

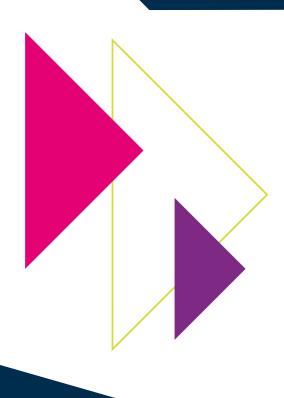




Key Assets is a non-government, not-for-profit children, family & community services agency which works in partnership with Martin James Foundation, is a global charitable group delivering services & support across Europe, Asia Pacific & Canada.

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, foster carers, families and people with a disability to understand and meet their unique needs, helping them to succeed.



Contents

Chairmans Report4	Western Australia Report
CEO Report6	Case Study - Virtual Reality Technology 42
Our Pledges8	Pathways to Stability44
Our Purpose9	National Audit Summary45
Australian Programs10	Case Study - Masterchef Competition
Achievements	National Marketing Highlight48
Employee Engagement Survey14	KAA In The Media50
Executive Team15	Practice Framework
New South Wales Report20	Case Study - The Magic of CYPSS54
Norfolk Island Report22	Martin James Foundation55
Queensland Report24	Reconciliation Action Plan56
Allied Outcomes	Key Highlights58
South Australia Report	Board of Directors60
Tasmania Report30	Financial Summary62
Victoria Report	Funding Partners63
Families For Life Compies 76	

Chairmans' Report

I am pleased to present our 2021 Impact Report on behalf of the Board of Key Assets Australia (KAA). The past 12 months have been challenging, not just for KAA but worldwide, as we continue to battle with the stresses and strains from the COVID pandemic.

We are fortunate that we have committed and skilled staff and carers, led by a strong CEO, Executive team and Board. Together we have been able to meet the challenges and have a strong operational and financial year.

The Board has remained committed to serving KAA, enabling good strategy, governance and compliance, and staying true to our values by ensuring that everyone counts and is accountable, that we are safe, and that we provide quality and safe services marked by excellence. During the year, our staff and carers continued to make positive and lasting differences for over 686 children and young people in our care, and we helped families stay together.

With the impacts of COVID, it has never been more important to support our carers and families so that children and young people can continue to grow up safe and well. Young people, particularly those in complex and vulnerable environments, face growing challenges such as stress and mental health, feelings of loneliness, and helplessness. Increasingly, KAA have been working with more families to prevent children and young people entering residential or out of home care.

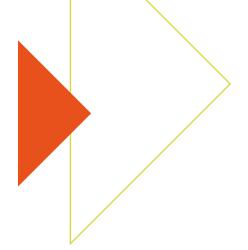
In 2020 we saw the transition to a new Chief Executive Officer from long term CEO, Rob Ryan. The Board saw this as an opportunity to build on the strong foundations that he helped to build, and to consider the organisation's long-term objectives and the type of leadership required to achieve these objectives. In August 2020 following an extensive, externally led recruitment process, Dr Dianne Jackson was appointed as the new CEO of Key Assets Australia. With extensive experience bringing practice, research and policy together to deliver quality human services, Dianne is well placed to lead KAA into the future.

KAA also launched its strategic roadmap in December 2020 focused on safe growth, transformation of skills and systems, and leadership and innovation. Significant progress has already been made towards these objectives including continued growth of our family preservation services in several states and the establishment of adoption services in NSW.

A significant milestone was also reached in June 2021, when our NSW team welcomed 15 staff members, 80 carers and 52 children and young people who transferred to KAA from Stretch-A-Family (SAF). This transfer meant that the service and support that SAF was committed to provide could continue despite significant sector changes, and that continuity was achieved for these young people, children, carers, and birth families. I would like to thank the SAF Board and CEO for the incredible contribution they made to the transfer and for leading such a great team committed to delivering excellent outcomes.

Another key focus over the last year has been on our First Nations work. With 24% of our client group identifying as First Nations people, we have committed to further developing our cultural confidence and embedding understanding, respect and cultural safety for Aboriginal and Torres Strait Islander service users, staff, and carers across the organisation. This work also complements and informs the global work we are undertaking with our member, Martin James Foundation.

Known for our commitment to leadership and innovation, KAA is cognisant that a continued focus on these elements is critical to enable us to adapt in an ever-changing environment, and to increase our impact. For example, we have continued to invest in Virtual Reality (VR) technology to offer a different avenue for our foster carers and others in the Key Care Teams to understand and experience interactions with vulnerable children and to assist in the prevention of placement breakdown.



To ensure that KAA has systems that are fit for purpose, 2020 also saw the organisation make our largest ever financial investment in Information Technology. Our improved IT systems will enhance the capability of our staff and carers by enabling us to be more efficient and mobile and to and improve the service offered to our clients.

As we look forward to the coming year, we also reflect on the strong feedback we received across the country from our customers and external stakeholders. Under the leadership of our State Directors, the quality of our people and service provision has been and continues to be widely applauded. We want to leverage this and demonstrate the value of KAA being a national organisation with global affiliates to make a positive and lasting outcome to children, family and communities.

Finally, on behalf of the Board, I would like to thank our executive and staff for their energy, resilience, and commitment. Without you the positive outcomes we have achieved this year would not be possible. Together we look forward to a bright future.



CRAIG LAWN
CHAIR - KEY ASSETS AUSTRALIA

CEO Report

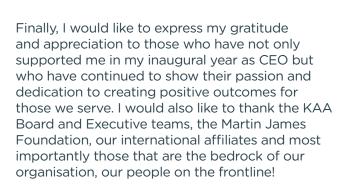
I joined Key Assets Australia in late August 2020 during an exciting period of change and growth, and under challenging COVID circumstances. Immediately I was struck by the genuine sense of shared purpose and connectedness in the organisation. I felt something intangible; a DNA that is truly unique to Key Assets Australia.

As I look back over the past year, I am delighted to say that we have continued to grow and build on our great KAA foundations. We focused on a number of national priority areas including First Nations cultural development, the provision of disability services, the development of a comprehensive national risk framework, and the delivery of new IT systems including, a new Case and Carer Management system.

In late 2020 we also commenced a comprehensive organisation wide functional review, to ensure we had the right functions, capabilities and capacity to deliver our strategic objectives into the future. The first phase of this review resulted in a number of organisational developments including the appointments of our Chief Operating Officer and Chief People Officer, and the establishment of a new senior executive leadership team. Critically the review also included role identification to underpin a new national support system to enable the critical work of our State Directors and their teams.

The changes flowing from this review are ensuring that KAA has the right organisational infrastructure in place to increase its impact for children, young people, carers, families and communities. As you read this report you will see that there are amazing examples of KAA people leading and doing innovative things to create greater impact. As a national organisation we want to leverage and learn from these achievements and increase our ability to play a part in changing the life trajectories of those most vulnerable in our communities. By focusing on the foundations that underpin our work, we have significantly increased our ability to nationally harness our creative abilities to innovate and lead.





Something I know more than ever now is that I joined a remarkable organisation! As I look toward the future and what the coming year will bring, I am excited. There will be many more opportunities to work together as an organisation and with our key partners, to continue to create the best opportunities for children, young people and families to thrive.



DR DIANNE JACKSON CEO - KEY ASSETS

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 Keny 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

Foster care

WESTERN AUSTRALIA

Disability services

Foster care



SOUTH AUSTRALIA

Foster care

VICTORIA

- Foster care
- Kinship care
- Intensive family support



QUEENSLAND

- > Foster care
- Kinship care
- Disability services

NORFOLK ISLAND

Children and family wellbeing



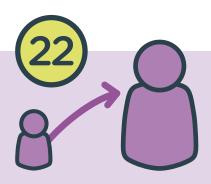
NEW SOUTH WALES

- Foster care
- Kinship care
- Intensive family support
- Foster to adopt

- Sibling care
- Intensive family support

Achievements

HIGH LEVEL STATISTICS



Children successfully transitioned into adulthood during 2020



Participation events held for C& YP during 2020



Young people who completed education with a recognised qualification during 2020





Number of new carers joining Key Assets in 2020



Number of staff and carer training events held in 2020



Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2020



Total number of Key Assets carers at the close of 2020



Number of children in care at the close of 2020



Number of new services/programs started during 2020

NEW SERVICES INCLUDE;

- + PARENT & CHILD SERVICE
- + KINSHIP CARE SUPPORT
- + VIRTUAL REALITY TECHNOLOGY
- + FOSTERING EVOLUTION TRAINING
- + CREATE YOUR FUTURES TRAINING
- + PROVISIONAL ACCREDITATION IN ADOPTION (NSW)
- + THE VIRTUAL REALITY (VR) PROJECT WAS ROLLED OUT WITH PATHWAY'S CARERS AND SOCIAL WORK STAFF.
- + FAMILY PRESERVATION AND REUNIFICATION
- + COMMUNITY HOME BASED THERAPEUTIC CARE



Employee Engagement Survey

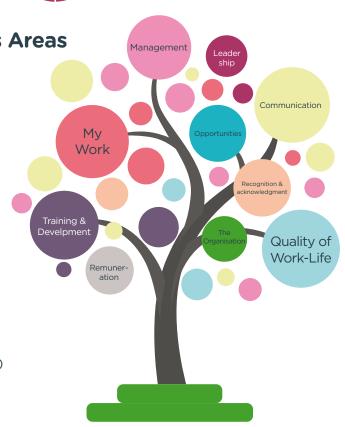
Our people and carers are our biggest assets and are at the very heart of the services we provide to children, young people and families. In July 2021 our valued Key Assets employees undertook our National Employee Satisfaction Survey.

