should be able to reach their goals;

### OUR VISION:

We use v knowledge and experience to create made-to-measure solutions;

### OUR MISSION:

We improve people's quality of life

## OUR VALUES:

### PERSON CENTRED

- The individual is always at the heart of our service and we ensure that all our participants are treated with respect and dignity.

### INNOVATIVE

- We will strive to incorporate technology and innovative treatment practices in order to deliver the best and most user-centric services.

### HONEST

- We will operate with integrity and foster trust in all of our dealings. Our participants will feel that they have a partner in 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.







**allied  
outcomes™**  
TAILORED THERAPY SOLUTIONS  
empowered by  keyassets



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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.

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PARENT FEEDBACK



# Nippon Foundation Work in Japan

## PARTNERSHIP BETWEEN KEY ASSETS JAPAN, KEY ASSETS AUSTRALIA, NIPPON FOUNDATION AND RITSUMEIKAN UNIVERSITY - AUGUST 2019

In August 2019 Key Assets CEO Rob Ryan joined Mamoru Watanabe (CEO Key Assets Japan), Shoko Tokunaga (Nippon Foundation) and Professor Tadashi Nakamura from the Ritsumeikan University in Japan to lecture and facilitate the first ever Fostering Social Work Course in Japan.

These students will be the leaders who will join together to shape positive futures for children and carers in Japan. A delegation from Japan visited Australia in May as part of the preparation for this program and course. Further visits to Australia will occur by the students and lecturers in 2020 and Nippon has now confirmed they will be commencing another course of students with the University in 2020 to continue building the capacity of fostering services in Japan. A wonderful partnership across countries driven by the collective goal of making a positive and lasting impact on children, families and the community.





# Key Assets National Art Competition

## CASE STUDY

I was inspired to initiate the Key Assets National Art Competition for two reasons, firstly because children in foster care need connections, they need to know that they are not alone and that there are other children and young people across the country and indeed across the world that share their experiences.

The same holds true for each and every one of us, whatever our age and stage in life. Secondly art is such a broad field that everyone can participate and make their own contribution, whether that be painting, drawing, digital photography, video graphics or crochet! Art can be thought provoking or inspiring, it can be meditative or it can really make you think, it can be real or surreal, it can stimulate our emotions and make us smile, laugh or cry. It is a great form of self-expression for us all.

The theme of the Inaugural Key Assets Australia Art Competition was chosen as “We are All Connected” to fit in with our stated intentions. The competition was open to everyone in the Key Assets family including children in care, children of foster carers, young people, and adults (including care leavers, carers and staff). Individual or collaborative pieces were accepted. A great prize was on offer, a trip to Queensland in 2020 to attend a celebratory dinner hosted by our CEO Mr Rob Ryan followed by a trip to Dreamworld, all funded by a generous corporate donation.

In Tasmania, children, young people and carers were supported by several fantastic artists across the state who helped us to conceptualise some of our collaborative pieces which we then workshopped over a number of school holiday sessions.

Great fun was had by all involved and some of these fabulous works are featured on this page. I hope you enjoy viewing them as much as we all had fun creating them!

**Caroline Brown**

Director, Tasmania





# Practice Framework

## CASE STUDY

In 2017, Key Assets embarked on a project with the expertise and support of the Parenting Research Centre to design and implement evidence-based practice frameworks to underpin our work with foster carers and with families.

In 2018, we successfully trialled the Practice Framework in New South Wales, Western Australia and New Zealand. Our focus for 2019 was on refining, preparing, installing and implementing the Practice Frameworks across Key Assets Australian jurisdictions.

## FOSTER CARE PRACTICE FRAMEWORK

### VISION FOR THE FRAMEWORK

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.

### MISSION FOR THE FRAMEWORK

Implement a team around the child approach to practice that effectively builds the skills and confidence of carer/parents in providing high quality care; strengthening attachment; promoting development and support relationships; and building resilience in children.

## OUTCOMES FOR THE FOSTER CARE FRAMEWORK

### CARED FOR CHILDREN AND YOUNG PEOPLE ARE:

- safe, settled, and thriving
- recovering from trauma
- developing adaptive, relationship, self-regulation and resilience skills
- and engaged in education

Key Assets Working with Families Practice Framework is now being used in family preservation and restoration services across New South Wales, Victoria and Tasmania.

## WORKING WITH FAMILIES PRACTICE FRAMEWORK

### VISION

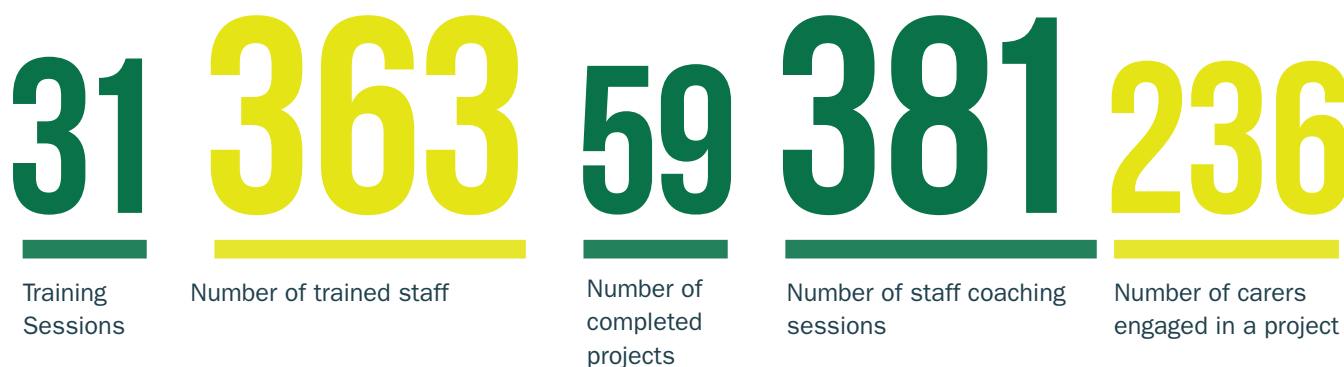
Children are able to safely live with their family.

### MISSION

We will positively impact the lives of children and families by working together to reduce risk and help parents meet the needs of their children.

## OUTCOMES FOR WORKING WITH FAMILIES

- Child is safe from harm/abuse (physical, sexual, emotional)
- Child is living in stable housing with their family
- Child's basic needs are met
- Child's health and medical needs are met
- Child's educational needs are met
- Child has a support network
- Child's emotional and developmental needs are met.



A major improvement the Practice Frameworks have brought has been in the review and enhancement of our continuous quality improvement systems and the increased ability to use the data collected in our visits with carers and families which informs decisions and tracks implementation. Data reports inform the work of Implementation Teams, Team Managers and Social Workers ensuring we are focussed on high quality practice.

Implementation of the Practice Frameworks has required review, update and development of a range of policies, procedures, processes and systems to ensure the Practice Framework is embedded across all areas of Key Assets work.

Regular training sessions in each jurisdiction support our staff to make the required changes to their practice and build their skills in working within the Practice Frameworks. The Practice Frameworks rely on Team Managers to be confident in providing coaching to their staff to improve their skills and develop their understanding of how to implement the Practice Framework with their carers and families. Team Managers provide monthly individual coaching to their teams as well as regular group practice sessions. Team Managers also participate in monthly coaching learning sessions as an opportunity for them to continue to develop their skills.

Throughout the year a range of e-learning resources have also been provided using our learning management system. Four webinars with Q & A sessions have been held, and online training modules for staff including demonstration videos have been developed.

Implementation of the Practice Frameworks has been and will continue to be an ongoing learning process. A good example of this is that, towards the end of the year, it was identified that the language used to talk about the Practice Frameworks was having a significant impact on the ability of some of our staff to integrate the process into their everyday work with carers and families. In response a project was instigated to gauge opinions and views from carers and staff across Australia. The result was clearer and more user friendly communications about the process of the Practice Frameworks which has made a positive impact on understanding and utilisation of the Practice Frameworks.