Overall Results





- Quality of Work-Life
- 78² My Work
- 772 Management (report into)
- Communication
- **64**% Training & Development
- 60° Opportunities
- 57% the Organisation
- Recognition & acknowledgment
- Remuneration and benefits
- Leadership (Board, CEO & Senior Management)



Senior Executive Leadership

Key Assets Australia is led by the Senior Executive Leadership Team reporting to the Board of Directors. They are supported by the State Directors and their teams; and our National Support Services.



Dr Dianne Jackson
CHIEF EXECUTIVE OFFICER

Dianne is a passionate and strategic leader in the child, family and community sector, and an experienced CEO. Her career has been underpinned by a deep commitment to the wellbeing of children and young people, and she has a deep understanding of the ecology of vulnerable children in families and communities. Dianne has successfully led child and family services, national peak and start up organisations, and national and international networks. She has also provided thought leadership and practice expertise to the development of multi-faceted. integrated approaches that span the continuum of universal child and family services, early intervention and prevention, disability, family preservation, child protection and Out of Home Care. Throughout Dianne's career she has developed substantial national and international networks across government, philanthropy, business, research and the NFP sector. These networks provide a conduit between practice, policy and evidence building that keeps the circumstances of children and families experiencing vulnerability front and centre of decision making.



Jamie Hodgson
CHIEF OPERATING OFFICER

Jamie brings over 20 years' experience in OOHC, child protection and human services in Australia and the UK. Jamie worked extensively across government and not-for-profit organisations including the mobile protection team in the Northern Territory. Jamie is passionate about social impact and ensuring children and young people have the best opportunities. Earlier in his career, Jamie worked in disability services, and in national policy development with the Australian government. Jamie is a qualified Social Worker and has completed an MBA in Social Impact at UNSW. Jamie describes himself as having a strong passion for children's rights and working in collaboration to achieve positive and lasting outcomes for children, voung people and families. Jamie excels at balancing strategic leadership with the demands of delivering operational requirements to an exceptional standard.



Paula Holden
CHIEF PEOPLE OFFICER

As an established board director and Senior Executive, Paula brings over 20 years' experience in various 'for profit' and 'for purpose' organisations. Her career has built a sound business acumen but with a 'human touch', always seeking to build capability and synergise the people experience with the overall business strategy. Paula is deeply passionate about helping others see the potential in themselves. Being a highly effective and passionate leader of multidisciplinary teams, her professional practice includes whole of business stewardship. Leading teams through cultural and transformational change, partnering with people to influence change at a personal and sector level. Paula uses her strong 'people skills' to build and foster strong relationships amongst peers, her team and external stakeholders. Paula has a demonstrated ability to role model, drive and deliver successful transformational change, having launched a number of programs including a leaders program which enables the business to continue pursuing an ambitious growth and development strategy into the future whilst embracing and embedding our values and expected behaviours across the business.





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
GROUP DIRECTOR BUSINESS
DEVELOPMENT

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 savs "I very much enjoy my job with Key Assets. I have a highly professional dedicated team and we have lots of laughs too. I find this company a good "fit" for me as my personal and professional values align closely with the Key Assets values." Judith's extensive knowledge of operations and established relationships within KAA support our strategic objectives in her role as Group Director Business Development.



Caroline Brown
GROUP DIRECTOR OPERATIONS

Caroline has led our services in Tasmania with a strong focus on sibling foster care for many years. The program's outcome is to ensure that sibling groups of three or more children are kept together. The success of the program has led to the reform of the provision on foster care in Tasmania and has been showcased nationally in 2019. 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 in both government and non-government sectors in the social welfare space with a 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. In her newly appointed role as Group Director Operations, Caroline's focus is on the integration and implementation of core objectives for KAA both at a local and national level.

State Directors





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 has enjoyed leading a fabulous team through this interesting year and looks forward to continuing to make a difference to the lives of children, young people and families.



James Isles STATE DIRECTOR, NSW & NORFOLK ISLAND

James has 20 years of experience in child protection, out of home care, vouth mental health and adoption in both Australia and the United Kingdom. His passion lies in family preservation, good quality care and ensuring a positive engaging workplace culture for everyone to thrive in. James holds an Masters in Social Work and an Honours Degree in Social Policy & Criminology. His area of interests also extends to achieving positive mental health for children and young people and attachment - the relationship children and young people have with their parents and carers. James' interest in youth mental health was sparked by his work as Service Manager for headspace Bondi Junction; a hugely successful service supporting over 1200 young people in 2019. His ongoing commitment to young people and families is demonstrated in the success of his previous work at The Benevolent Society and headspace Bondi Junction. Inspiring leadership, change management and cultivating creativity and innovative service delivery are his key strengths as well as his passion for maintaining great outcomes for young people and families.



Joanne Hilliard STATE DIRECTOR, TASMANIA

Jo joined Key Assets in June 2015 as a member of a small team responsible for developing and delivering a new type of Out of Home Care Service focused on siblings remaining together whilst in foster care. Our team in Tasmania provides intensive family support to vulnerable Tasmanian families who are known to Child Safety and where it has been assessed that children and young people are likely to be removed from family and placed in foster care if things don't improve. The unique service approach is an assertive therapeutic outreach model with a unique focus on building an enduring network of familial and peer support through relational repair which will sustain and support safety, stability and increased opportunity for children and young people. Jo is a qualified Social Worker who has been working in Child and Family Services for the past 25 years, predominantly in Statutory Child Protection in direct practice, management, and quality improvement. Jo looks forward to leading the innovative team in Tasmania to further develop and improve services to children, young people, their families, and communities of Key Assets Australia.



Lisa Ranahan STATE DIRECTOR, VICTORIA

Lisa 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.





Melissa Hayes STATE DIRECTOR, QUEENSLAND

Mel is an experienced Social Worker of 24 years, predominantly child protection. She has been part of the Key Assets Australia group for ten years. joining the Queensland team in early 2011 undertaking Foster Carer assessments before her appointment as the Recruitment and Panel Manager in mid-2011. Before her time in foster care Mel focused her attention in the areas of Mental Health, Primary Care and Parent and Child Placements. Mel's passion for Child Protection began while working in the UK and Republic of Ireland where she delivered front line child protection practice to families within inner city Dublin and Southampton in the UK. This time allowed her to work closely with these families and develop a deeper understanding of the impact that a consistent, safe, stable, loving and nurturing family-based placement can have on everyone involved in out of home care. Afforded with these experiences Mel has made a commitment to working and advocating for children, young people, carers and families to be a leader for continuous improvement within the sector. She is a fierce advocate for change to improve foster care and this is a core focus of her commitment as the Kev Assets Queensland Director.



Michael Ainsworth STATE DIRECTOR, SOUTH AUSTRALIA

Michael comes to Key Assets with a passion for transforming the lives of children, young people and families and is motivated by influencing positive change in the sector. He has a long and proud history in the industry, with his family all working across the human services sector. He began his career trajectory as a support worker and over the past 20 years, has progressed to senior roles spanning allied health, practice, and leadership foci. In his immediate past role as Victorian Director of Children, Youth and Families, he has led his team to support families and young people across Victoria. working for one of Australia's largest not-for-profits. With infectious energy and enthusiasm, Michael takes a mentorship approach to lead people and bring them on the journey. His growth mindset and thirst for knowledge to inform his practice and leadership is underpinned by various qualifications, including allied health expertise. His vast experience across multiple complex and challenging sectors brings a wealth of knowledge and experience to steer his team to success.

KAA New South Wales

2020, was a unique and extraordinarily challenging year for all our staff, children, young people, carers, and families with the impacts of COVID-19. Despite these challenges it was a strong year in carer recruitment for NSW.

The NSW team's ability to adapt and pivot to virtual services by running the Shared Lives training program online and complete carer assessments virtually resulted in positive outcomes. We worked closely with the Department of Communities and Justice who supported great results through an increase in requests for authorisation of provisionally authorised kinship carers and transferring carers.