Social Workers have been working collaboratively with carers and parents to make positive changes in their family lives, to improve outcomes for children and young people. Carers have set goals around a broad range of issues important to them, including: social skills, bedwetting, connection to culture, managing behaviours, self-esteem, self-care, toilet training, managing contact, school and learning, permanency, independence, phone and screen time use, sleeping, safety and routines.

Key Assets has learned a great deal about implementation over the past year. It is a complex process to introduce significant change across our foster carer and family services, requiring clear, timely communication, skilled change management, ongoing training and coaching. Change is never easy, especially on this scale. But the work put in by managers and staff across Key Assets is beginning to pay off in better outcomes for children and families, and in increasing our capacity to measure our impact.

# Calming the Seas

## CASE STUDY

Families are referred to the Intensive Family Engagement Service (IFES) with a host of complex and chronic challenges such as social isolation, family violence, unemployment, poverty, homelessness, parental alcohol and drug dependence and mental illness.

Families referred to IFES have often churned through the Child Protection System and run the gauntlet of poorly coordinated, disjointed service system delivery. Mothers and fathers are required to attend specialised adult services such as Alcohol and Drug Services but are not supported with their parenting role in mind. Parents attend mental health services, but their partners and families are not involved and do not receive support to understand how to support them at home. Families who are referred to IFES have been often viewed in compartmentalised ways by multiple services operating in silos, separated by their mandates/client eligibility criteria, performance indicators and resourcing.

Our IFES approach offers families, often for the first time, a co-ordinated, holistic service approach. Case Management, liaison, advocacy, practical support, psycho-education and therapeutic intervention are all delivered with and alongside in a purposeful, planned, relationship based, solutions focused manner. Our new Working with Families Practice Framework operationalises and consolidates our shared change goals and future proofing vision of our joint work with families, it helps to keep us on track and accountable to our clients, our organisation and our funding partner and supports our staff to reflect and grow in knowledge, skill and confidence.

Our social workers meet our clients where they are at, they are honest, respectful, empathic, attuned and well-resourced in regards to understanding stressors and the challenges and obstacles that vulnerable families face. Our social workers have comprehensive understanding of the impact of adverse childhood experiences and cumulative impact of fractured and abusive relationships across the lifespan.

Working in the IFES program provides Social Workers with the unique opportunity to develop a deep understanding of our clients lived experience. The family unit is our client, we might spend up to 20 hours per week in their homes and support families, on average, for around 20 weeks. If a family is homeless, this is naturally the first big project that is tackled.

We support our clients to navigate housing service networks, address historic housing debt that is blocking housing options, financial counselling for debt consolidation and payment arrangements, develop budgets, find the bond, arrange removalists, set up the home, secure childcare, school enrolment, utilities accounts, find out about public transport, local community support and health services.

Throughout this first project we are getting to know our clients, their wishes and hopes, their worries and fears, their personal support networks, the nature of their extended family relationships, exploring whether there are opportunities for relationship repair to enhance family support. Assessing parenting capacity under duress, understand family dynamics/family functioning, individual needs, family violence, risk and safety, impact of alcohol and drug use on parenting capacity, impact of mental illness of functioning, how well mental health issues are understood and managed. We are also mapping existing service engagement and developing with our clients a Key Care Team which brings relevant services and support people/friends and family together with intersecting roles and responsibilities and a shared goal of supporting this family to remain together safely.

Our experience is that families referred to IFES want their families to be safe and happy. Vulnerable families need to be resourced to function safely and well. Our approach is not linear, we work with families on the most significant obstacles, challenges and risks while providing emotional support, coaching and modelling and education. It is a dynamic process, and progress is measured in terms of increased openness, optimism, confidence, and agency. Building a sustainable social support network is key to maintaining emotional and physical safety for all in the family unit.





Our social workers meet our clients where they are at, they are honest, respectful, empathic, attuned and well-resourced in regards to understanding stressors and the challenges and obstacles that vulnerable families face.

# Reconciliation Action Plan

2019 saw the continued implementation of our Reconciliation Action Plan 2018-2020 across our Australian operations throughout all our services. We worked with a range of partners in our pursuit to contribute to reconciliation with Aboriginal and Torres Strait Islander Peoples and communities.