A significant achievement for 2020, was Key Assets NSW being granted provisional accreditation as an out of home care adoption service and commencing operations in October. The State Director NSW & NI become the Principal Officer for Adoption in November 2020. The first direct evidence visits, for adoption service accreditation, occurred in December. At the conclusion of the evidence visit, the Office of the Children's Guardian provided encouraging feedback and some guidance on areas to focus on in 2021, ensuring NSW continues to deliver a high-quality service to children, young people, carers, and families.

We have continued to do great work through the Families for Life Program, with our first family exiting the program at the end of the year. The Families for Life team engaged the birth family with the use of the Practice Framework in their family preservation work. The goal of our family

preservation work is to help to keep children and their parents living safely together.

This year we also acknowledged one of our birth mothers as she was able to have her two boys successfully restored to her care with the support of the Key Assets Key Care Team and the support of her own mother. The birth mother worked consistently with professionals and the children are thriving in her care.

The NSW and Shared Services team worked with Stretch-A-Family (SAF) closely regarding a transfer of contract. SAF's Inner West Out of Home Care contract transferred to KAA effective, 1 June 2021. KAA and SAF shared a commitment to quality care, innovative practice, and specialist support services. We worked together to use our considerable knowledge and experience to ensure that there was continued support for children, young people, carers and birth families into the future. The transfer of SAF carers, children, young people and staff was a success thanks to everyone's dedication, passion and hard work.



JAMES ISLES STATE DIRECTOR - NEW SOUTH WALES & NORFOLK ISLAND



KEY STATISTICS

5

4

Children successfully transitioned into adulthood during 2020

> 5 young people transition into adulthood in 2020, all of whom were in kinship care and remained with their carers in the family home. This is a wonderful example of the positive impact Key Assets work can have when supporting kin carers and how a young person can be supported to transition into adulthood without the fear of losing their home.

Participation events held for C&YP during 2020

- Eight CREATE Your Future leaving care workshops took place for young people aged 14-17. The workshops focused on developing skills around identity, positive relationships, emotional and physical wellbeing, money and budgeting, housing, access to services and having a say.
- > The NSW team held a Christmas party at Taronga Zoo for children, young people, and carers.
- > In Hunter Central Coast office, we held our annual carers lunch and children's movie day.
- > The NSW Therapists ran the online Circle of Security training across all regions.
- Young people who completed education with a recognised qualification during 2020

 Of the 5 young people who exited OOHC in 2020, 4 finished year 12.
 - Number of staff and carer training events held during 2020 (virtual included)

24

- Staff participated in MAPA theory refresher training in Hunter Central Coast. MAPA training was also rolled out in Met West to support 2 young people in Pathways to Stability placements.
- > 15 carer Shared Lives training sessions were delivered along with 8 online carer support group opportunities and a Q&A Carer Panel event.

3333

Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2020

Total number of enquiries received during 2020 was 3333 and 164 advice visits were completed.

47

Number of new carers joining Key Assets in 2020

- > There were 47 households whose assessments were allocated during 2020.
- > NSW had 163 authorised carer households by the end of 2020 including 4 Pathways carers, which was 15 households above what we had aimed for.

171

3

Number of children in care at the close of 2020

- > At the end of 2020, there were 171 children in care.
- Successfully placed 2 children coming from ACA's into the Pathways to Stability Program.
- > In the Hunter Central Coast three siblings were restored to their parents.

Number of new services/programs started during 2020

- NSW received provisional accreditation in Adoption in July 2020
- > The Virtual Reality (VR) project was rolled out with Pathway's carers and social work staff.
- Partnered with CaringLife to provide children, young people, and carers access to the CaringLife online platform. This is a Life Story application accessible to C&YP for the rest of their lives

KAA Norfolk Island

NI-Connect is contracted by the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) and works in partnership with community stakeholders in delivering services on Norfolk Island to meet evolving community needs and the unique legislative requirements of statutory care and protection, as well as child and family support services, all within a diverse and complex political, cultural, and social environment. The NI-Connect Child & Family Wellbeing Unit operates locally on Norfolk Island and is supported remotely by a team located in New South Wales.

Some of the services and community initiatives provided by NI-Connect include:

- Working in partnership with the Norfolk Island community in delivering initiatives that promote the safety and wellbeing of children and young people.
- Connecting families to external services and delivering evidence-based programs and advice about parenting, life skills, health, and wellbeing.
- Providing support and guidance in responding to developmental milestones for children and young people.
- Counselling for children and young people and their families to overcome challenges, build confidence, improve skills, develop relationships, and strengthen resilience.
- > Specialist support for families of children and young people who are at risk of harm.

The most successful program to date has been the Holiday Wellbeing Program (HWP). The HWP was established in response to a growing community need for children to attend supervised and organised activities during the school holiday periods. With an average attendance at each of the four programs of approximately 43 children and young people, the HWP provides a range of fun, educational and cultural activities which are free of charge.

The Holiday Wellbeing Program (HWP) continues to become increasingly community-led, with a large amount of time and resources being offered to the program by local businesses and community members. Currently, the HWP is the only one of its kind on Norfolk Island and has been a valuable initiative in reducing the barriers to working parents, enabling them to continue

their employment and receive a stable income throughout the school year and providing safe, supervised care for their children.

In 2020 NI-Connect received 19 referrals to support children and young people and their families through our Child Protection, Community Care, and Strengthening Families services. In addition, one-off support and advice was provided to a number of clients on a range of matters including Centrelink, domestic violence, disability, law, and parenting.



JAMES ISLES
STATE DIRECTOR - NEW SOUTH WALES &
NORFOLK ISLAND







KEY STATISTICS

Participation events held for C&YP during 2020

- > Upwards of 250 Active Kids vouchers were issued. The Active Kids program is designed to encourage and support school-aged children living on Norfolk Island to be physically active.
- > NI-Connect sensory room engaged several children, young people, and families throughout 2020.
- > Several School/NI Resilience Group Work Program sessions were held during the school term with a total of 18 children taking part over the course of 8 weeks each school term.
- > NI-Connect partnered with Anglicare to run the Letl Salan Toy Library, which offers a wide range of toys and equipment for families with young children which can be hired free of charge. The Toy Library's mission is to promote the importance and value of play. It strives to educate young children through play as well as support families within the local community by providing greater access to a diverse range of toys, equipment, and childcare.

Number of staff training events held during 2020 (virtual included)

NI-Connect facilitated Management of Actual or Potential Aggression (MAPA)/Non-Violent Crisis Intervention Training, E-Safety Workshops, Mandatory Reporter Training and Shared Lives Training to 333 participants on Norfolk Island.

Number of new services/programs started during 2020

> The Norfolk Island Women's Time was established by our NI-Connect in partnership with the Women's Advocacy Group Norfolk Island and Life Without Barriers. The group ran weekly and provided an opportunity for women/mothers from all cultures to gather in a safe environment with the purpose of developing trusting connections within the community to support women and their families' continued safety, health, and wellbeing (8 women on average per week).

KAA Queensland

KAA Queensland has had a historic year as we reached our 10th year in Queensland. We celebrated our tenth anniversary with an expansion of service programs while also opening a local office in Ipswich, our second office within the South West Region.

During 2020, we developed our service provision in the South West to include a tailored kinship care program totalling 25 additional children and young people placed with family or community carers. In addition, we have also seen significant increase in our contracts within other regions as the placement needs of children and young people grow. The State government statistics identify that more children than ever are entering the care system with greater levels of complexity. This coupled with the limited placement capacity among all South East Queensland's Out of Home Care providers has seen increased advocacy by KAA Queensland for sector change. The key outcome from our kinship model is the sustained permanency and stability for children and young people within their community.

The sector need has also seen an increase in Departmental requests to support Provisionally Approved Carers (PAC) and carer family transfers. Carer recruitment and assessment increased the number of carer households to a total of 97, with 26 new carers joining the KAA Queensland family. With over 15 carers coming via the Department following requests for KAA Queensland's individualised complex support. Our measured inputs model also acknowledges an increase in the specialist support services required to sustain children and young people within these placements. We are starting to see the sector acknowledge the increased behavioural needs linked to higher number of placement transitions for children and young people coupled with limited carer capacity state-wide.

KAA Queensland continues our positive working relationships with our South East Queensland Aboriginal Community Controlled Organisations and throughout 2020. Central to this has been our Cultural Practice Leaders' membership in

the Family Matters: Strong Communities. Strong Culture. Stronger Children national campaign. The team have focused on trialling of the national self-audit tool to deeply reflect on our practice on an annual basis and identify any strengths and challenges in effectively implementing the principles and building blocks of the campaign to ensure that Aboriginal and Torres Strait Islander children are safe, well and cared for in their families, communities and cultures.

The year also included another successful Independent Human Services Quality Standards Audit that highlighted our organisations' capacity for continuous practice improvement and a 'gold standard' of work in an ever changing environment. Of particular note was the reference to our organisations' policies and procedures exceeding department expectations consistently.

Another significant achievement over 2020 was our focus on children's educational achievements through our partnership with Little Stars Learning. We were successful in securing 16 individual tutoring scholarships for our children and young people most in need of supplementary, regular academic support. Our Education Officer was instrumental in accessing grant opportunities so our children and young people can access a specialised tutor once a week each week of the school term for a minimum of 12 months. The data demonstrates vast improvements in each young person's educational levels through this bespoke support.



MELISSA HAYES STATE DIRECTOR - QUEENSLAND



Achievements for 2020 include

- 2 Yarning Circles for children, young people and carer families
- Leadership Award Winners in the Courageous Team section - Leadership HQ
- All Stars Program where young person representatives meet and plan activities each quarter including budgeting and cooking workshops, cyber safety and transitioning from care.
- Virtual Youth Work sessions throughout to ensure continued connection of CYP during COVID
- Continued investment of Fostering Evolution Australia specialist carer training to new and existing carers of children and young people with high and complex needs.
- Continued implementation of the measured Inputs framework

- Fostering Friends Biological children's support and friendship group
- Youth Work partnerships with CREATE to support a KAQ young person to sky-dive
- Collaboration with Creative Weave for both children and adult Aboriginal weaving groups including Emu Egg craft kits to our Indigenous children and young people



KEY STATISTICS

- Continued growth in the Qld OOHC sector saw the team receive **7,250** requests for placement, resulting in **317** children and young people placed.
- Continued professional development of carers and staff remains a focus for the team with over 64 training and professional development opportunities offered.
- Our children and young people had access to a variety of school holiday programs including a Scavenger Hunt at Toowoomba's Japanese Gardens, Griffith University Day and a Family Fun Day event for Easter. Outside of the school holiday programs we also delivered 26 virtual CYPSS sessions during the COVID restrictions, ranging from Virtual Trivia nights, bedtime storybook readings, online craft and cooking classes, as well as the Monthly Challenge competitions for adults and children which included photographs submissions, cooking challenges and drawing competitions. The level of submissions was exceptional.
- Children successfully transitioned into adulthood during 2020
- Young people who completed education with a recognised qualification during 2020

 3
- Carer enquiries from members of the public who are interested in becoming carers with Key Assets during 2020 continued to rise with in excess of 4,000
- Number of children in care at the close of 2020 > 107

Allied Outcomes

TAILORED THERAPY SOLUTIONS

Key Assets Queensland's Allied Outcomes Disability Service provision has continued to evolve services within South East Queensland.

During 2020, the Allied Outcomes team have undergone a change in management with the retirement of previous Operations Manager, Operations Manager who had created a strong foundation of Clinical therapists, Allied Health Assistants and Supports Coordinators. This foundation has enabled continued tailored therapeutic solutions for individuals to reach their goals.

The services we offer include a team of highly skilled clinicians in Speech Pathology, Occupational Therapy, Social Work and Psychology.

Our Supports Coordination team has many years of experience in the health and disability fields and offer Level 2 and Level 3 support to our participants.

Allied Outcomes are based at Eight Mile Plains, where we have access to ground floor facilities and currently run our clinic days. The benefit of the space is that participants can choose to access a wide variety of allied health clinicians all in the one place on the one day. To complement these clinic days, we also support participants and families in the community, up to 30 minutes from the office.

This year Allied Outcomes has worked alongside Key Assets other disability services to move towards an national service. The Allied Outcomes team have embraced the opportunity to review the range of services offered currently and explore growth and development opportunities as we align under the NDIS.

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.





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.

PARENT FEEDBACK



KAA South Australia

In 2020 Key Assets South Australia received accreditation from the Australian Service Excellence Standards, achieving a maximum score of 100% from 98 key indicators, with the auditor providing a glowing endorsement of the services we provide.

This year Key Assets SA has continued to be agile and innovative in the sector, with a continued focus on partnering with the State Government to meet the needs of children, young people, and foster carers. With a historical focus on the provision of specialised foster care, we delivered a targeted marketing strategy in 2021 to recruit more general foster carers. The strategy has increased opportunities to provide care and support to a growing number of children and young people in SA.

The groundbreaking rollout of Virtual Reality technology to educate and inform our foster carers and staff has been a resounding success. In testament, KAA South Australia has become a finalist in the 2021 South Australian Child Protection Awards. The awards were hosted on September 8 and our local KAA South Australian team and a group of foster carers attended the event.

The local team has continued its strong focus on partnering with the lifeblood of the program – our foster care community. In 2021 a dedicated committee has reviewed the suite of training offered to our foster carers. The team connected with the foster carers and sought their input through a carer survey and consultations. The committee considered the feedback and coordinated the rollout of several specialised training and workshops, including Autism training, Fetal Alcohol Spectrum Disorder training and wellness workshops, amongst many others.

The year ended for Key Assets South Australia welcoming its new State Director, Michael Ainsworth, who is looking forward to partnering with the government and the local team to grow its service offerings in the sector.



KEY STATISTICS

5

Children successfully transitioned into adulthood during 2020

> 5 young people reached their milestone 18th birthday and left our foster care services - some great stories and examples of the young adults staying living in their foster carers home, gaining independent living, completing year 12 and obtaining meaningful employment

25

Therapeutic training and support for Foster Carers

> 25 sessions were run by our Therapeutic Specialist in in 2020, with 85 carers attending

33

Staff training and Development sessions in 2020

> Communication and Team work, Integrating and Connecting with Carers during COVID, Professional Case Note Training, Reconnection day with Staff and Carers, Multiple Staff and Carer support Groups, CREATE your futures train the trainer, Three Pillars full course, Three Pillars refresher course.

631

Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2020

> 631

10

Number of new carers joining Key Assets in 2020

> 10

94

Total number of Key Assets Carers at the close of 2020

> 94

Of the outstanding achievements from some of the young people who achieved the milestone age of 18, one of the very first young people to be placed with Key Assets in 2009 was one of them. This young person finished the year completing some extra studies and engaged in her passion for helping people, volunteering at an aged care facility. She remains a part of the family and will continue living with her foster carers.

Another young man who turned 18 completed his year 12 and commenced his career in his passion for gardening - He is now working closely with his foster care family to gain independent living who after 9 years supporting him in his home and they are excited to help their 'boy' with the next stage of his life the right home is found.

Key Assets SA is proud to support a talented artist who this year achieved some amazing accomplishments as a result of his passion for telling stories through his art - The painting 'dancing boy' was inspired by a indigenous dancing group he was a part of and his love for learning about and being proud about his culture further motivated the design - He was lucky enough to be recognised by Child Protection winning the prize for best aboriginal art, has sold some of his work raising money for a trek with Operations Flinders and his design will be featured on the 2021 department Christmas cards!



One of South Australia's employees achieved a milestone of her own, reaching 10 years with the state! Nusrat has been an integral part of the development of the state filling various roles managing social workers, driving recruitment of foster carers and more recently the role of Assistant Director. When she started her journey with Key Assets SA 10 years ago there was only seven carer households and nine children in placement - Fast-forward to today and SA supports 77 carer households and 112 young people. Her passion for recruitment of carers and finding homes for young people gives her great job satisfaction and she can't see herself ever working anywhere else.



MICHAEL AINSWORTH STATE DIRECTOR - SOUTH AUSTRALIA

KAA Tasmania

Tasmania weathered well the introduction of COVID to our shores. We experienced a decisive Government response, clear communication and inclusive and comprehensive planning between the government and non-government sector.

We experienced a peak in enquiries to foster during Tasmania's lockdown period, March through June. Enquiry numbers for the quarter were at 71. It was great to experience the community coming together to assist families who needed extra support during this period. Families were faced with home schooling, financial instability and uncertainty.

Our foster carers reported feeling well supported during this period and went the extra mile to support the kids in their care to maintain connection with their families while face to face contact was not possible.

Our front-line practitioners in the Family Preservation Service were considered "essential workers" and in the absence of other support services showed their skill, care, creativity and professionalism in supporting our families during very trying times.

Our Tasmanian team learned some valuable skills in tele-practice during COVID. We continue to offer group training online which has increased capacity for participation, we have improved the efficiency of our carer recruitment process with elements of both screening and assessment constructed online and experienced increased uptake of webinars and online training for staff and carers also.

It was also during our lockdown period that we introduced virtual support groups and our Carer Advisory Group, and we are now offering a combination of face to face and virtual platform.

We have provided 84 children and young people with foster care placements in our fostering program in the past 12 months and have supported 16 children and young people in our foster care service to return to the care of their families of origin.

We have engaged in intensive outreach support with 41 Tasmanian families, working with them to build parenting capacity and safety, and have extended our service offering to provide early intervention for parents and infants which the Tasmanian Government is currently funding as a pilot project.