Some highlights of our work include, our participation in the RAP Evaluation Program as a RAP Partner, conducted by Wollotuka Institute, which contributed to the broader review of the RAP program. In the East Kimberly, Key Assets continued to deliver Intensive Family Support Services with two Aboriginal partner agencies, the Wunan Foundation and Ngnowar Aerwah. Key Assets also sponsored the 2019 SNAICC Conference, with both carers and staff from across Australia within the fostering services attending and supporting the event. A key message from the event which the whole conference gathering supported was that we must move in partnership towards Aboriginal children and families receiving services from Aboriginal agencies.

Key Assets continued as a strong supporter of the SNAICC Family Matters Campaign. We have also joined Supply Nation, and have introduced the Supply Nation business finder across our organisation through our Business Support Management Team. This has helped us to promote the use of Aboriginal and Torres Strait Islander businesses where possible, as part of our procurement. Key Assets also hosted and supported significant events, including National Reconciliation Week and NAIDOC week. Key Assets remains driven to develop our cultural competence as a core element of our organisational culture and RAP commitments.

Our staff continued to engage in cultural learning with 110 staff undertaking cultural practice related courses on our e-learning management system, KARL. Face to face training was also offered across the fostering service in various offices across Australia. A highlight was the Cultural Immersion team day undertaken by our Western Australian team. The Queensland office engaged in the Family Matters Network and in planning to pilot the Strong Communities, Strong Culture Strong Children National Self-Audit Tool during 2020 as part of our RAP 2019 also saw the employment of another Cultural Practice Leader within our Queensland Office, bringing the tally of Cultural Practice Leaders to three nationally. We hope this will enhance continued learning and cultural responsiveness. Plans are already underway to develop our next RAP and to move forward on our organisation's reconciliation journey.



Face to face training was also offered across the fostering service in various offices across Australia.







# Carer Success Story

## CASE STUDY

### KELLY'S ENGAGEMENT IN THE PRACTICE FRAMEWORK:

When Kelly was presented with the opportunity to work on a problem or a concern of her choosing I am sure with five boys between 9-13 years, and an aging husband with disabilities in her care, she must have thought 'you're kidding Sandy, which one?'. One of the children has extremely challenging Behaviours with several diagnosed disabilities. Two others also have diagnosed conditions with challenging Behaviours to a lesser degree.

Kelly and I had developed a strong rapport and high level of trust over the past two years of working on many intense issues together. This made it easier to engage in the new practice framework as a team and progress through the stages, scaffolded by the wonderful strength focused tools provided.

Since the practice framework was such a 'goodness of fit' to our already collaborative way of working, it did not seem like a big change for us. It merely provided a skeleton for the muscles we were already using and a way to measure more effectively and efficiently Kelly's progress towards goal achievement, and hopefully, sustained change.

### THE ISSUE "NONEXISTENT SELF-CARE" SETTING THE GOAL:

Kelly's aspiration has always been to find ways to increase time spent on 're-filling the ATM' as it were, the constant withdrawals meant that she needed regular replenishment and to value herself enough to focus on this in a meaningful way. Happily Kelly was agreeable to work towards this goal together.

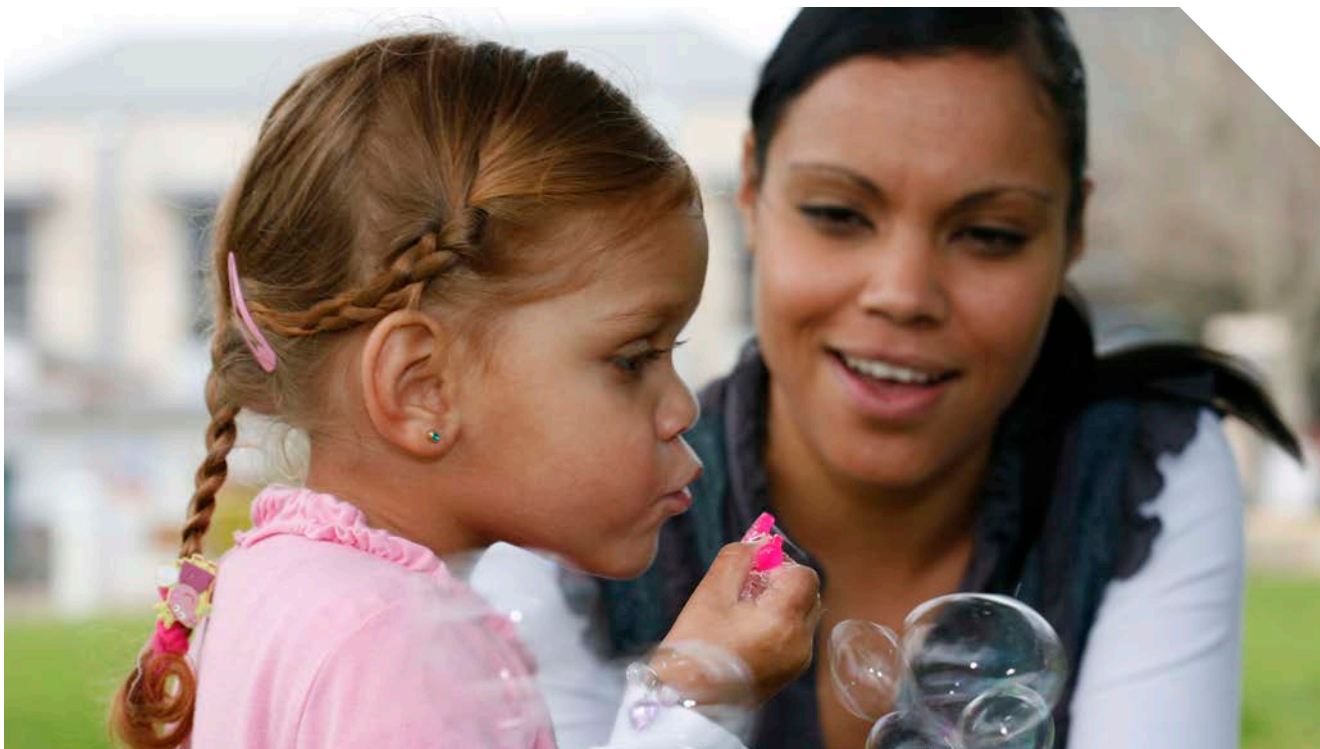
Kelly admitted that "I have very little time for self-care" but decided on two simple goals initially, to see more of her siblings and to visit the Nanjing Temple with her sister now and then. Kelly reflected that "the mindful meditations help me to feel more at peace". I recorded this on the project list template.

### BARRIERS:

Kelly was open about one of the main barriers to achieving increased time for self was that "*I will feel a lot of guilt about taking time for myself, leaving a disabled child and an elderly man with Alzheimer's*". Kelly believed that the children and her husband would not like it if she did, and that she barely had time to make phone calls or respond to emails as it was. Kelly said "*I would like to feel OK about leaving them*".

Kelly and I looked at the pros and cons of change to probe a little deeper into barriers and increase motivation for change. This discussion highlighted Kelly's values of selflessness, being raised to think of others before herself. Kelly told me that her whole family were raised this way, which fed into anticipated feelings of guilt if she took time for herself. While Kelly would feel guilty about taking time for herself, she acknowledged that if she didn't take this time for herself, her health would suffer further and she would not be able to care for others, the very thing she valued most.





## MAKING CHANGE

Kelly and I explored her assets and resources and looked at four key areas for action that were important to achieving her goal, we then collated these into a mind map. Later this was used to complete the planning template. The 'If this then that' tool also helped to assist in planning.

### SUSTAINING CHANGE: “SELF-CARE IS A NECESSITY, NOT OPTIONAL AND I NEED TO ACTIVELY PLAN FOR TIME AWAY FOR MYSELF”.

Kelly embarked upon implementing her plan, including identifying external obstacles and looking at tools to monitor movement and reflect critically on progress towards sustained change.