The Tasmanian Team has also been busy finessing our service delivery models, further embedding our Key to Care framework into daily practice, building and maintaining our Key Care Team approach and introducing the North Carolina Family Assessment Scale (GP R) into our family preservation work to further focus and prioritise our work with the families we support, and evidence progress across wellbeing domains.



JOANNE HILLIARD STATE DIRECTOR - TASMANIA



KEY STATISTICS

Participation events held for C&YP during 2020

> 4

Number of staff and carer training events held during 2020 (virtual included)
> 28

Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2020
> 605

Number of new carers joining Key Assets in 2020

Total number of Key Assets carers at the close of 2020

34

Total number of Key Assets carers at the close of 2020

Number of children in care at the close of 2020
> 84

Number of new services/programs started during 2020

1





Tasmania is the only jurisdiction in the world that runs a dedicated Sibling Foster Care Program. The Tasmanian Government commissioned this service in 2015 and an evaluation of this program has been conducted in 2021.

Four hypotheses were developed to evaluate the effectiveness of the program:

Hypothesis 1: A sibling group care program with a dedicated focus can place children together in foster care with their siblings.

Result: The Sibling Group Care Program has successfully met the referral demand, recruiting 65 sibling group carers and making placement offers for 96% of referrals.

Sibling groups were able to be placed together in full 100% of the time and almost all stayed together, a result that was consistent across emergency, short term and longer-term care.

Further, over the longer-term only seven individual children over the five and a half years of the program to date needed to be placed separately from the rest of their siblings. Even in these instances the sibling group was able to be maintained together for an average of 550 days prior to the separation occurring.

Hypothesis 2: Children placed together in foster care with their siblings are more likely to be stable in placement.

Result: In respect to placement stability, the Sibling Group Care program is performing significantly better than the Tasmanian average, with 88% of children in care for more than two years being stable in their placement compared with 65% of Tasmanian children in other foster care programs across the State, as reported by the Australian Institute for Health and Welfare.¹

Hypothesis 3: Children placed together in foster care with their siblings are more likely to return to the care of their family.

Result: Sibling groups are twice as likely to be reunified when part of the Key Assets Sibling Group Care program at 27.4 % in a given year compared with 13.6% children reunified in general foster care across Tasmania.²

Hypothesis 4: Children placed together in foster care with their siblings are more likely to achieve more positive outcomes.

Result: Outcomes for children in the program are assessed as positive, with almost all children and young people consistently enrolled in school and attending full time and maintaining relationships with their family and other key people in their lives.

Data collected via the Personal Wellbeing Index for Children and Adolescents indicates that siblings report being happy and settled, being satisfied with their material possessions and with the relationships they have in their lives as well as the activities they engage in outside the home.

Overall, the evaluation indicates that the Sibling Group Care Program is achieving great result for the children and young people in care in Tasmania! We urge all Governments and foster care agencies to think about prioritising the placing of siblings together in foster care, as the relationships we have with our siblings are for life!

Commendations to the State Government of Tasmania for funding this amazing program!

As reported in the most recent AIHW Child Protection Australia Report, 2018-2019, Table S6:13

² Ibid

KAA Victoria

Key Assets Victoria felt the burden of the global pandemic. Numbers of COVID positive people increased across the State, along with tighter restrictions, COVID safe plans, worker permits, masks, goggles and curfews. We had moments of COVID free periods where we made the most of connecting with those we had missed. We did discover that hope and finding the 'silver linings' got us through the year. Resilience, creativity, strength, and joy were characteristics that shone through from our carers, families, children and staff.

Despite the challenges of COVID KAA Victoria was able to continue to grow and provide a larger breadth of service delivery. We were successful in the Family Preservation and Reunification Response in partnership with Ramahyuck District Aboriginal Corporation in Inner Gippsland. Over the year we support 33 families who were able to provide safe care for their children, and to address the issues that in the past had been barriers to this. The partnership with Ramahyuck supported our cultural awareness and growth and provided First Nations families in Inner Gippsland with increased service options. In addition, we welcomed Denice Kickett to the Cultural Practice Lead role this year who has supported our staff group and carers in our cultural growth journey.

1,600 enquiries were received this year from members of the public wanting to make a difference. This is remarkable given the stressors that many people were facing. We conducted 90 initial visits to households, many of those were virtual and we trained 65 of households. We said farewell and extended our gratitude to a number of households whose time had come to finish their foster care journey. We were honored to be able to provide placements to 211 children across the year. We finished the year with 106 children in placement and 97 active carers.

The world became virtual for us with almost every interaction happening on a screen. All our staff meetings, team meetings, onboarding new staff, meetings with department and other stakeholders were all conducted virtually. We celebrated birthdays, anniversaries, and Christmas all in front

of screens. We all became efficient at working remotely from home, sometimes at very short notice. We set up home offices and we did the home schooling/working from home dance!

Whilst we were not at times able to visit our Families and Carers as we would have in a prepandemic world, we were driven by the theme of "connection". We connected the staff through catch ups, we built parts of a totem pole that was put together when we came back to the office (briefly), we connected through food parcels, gift hampers, presents and elf bombing at Christmas. We bought the children together to do craft and games over school holidays and we created new newsletters for children and carers.



LISA RANAHAN STATE DIRECTOR - VICTORIA





KEY STATISTICS

12	Children successfully transitioned into adulthood during 2020
12	> 12

Participation events held for C&YP during 2020 12

> Virtual events were held through out the year, with craft making, Christmas decorating. At Easter we were able to bring children together for the first time in 12 months and we enjoyed an outing to Scienceworks and the Maze at Philip Island

Number of staff and carer training events held during 2020 (virtual included)

> Carers attended 128 training session across the year as well as on line training through KARL

> This year saw the introduction of new carer onboarding. Newly accredited carers and those about to be accredited attended monthly training sessions with the Senior Therapeutic Specialist and recruitment manager to build the confidence and skills of our new fostercarers. Staff attended virtual training

Number of enquiries from members of the public who are interested in becoming carers with 1600 Key Assets during 2020

> 1600

18

22

3

Number of new carers joining Key Assets in 2020 > 22

Total number of Key Assets carers at the close of 2020 97 > 97

Number of children in care at the close of 2020 106

> 106 children at the close of the year, however we provided 211 placements for children across the year. Many were placements that were only needed for short term or emergency before the children returned to family or kinship carers

Number of new services/programs started during 2020

> The Family Preservation and Reunification Response in partnership with Ramahyuck and the Department of Families, Fairness and Housing, in Inner Gippsland

- > The VR project to support foster carers
- > 3 staff trained in Create Your Futures training.

Families For Life Service

The Families For Life Service (Family Preservation and Reunification) started in the midst of COVID with new staff onboarded and a new model of intensive family support delivered to vulnerable families in Inner Gippsland.

Robbie* became a sole parent of three children, where the family had been victim to ongoing family violence. The children were struggling with school attendance and everyday routine. The KAA Victoria social worker was understanding of the difficulties which the family had experienced, and together goals were set. From beginning the social worker attended the family home three to four times a week to intensively support and establish morning routine. The social worker had achieved strong engagement with all family members where she was welcomed in the family home. Mornings were tough. Small increments were achieved, which culminated in increased school attendance for all the children.

Throughout this short journey the social worker has completed ongoing modelling to the father including strategies and parenting techniques which the children responded to well. Together the father and social worker had creative ideas around incentives in place for the children to work towards, and once school completed the afternoon activities occurred for the family to enjoy such as bike riding walks, or board games. This enhanced the attachment and bond for all family members.

Another priority goal which the social worker had been working was having a robust safety plan. Given the family violence concerns, the family are able to articulate when they are not feeling safe, created an agreed safety to be applied. The father has made gains with the support from the social worker, changing his contact details and social media account. While there has been significant growth with the family in such a short time, the social worker has been ensuring that there is an active and collaborative care team wrapped around them.

The social worker has worked with the family to understand what is happening in their world and work towards the set goals. Small achievements have been recognised and commitment to making changes acknowledged. This family are on their journey towards positive change.





KAA Western Australia

The last year has again been busy and rewarding in Western Australia. We provide therapeutic foster care supported by our evidence informed Key to Care Practice Framework, we continue to diversify our services.

We have commenced providing a bespoke community-based, therapeutic placement delivered in a home-like environment in the South West region. This offering has diverted a young person from entering a group residential care setting. The model provides an integrated multidisciplinary approach that is unique to each child or young person's needs. This creates a nurturing, child-centred and therapeutic environment to achieve safety, stability, wellbeing and cultural connection for the child or young person. This service caters to children and young people with the highest level of need and complex behaviours as a result of sustained trauma throughout their formative years.



KAA WA South West Region Community-Based Model

A major challenge has been the ongoing transition of our Disability Services from the state-based Disability Services Commission to the National Disability Insurance Scheme (NDIS) and the Quality Safeguarding Commission. Like other providers we have been very busy aligning our policies, processes, and reporting, attending numerous training events – most held online due to COVID restrictions. We have developed new data systems to manage the administration of rostering, recording what services have been offered, delivered and claimed.