- Scaling progress over the past 12 months
- Critical reflection task using Hogan's SAID model as an event analysis tool (self-care journey)
- Self-care mind map

To further consolidate sustained change I plan to offer the Coping Plan Template for high risk situations and future setbacks to assist, especially as new challenges arise with the Alzheimer's progression.

## KELLY'S SENSE OF SELF-EFFICACY

Kelly reflected that at the beginning of her project to increase self-care she was at a 1 which is “non-existent”. Kelly said that her self-care consisted of attending the hair dresser once every six weeks for a haircut.

Today almost one year later Kelly rates herself as a 5 on the scale, about half way between non-existent and perfect. Kelly has had a weekend away with her sister, travelled interstate on her own to Perth for the foster carers conference, is having coffee once per month with another friend, and has made steps towards respite options for her husband and grandson with FASD.

*“Once I decided to focus on self-care I immediately began to imagine me having a holiday and what that would look like. Back then the only self-care activity I recall is going to get my hair done once every six weeks”.*

*“At first I felt guilty about focusing on my own needs having a husband with Alzheimer's and one of my five grandchildren with Fetal Alcohol Syndrome Disorder. Later, after going to Perth to attend the foster carer conference I didn't feel guilty. The Perth trip made a huge difference in my life, being on my own and being able to socialize with others, do what I want, not have to socialize if I didn't want to. I went out to dinner one night but I preferred to stay in my room where I could lay in my undies and read without being bothered by anyone. When I had a weekend away with my sister I was not bothered about time”.*

# 2019 in Pictures



20th Anniversary of the Forde Inquiry – Rob Ryan CEO is the Chair of the Forde Foundation BOA



Announced partnership with UQ's Child Health Research Centre to help develop a new treatment program for children neurodevelopmental impairments, inc fetal alcohol syndrome



Attendance by CEO and Shared Services staff at the National Pyjama Foundation Ball with Bronwyn Sheehan and Minister Farmer



Attendance by Rob Ryan CEO and Shared Services staff at the National Pyjama Foundation Ball



Celebrating 12 months of KARL (Key Assets Resources and Learning) and many amazing milestones



Celebrating 12 months of KARL and many amazing milestones



KA South Australia 10 year anniversary acknowledgement of achievements



Launch and opening of the new KA Victoria Office



Launch and opening of the new KA Victoria Office



KA South Australia 10 year anniversary acknowledgement of achievements





Key Assets CEO Rob Ryan met with Di Farmer MP and presented the 2018/19 Impact Report for the Forde Foundation.



Key Assets achieved Silver in the AWEI awards and continued our strong commitment to diversity and inclusion



Launch of the International Child Participation strategy with Kean McNamara a care leaver from Foster First Ireland



Key Assets foster carer, Dale Harrison was announced a finalist for Carer of the Year at the 2019 Victorian Protecting Children Awards.



Key Assets TAS, CEO Rob Ryan and Dr Reeny Jurchyszyn joined to present on the unique sibling program in KA TAS at the National Child Aware Conference in Brisbane



Diversity Awards – Leanne with Bob Downe



CEO's joined with the Martin James Foundation Chair Jim Cockburn and Trustee Ayyab Bryce in UK to plan strategic partnerships for Key Assets and the MJF



National TV appearance after a Social Experiment in the Mall



Delegates and colleagues from Nippon Foundation, Ritsumeikan University and Key Assets Japan joined our team in NSW to share practice learnings across countries



Farewell event for Judith Wilkinson who is moving to a new Director role from her many years in KAWA and handing the mantle to Brenda Yelland



KA Japan team visit to our Queensland Office





Key Assets Australia purchased our first National Office and the fit out work began



Key Assets VIC was successful in a tender in the South Division and commenced a large transition of staff, carers and young people in partnership with the South Division.