To add to our suite of disability services that support care leavers with complex needs, we have developed a new service offering supporting parents with an intellectual disability to reach their parenting goals. We have undergone an intense learning period and look forward to consolidating these services as a national offering in the future.

Some other highlights of the year

- XAA supported the Foster Care Association of WA in the planning for their local conference held in Scarborough in March 2021.
- We partnered with the Wadjak Northside Aboriginal Community Centre and the Elders from the Telethon Kids Institute's Elders group - Ngulluk Koolunga Ngulluk Koort (Our Children, Our Heart). Together we celebrated Aboriginal Children's Day. Elders, Carers, children, and staff enjoyed a day of Mia Mia building, dancing, singing and decorating boomerangs.
- KAWA also participated in piloting Virtual Reality technology in the recruitment and training of our Carers. The results of the pilot have been very positive, with Carers reporting that they gained far greater insights into the impact of childhood trauma.
- Staff in our Family Support and Wellbeing
 Service provided valuable input into the
 development of a telepractice resource 'Child
 safety conversations using telepractice with
 Aboriginal and Torres Strait Islander families:
 A guide for workers' as part of a National
 Telepractice Project led by the Parenting
 Research Centre and Karitane. Key Assets were
 sponsors of this project that has developed
 an extensive range of resources to support
 the delivery of telepractice in the sector.
 Resources are now available at
 https://www.parentingrc.org.au/



BRENDA YELLAND STATE DIRECTOR - WESTERN AUSTRALIA





KEY STATISTICS

Children successfully transitioned into adulthood during 2020

> 2 young people left our foster care services and are now supported by our Disability Services team in their Ability Care living arrangements as they work towards greater independence.

Participation events held for C&YP during 2020

> 8 events were held with our children and young people this year, including peer camps, National Aboriginal Children's Day at Wadjak, School Holiday Program (online) a Young Adults Camps, the End of Year Christmas Bash at Point Walter, Create your Futures event

Number of staff and carer training events held during 2020 (virtual included)
> 19 plus many webinars.

Number of enquiries from members of the public who are interested in becoming carers with Key Assets during 2020

> 1,260

2

8

2

Number of new carers joining Key Assets in 2020

Total number of Key Assets Carers at the close of 2020
> 104

Number of children in care at the close of 2020
> 94 children and supporting 12 young adults

Number of new services/programs started during 2020
 Our Disability Services established a Parent Child Service to support parents with an intellectual disability. KAWA also commenced providing a non-family based model of therapeutic care for children with complex needs due to the trauma they have experienced.



KAA Western Australia continues to provide essential support services to vulnerable families in the East Kimberley. The Family Support and Wellbeing Service is a partnership between Key Assets Australia, the Wunan Foundation in Kununurra and the Ngnowar Aerwah Aboriginal Corporation in Wyndham to provide intensive support to families engaged with the child protection system.

The service has a stable and dedicated team consisting of both Key Assets and Wunan staff. The local Aboriginal Support Workers provide essential local knowledge of and connection with families and the community. The Wunan staff are the backbone of the services. They bring a great deal of personal and professional experience to the team and ensure the service is delivered in a culturally respectful and responsive manner.

The service has recently completed a mid-contract service review with our funder, the Department of Communities. The review identified that the Family Support and Wellbeing Service is now well established, with all referrals made by the Department being accepted. The positive working relationships with key stakeholders was acknowledged and is a significant factor in the successful delivery of services. The service engages with families based on the goals that the families identify for themselves. Positive measurable outcomes have been achieved through a process of collaboration between the service and families. Multiple complex factors impact on these families, with the team often focusing first on ensuring basic needs are being met.

Key Assets continue to support the Department in providing out of home care for a small number of children. Recruitment of Carers is an ongoing challenge; however, recent interest indicates the potential to onboard several new families in the near future. Key Assets has also developed a bespoke engagement model and are in the process of working with the Department to support a vulnerable young person under this innovative proposal.

Key Assets has invested in the delivery of a significant service mapping project in the East Kimberley. The project was to commence in 2020 but due to the impact of COVID the project was delayed until 2021. The team from '& Projects" have been engaged to map the community's 'journey' — the lived experience of needing, using and delivering services. The outcome will provide greater visibility of all services; identify service gaps and where people may fall through the safety net, identify connections and interdependencies between services (and service providers). This will help fundamentally build a 'whole of system' approach that meaningfully involves everyone and acknowledges, respects and includes diverse input. The outcome will be integrated into one shareable view to help to connect stakeholders and build the foundation for further collaboration in the region between service providers, stakeholders and community.

44

Over the last 12 months the service has supported 15 families and their 27 children.

The regions to be mapped include Kununurra, Wyndham and Hall's Creek. By using a community journey led approach to organising and prioritising services and the best practice service design method of 'service mapping', we will enable the community to make informed decisions on service implementation to better

meet community needs. The project deliverables include a visually designed service map, a series of service profiles providing key information and evaluation of strengths, blockers, opportunities, and interdependencies. An evaluation tool will be developed to ensure the continual updating of the service map. Key Assets have established a collaborative working agreement with Binarri-binyja yarrawoo Aboriginal Corporation (BBY) to ensure the ongoing utilsation of the map. BBY is the backbone organisation for Empowered Communities in the East Kimberley. Using a place-based collective impact model, BBY supports its members to work together to improve the lives of Aboriginal people in the region. The methodology and objectives of the project strongly align with BBY's principles and objectives. This is a very exciting veture and we look forward to sharing the outcomes.

Our service mapping project will enable the community to make informed decisions on service implementation to better meet community needs



WHAT WE WILL DO PHASE 1 Completed Set up the project with PHASE 2 key partners **Work with** community PHASE 3 Visualise PHASE 4 and create Work together the map with community to finalise the map

At the end of the project the service map is given to service providers and the commmunity



Virtual Reality Technology

CASE STUDY

Virtual Technology immerses Foster Carers in the child's experience as they actually see the world through a child's eyes

As part of our innovative approach to practice, Key Assets Australia (KAA) piloted the use of Virtual Reality (VR) to support authorised carers and prospective carers during the recruitment and assessment process, carer training and support and for KAA staff training and development. The VR pilot was undertaken from September 2020 - February 2021 and focused on using VR to enhance the recruitment and assessment of prospective carer, carer training and support and the professional development of Key Assets staff. The pilot involved our teams in New South Wales (NSW), Western Australia (WA) and Queensland (QLD). A Project Team was established to govern the pilot, which included the National Director (Strategic Projects), Practice Manager and a Project Lead/s from each State. Each State developed a local implementation plan which outlined the pilot practice areas and the VR Practitioners who were responsible for using the VR at each site. There were 200 total users across

The VR pilot was used to provide exposure to foster carers of the kind of traumatic events children and young people may've experienced – so we can help prepare them to support those children with any challenging behaviours and do so with empathy, understanding and with a trauma informed lens.

In our Hunter Central Coast team, a VR experience was offered to a carer to compliment parenting support work by deepening the theory with a felt, body experience.

After viewing a series of videos, the carer was initially emotional and was supported to process the experience. She reflected on how she knew why children come in to care and of some of their early life experiences but being in the room with them really made her feel what the children were feeling at the time. She spoke about how it evoked a sense of sadness that children are living these situations daily and understands the VR content is very similar to the background of the child in her care.

The carer was able to put herself in the position of the child and describe how the child would be feeling and how this would impact on the child's life in the future. She also showed empathy towards the birth mother as she could see that the drugs and alcohol featured in the video were preventing her to care for the child.

In response to viewing school-based clips that highlight the impact of teacher responses on the child, the carer spoke about triggers being a great reminder of what is happening inside the child's mind, and that sometimes the child is unaware of the triggers. She related some of the behaviours she sees to the child in her care. She mentioned her child may be experiencing this at school and depending on how the teachers are responding determines how the child behaves when she comes home. She reflected on how important it is to work with the school and that teachers may like to watch the VR videos as professional development.

Similarly, in response to home-based scenarios around the importance of warm, attuned caregiving, the carer spoke about being aware of how she responds to her child and that she tries to respond in a therapeutic way. She reflected on the impact of body language such as standing or hands on hips and the message a carer answering a call in the middle of a conversation with the child has on a child. The carer said she always sits with the child in her care and gives her time to talk. She linked the VR to the strategies she had been learning through parent support such as how to regulate herself and her foster child through blowing pom poms and identifying emotions.

The carer reflected on ways she can strengthen her relationship and support the child in her care. She said that she doesn't always get it right, but she always tries to repair and continues to learn how to be more therapeutic in her day-to-day life.



The carer described VR as 'immersing you into a different world and you forget that you are at home when you are in headset'. She said she can learn via reading about trauma or have conversations with others but experiencing the feeling through VR is amazing and she recommends all carers and teachers complete the training to really gain an understanding of what the child has gone through, why they behave the way they do and how to respond best to them to support them.