Amazing work from the Hope Foundation and a photography project in Jordan with young Syrian refugees sponsored by the Martin James Foundation



Our shared services team building challenge and team uniforms



Our shared services team building challenge and team uniforms



Partnership with Allambi Care as part of the new KA VICT successful tender and a visit by Allambi Care to ELT



Partnership with CREATE to deliver the first train-the-trainer for the Create Your Futures program with Andrew Cummings from CREATE



Norfolk Island – meeting with Department of Infrastructure – Nicole Pearson, Director, Robin Adams Mayor NI, Jamie, Rob



Partnership with Social Enterprise Services in catering for events





Rob Ryan CEO visit to KA Japan office and meeting the staff team



Rob Ryan CEO was invited as a key member of the National Child Safe Sector Leaders Group. In picture is Kath Mandala CEO of National Child Safe Office in Prime Minister and Cabinet



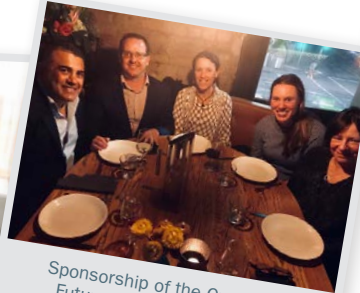
Rob Ryan CEO with Jacqui Reed CEO at launch of CREATE Report into Out of Home Care – KAA continued to build on the partnership with CREATE in 2019 through the Create Your Futures program



TODAY Carer Journey Workshop with our recruitment leads, marketing and Directors at our Shared Services office



Trialing new Virtual Reality tools with our partner CornerStone



Sponsorship of the Create Your Futures National Conference Speakers event with Australia and New Zealand National and State Commissioners.



National Office for Child Safety with NAPCAN



Use of technology to link in people from across the world



We met with Caringlife about their innovative App that gives young people in out-of-home care a way to see all the photos and memories from their time in care.



Young person TT from WA dropped into the Key Assets Shared Services office to challenge our CEO Rob to a bout of connect 4.

# Board of Directors

30TH JUNE 2019

**The directors present the financial summary for the six month period ended 30 June 2019.**

## DIRECTORS

The following persons were directors of the company during the whole of the six month period ended 30 June 2019 and up to the date of this report, unless otherwise stated:

Robert Ryan  
Stephen Jacques  
Gareth Davies  
Craig Lawn (appointed 18 February 2019)

## OBJECTIVES

The short-term objective is to continue to develop and deliver high quality children and family social services including out-of-home care, disability support and family support services.

The Long-term objective is for the company to be a leading, high quality provider of children and family social services delivering across the continuum of care in Australia and working collaboratively with the Federal Government, State Governments and other Sector Partners.

## STRATEGY FOR ACHIEVING THE OBJECTIVES

Key Assets, Key Care Team™ framework ensures that all our services are delivered systemically and focus on meeting the development needs of children and young people. We recognise the central role of the primary carer as the agent of change for children and young people and therefore our framework focuses on high support activity, training and coaching to build their capacity in achieving stability and resilience in children and young people. Key Assets recruits high quality foster carers as well as suitably qualified and experienced professionals from diverse backgrounds to ensure expertise in the service delivery.

## PRINCIPAL ACTIVITIES

During the financial year the principal continuing activity of the company was the provision of out-of-home care and disability support services on behalf of State government partners.

## 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.



### Rob Ryan CHIEF EXECUTIVE OFFICER

Rob is the Chief Executive Officer of Key Assets in Australia and previously has held roles as Managing Director (Australia), Executive Director (Australia) and 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 area for over 25 years in frontline child protection, policy and programs, training and in senior leadership roles 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 also a Justice of the Peace (Qualified). Rob is currently the Chair of the Forde Foundation Board of Advice and was previously the Deputy Chair on the Australian Broadcasting Corporation (ABC) Advisory Council. Rob also has statutory delegations for services on Norfolk Island.



### Stephen Jacques GROUP CHIEF EXECUTIVE OFFICER

Stephen is the Group Chief Executive Officer for Key Assets - The Children's Services Provider Limited. He 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. Stephen has extensive international experience in this sector including service development consultancy. In 2005 Stephen was responsible for establishing one of Ireland's first non-government intensive and therapeutic foster care programs. Stephen 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. Stephen has held executive oversight of Key Assets organisations in Europe, North America & the Asia Pacific since 2014. 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. Stephen is also a fellow of the St. Georges (Windsor Castle) Society of Leadership Fellows.