At Key Assets we view technology as a facilitator of our work. Technology allows us to increase connection and opportunities of working together no matter location and we have done that for a number of years. We are also looking at opportunities to bring carers into this space as well. For us it's important that the technology we introduce is as user friendly as possible and that people have a positive user experience.

Living with a foster family in a predictable, supportive, safe environment will begin to heal a child's trauma. We work with our Foster Carers so they care for a child in a way that helps the child to regulate their emotions and gradually build trust in other people. When Carers, using VR, gain a dramatic insight into the world through the child's eyes, they are much better equipped to do this.



Find out more - Watch the video



Read the article



Pathways to Stability

In NSW there are a significant number of children living in alternative accommodation with round the clock youth work support, as they have been unable to sustain placements with foster carers.

Nothing for these children is normal - no consistent attachment figure, an inability to bring friends "home", uncertainty about their future and so much more that children need for healthy development. Their often-dysregulated behaviours reflect their inner turmoil and instability.

Key Assets are piloting Pathways to Stability (PTS) a year long therapeutic foster care model with wrap around support to stabilise and support such children to transition from alternate care back into home-based care or restoration.

In NSW, our first family successfully completed their Pathways to Stability journey in February 2021. The single carer welcomed a brother and sister aged 10 and 12 years into his home. He shared that "It was very challenging at the beginning because of the difficult past the kids had suffered. A lot of behaviours and trouble to settle and build a connection and trust between us. I questioned myself a few times and ended up always remembering that: the kids deserve love and care like any other kid, and they haven't chosen what's happened to them in their life."

The Key Care Professionals involved within the Pathways to Stability program agree that the success of this placement and the carers "stickability" and resilience, is due to the intensive, wrap around support that they received. The family were supported with weekly Social Work and Therapist visits, weekly Key Care Team meetings, CYPSS (Youth Work) support, regular respite, and access to additional funding for crucial services to achieve placement stability.

The additional resource of the Key Assets
Therapist provided weekly therapeutic, trauma
informed parenting input to upskill the carer in his
parenting. The focus was on creating safety for
the children, importantly safety with their carer.
The therapist worked with the carer to understand

the impact of trauma on all areas of the children's development which included: their emotional age to be younger than their chronological age; their need for co-regulation as they had not yet learnt to manage their overwhelming emotions; the importance of emotional atunement, connection, and of repairing when things didn't go as planned.

Given the extent of the children's early trauma and uncertainty living in an ACA for nearly two years, the Social Worker needed to be available to offer weekly intensive support, through home visits, coaching and professional meetings. This ensured the carer had all the tools needed to therapeutically care for the children and the care the children were receiving was safe, reliable, predictable, and consistent.

Reflecting on his caring experience, the carer spoke of some of the highlights of this year as; "These are very simple, seeing them smiling, running around the house screaming and laughing, telling me I love you or we are very happy living with you, asking me for hugs and to tuck them to bed. All of those are very simple things but to me it means the world."



National Audit Summary

JULY 2020 - JUNE 2021

Congratulations to all Staff in South Australia, Victoria and Queensland for Extremely Positive Outcomes in your External Audits

As part of Key Assets commitment to being audit ready at all times, jurisdictions are supported through an internal audit process in preparation for external audits. Across Australia Key Assets is responsible for working under a range of National and State based audit standards, that require significantly different preparation, specific to the jurisdiction and program being audited. Key Assets quality of service delivery is evidenced in the findings and positive comments made by external auditors.

Between 1st July 2020 – 30th June 2021 there were three external audits conducted on Foster Care and Families Services in South Australia (Australian Service Excellence Award Standards), Victoria (Human Service Standards) and Queensland (Human Service Quality Standards).

The successes of each state's audit brought about some solid evidence that overall Key Assets provides strong leadership, with a high level of vision and direction, good business analysis, positive feedback from service users and a commitment to continuous improvement. This has been especially apparent in the midst of the Covid-19 pandemic where the organisation has initiated a range of flexible working approaches and collaborated with other service providers to support the community. It was identified that the organisation's vision is embedded at all levels, with an organisational culture that demonstrates a positive work environment, and inclusive practice that supports people from Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse backgrounds and the LGBTI Community to access services and participate in reviewing and planning processes.

In South Australia it was stated that the level of reporting data use had improved and is enabling the organisation to move towards outcome measures performance. Given that this was the first external audit for South Australia the Auditor stated that he was surprised as to how prepared the service was and that we had passed the audit with no non-conformities.

In Victoria it was identified that the internal reviews, management of incidents, complaints and feedback, and continuous improvement plan, were systems which continue to be managed effectively. The Auditor stated that these resources are essential in determining any impact on outcomes as sought in the service description to provide ongoing effectiveness of policy, procedure and practice which incorporates feedback from staff, carers and young people.

In Queensland the Auditor states that they would identify Key Assets Queensland as amongst the top 10% of services they had audited. Overall, it was noted that Key Assets Queensland have some fantastic evidence of continuous improvement of practice and positive outcomes for children, young people and the families. The Practice Framework has demonstrated increased reflective discussion with families, children, young people, and staff, assisting outcomes for children as the central focus and support to carers, particularly with the structure of our Support and Coaching Model.

As with any service review, these audits identified some opportunities for service improvements, there was at total of 14 observations across the three services, of which 8 were in South Australia, 4 in Queensland and 2 in Victoria. The majority of observations were jurisdictional specific, however the following trends were identified for service improvements:

- Improving evidence of service user consultation and input into policy and strategic planning.
 Action: The board has endorsed the development of a National Strategy for Service User Consultations.
- Addressing gaps in file documentation.
 Action: Each jurisdiction has initiated additional staff training to address these gaps.

Overall, these audits demonstrate the high quality and standard of service delivery that Key Assets is committed to, which can only be achieved through the commitment of high-quality professional staff that deliver our services. Thank you to all our staff for setting this practice standard bar.

MasterChef KAA Tasmania

CASE STUDY

During May 2021 our KAA Tasmanian team launched a new and exciting initiative, 'MasterChef KAA Tasmania'. An invitation to take part in the six-week series was delivered to all our Carers and families across Tasmania; as well as carers that were in assessment, and Key Assets staff. Over six weeks, participants had the opportunity to display their culinary skills as they worked through the following food challenges.

Week 1	Week 2	Week 3
Potato Gnocchi with your choice of sauce	Choice of soup with damper	Choice of Frittata and side dish
Week 4	Week 5	Week 6

MasterChef was designed to increase the sense of connection between our carers, increase the sense of community and to provide children and young people with the opportunity to participate in a competition where they have the support of their foster family.

Feedback from our young participants was fantastic as they spoke about learning new skills, working in a team, trying new recipes, writing shopping lists, helping with the grocery shopping, purchasing fresh vegetables at the market, meal presentation, video production and photography.

However, the most important opportunity that the competition brought for young people, was the further expansion of social capital, particularly within their own geographical region. The feedback from one of the young chefs best summed up the success of this initiative.

"I would like to take this opportunity to thank you and all of the contestants for arranging and entering this competition. It was fun and really enjoyable to be involved in. I think all entries were really well done and all looked really tasty and well presented, so I would like to congratulate all teams on a job very well done."

The competition was imagined, developed, and coordinated by our wonderful Recruitment and Panel Manager (RPM) in Tasmania, Geraldine Ellis-Maguire.



GERALDINE ELLIS-MAGUIRE RECRUITMENT & PANEL MANAGER (RPM) TASMANIA



KAA Tasmania 2021















National Marketing Highlight

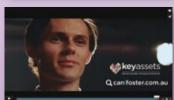
THE DIFFERENCE IS YOU CAMPAIGN

BUILDING THE KEY ASSETS BRAND NEEDS NOW AND INTO THE FUTURE

2020/2021 saw Key Assets employ a 60/40 approach to our efforts to invest in advertising activities focused on consistent, long term brand building. We engaged in co-currently running tactical activations to our always-on brand building campaign to deliver maximum impact and amplication for our budget with our "Difference Is You" campaign

Video Production







The Difference Is You Campaign

- > Foster Child
- > Foster Parents and
- > Biological Child perspective

IMPACT SNAPSHOT

171,153 - 3 sec Video Plays

49,401 - 50% Video Plays

20,360 - 100% Video Plays

Social Media Advertising





IMPACT SNAPSHOT

875,394 - Impressions

20,568 - Clicks

881 - Enquries

Display Advertising









IMPACT SNAPSHOT

1,378,646 - Impressions

1306 - Clicks

141 - Enquiries

Print Advertising

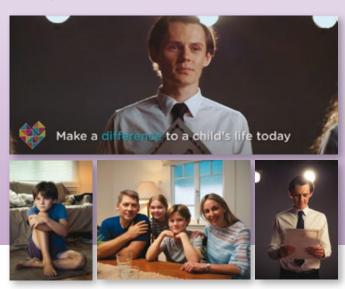




IMPACT SNAPSHOT

7,989,102 - @ \$0.02

Sky News





IMPACT SNAPSHOT

637 - Total spots

682,800 - Impressions

KAA In The Media

NATIONAL RECONCILIATION WEEK

In honour of National Reconciliation Week this year, we produced a full page sponsored editorial piece in The Australian newspaper which was published on Wednesday 26 May 2021.