### **Gareth Davies DIRECTOR**

Gareth has over thirty years social work experience initially working in the United Kingdom, predominantly in child protection but also as a manager in family placement. Gareth joined Foster Care Associates (Core Assets Group) in 2001 where he significantly developed the initial region under his responsibility as Director. In 2006 Gareth was promoted to Group Director within Foster Care Associates (Core Assets Group) having accountability for the Directors and overall business development in the North West, Western and South West regions of the United Kingdom as well as North and South Wales. In 2010 Gareth became Group Director (Europe) for Fostering First International (Core Assets Group) having responsibility for service expansion in Sweden and the initial development in Germany. Gareth has been the State Director of Key Assets in South Australia since September 2011 where he has considerably developed the service provision. He is a member of the Department for Child Protection/Child and Family Focus South Australia Executive Forum. Gareth resigned as an Executive Director on 31 January 2020.



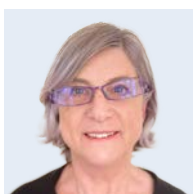
### **Craig Lawn NON-EXECUTIVE DIRECTOR**

Craig was appointed as Non-Executive Director of the company on 18 February 2019. 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 Ltd (mobile pipe manufacturing), Cleanspace Pty Ltd (industrial and healthcare respiratory devices) and The Red Room Company (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.



### **Elaine Golding (MBA, B.ED, DIP.T)**

Elaine is the Managing Director and Principal Consultant of momentum Organisational Solutions, a small consultancy practice working predominantly with organisations in the not for profit sector specialising in culture and strategy, change and development, service quality, stakeholder engagement and people.

Before establishing momentum in 2005, Elaine held a number of senior and executive leadership roles in areas that make a critical impact in the lives of vulnerable children and families, including education, health, justice and the correctional services' systems. More recently Elaine has partnered with providers of services in women's homelessness, disability, early learning and aged care.

Elaine has served on a range of government and not for profit boards and tribunals, including the SA Women's and Children's Health Network Governing Council, the SA Health Practitioners' Tribunal and is currently a member of the SA Civil and Administrative Tribunal (SACAT).

She holds a Master of Business Administration, Bachelor of Education and Diploma in Teaching (Sec). Elaine was appointed as a Non-Executive Director on 4 November 2020.

# Financial Summary

	2019 \$	2018 \$
	6 months to 30 Jun 2019	12 months to 31 Dec 2018
Revenue	22,022,850	35,639,036
<b>EXPENSES</b>		
Fostering allowance and support costs	(6,538,620)	(12,008,673)
Recruitment and placement costs	(653,915)	(1,325,266)
Employee benefits expense	(9,107,933)	(13,813,393)
Depreciation and amortisation expense	(1,091,049)	(337,573)
Occupancy	(855,464)	(1,575,537)
Administration	(1,582,830)	(3,369,028)
Net Foreign Exchange Loss	(44,135)	(114,487)
Finance Costs	(111,495)	(69,800)
<b>Surplus</b>	<b>2,037,409</b>	<b>3,025,279</b>

\*The figures presented are extracted from the audited financial statements of Key Assets The Children's Services Provider (Australia) Limited for the six month period ended 30 June 2019. To view the financial statements in full, they can be obtained from the Australian Charities and Not-for-profits Commission website at [www.acnc.gov.au](http://www.acnc.gov.au).



# Funding Partners

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



Government of Western Australia  
Department for Child Protection  
and Family Support



Government of South Australia  
Department for Child Protection



Australian Government



Registered  
NDIS Provider



Health  
and Human  
Services



Queensland  
Government





## AUSTRALIA

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## ASIA

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## PRODUCED BY KEY ASSETS THE CHILDREN'S SERVICES PROVIDER (AUSTRALIA)

Key Assets

Building 10, Freeway Office Park,

2728 Logan Road,

Eight Mile Plains QLD 4113

PO Box 2466

Runcorn QLD 4113

**Email:** [info@keyassets.com.au](mailto:info@keyassets.com.au)

**Tel:** +61 (0) 7 3722 9800

**[www.keyassets.com.au](http://www.keyassets.com.au)**