The feature comprised of:

- A cultural practice article, showcasing interviews with two of our Cultural Practice Leaders, Jon Tapau (QLD) and Tony Calgaret (WA).
- An First Nations' case study article, highlighting the positive experiences of a KAA New South Wales foster carer and the cultural supports they have engaged.
- An opinion editorial produced by our National First Nations Lead, Denice Kickett.
- A medium strip ad with a QR code, to track the readership and direct people to our canifoster.com.au landing page.

This was a national thought leadership campaign highlighting the importance of the reconciliation journey, the need for foster carers and aligns Key Assets Australia with The Australian newspaper platform. Both SNAICC and Reconciliation Australia were made aware of the feature and were provided with the opportunity for comment and/or logo inclusion. The date of publication was chosen specifically as it is a joint sitting day of parliament and an extra 1,500 copies of the paper were delivered to Canberra on the days Parliament were sitting, so a highly engaged audience.

We have recently seen an increase in articles regarding fostering and the need for new foster carers in the media on a national scale. This is a great opportunity for us to ride the wave coming from the Government. They have highlighted the problem, now we show Australia how Key Assets Australia is the solution.



Click here to read the full article





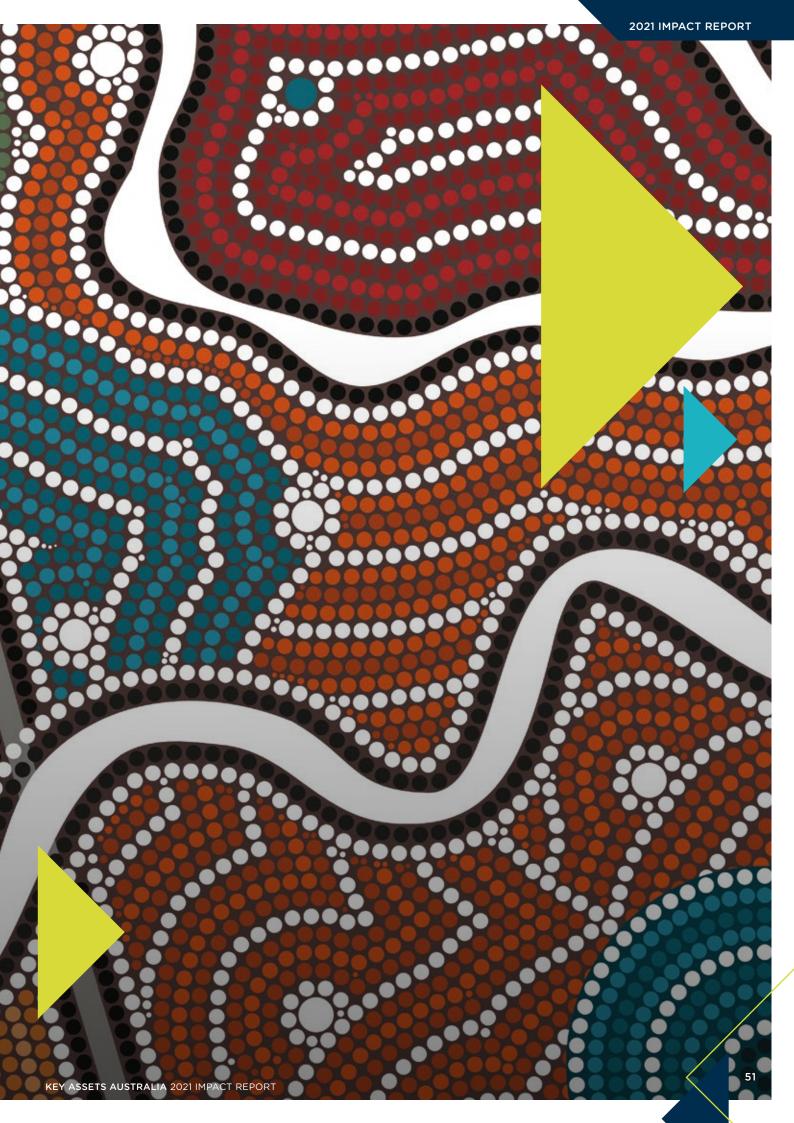
difference to the lives of children in your community.

As a Key Assets foster carer we'll provide you with 24/7 support, a dedicated social worker and on-going training. If you're looking to provide love, safety and care for a child we'd love to hear from you.



keyassets.org.au 1800 WE CARE





Practice Framework

The Key to Care Practice Framework was jointly designed and developed by Key Assets with the Parenting Research Centre. The Framework has been carefully implemented into the way we work with foster carers and with parents in our family support services and we continue to integrate it into practice.

The Key to Care Practice Framework provides mechanisms to stabilise placements, secure long term therapeutic outcomes, build parenting skills, improve educational outcomes and encourages children with a trauma background to develop essential relationships. The Framework encompasses a unique coaching approach in the way we provide support to Foster Carers and the parents with whom we work through which we enable the development of self-efficacy, empowerment, and competence. The Carer or parent and their Social Worker collaborate on establishing goals to address particular concerns or issues and work through a series of phases to complete what we call 'projects'. This gives focus to the therapeutic work Carers do with the children in their care and a sense of accomplishment for them and the children. It enables parents to identify the issues that they want to address and take control of how they will make changes so they can safely care for their children.

A number of important issues have been addressed by Carers and parents in the projects they have undertaken, including parenting and behaviours; routines and boundary setting; relationship building and contact with birth family; engagement in school; life story work; cultural planning; preparation for leaving care; sleep and bedtime routines; hygiene; processing grief and loss; understanding the impact of trauma; self-care; and managing screen time.

Each quarter we undertake surveys with Carers to gauge their sense of confidence, capability and agency as well as how they experience the support relationship with their Social Worker. Since 2018, we have seen a 1.2 point increase in both agency and relationship scores due to the implementation of the Key to Care Framework. In the past year, the change was 0.52 point increase for agency and 0.44 point increase for relationship.

We have also focussed on developing the skills and capability of our social workers to use the Key to Care Framework through coaching sessions. We have conducted 820 coaching sessions over this time. Due to travel and face to face training restrictions as a result of COVID, we adapted all training to be delivered virtually, blending online learning with facilitated online sessions through video conferencing. This has enabled us to provide regular sessions for all staff across the country, effectively supporting induction and refresher training to ensure fidelity to the framework.

The focus for the next year is on maintaining fidelity to the Framework, continuing to embed the Key to Care Framework in our work to continue to achieve positive and lasting outcomes for the families, children, and young people we serve.

STORIES OF IMPACT Building Safety in Relationships

We worked with Carer of an 8-year-old boy in achieving a goal to increase the interactions and quality time the child spent with his new foster family. When the child first arrived, he could not endure a two-minute shower without the iPad in the bathroom.

The Social Worker and Carers identified that the child had replaced human interactions with his iPad, which guaranteed a predictable response, would never let him down, shout at him, get him into trouble or harm him as he had previously experienced with adults.

Using the framework, the Carers and Social Worker implemented strategies to support him and engage with him without his iPad. The outcome achieved is decreased screen time and the establishment of a positive and connected rapport with his Foster Carers.

101 404 1164 82

Completed projects

Number of Carers engaged in sessions

Number of Active Projects

Number of coaching sessions



Developing Independence

The Carer of an 8-year-old boy was concerned that the child would be excluded from school activities, sports, and excursions due to his disabilities. The Carer identified an achievable goal to build his independent living skills, so he could attend the school camp.

Through working collaboratively with the Social Worker, the Carer has been successful in

supporting the young person to develop his skills allowing him time to try tasks before assisting him. Over time with effective strategies the young person's independent living skills increased. The class teacher reported the young persons ability to dress himself with minimal verbal prompting. A positive outcome was achieved with the young person able to attend the school camp with his peers.

The Magic of CYPSS

CASE STUDY

The KAA New South Wales team entered lockdown from the end of March through to June 2020. This meant that the Children and Young Person's Support Service (CYPSS) had to cancel the majority of our face-to-face family time visits and facilitate them via video or telephone.

On many occasions, our CYPSS workers observed birth families and carers engaging with their children through arts and crafts, song, dance, story time, trivia, and board games. For some carers and families, this was the first time they had met and had interaction. As a result, we saw how video calls positively strengthened and initiated relationships between carers and birth families. It also allowed some birth parents the opportunity to witness and be a part of significant milestones in their children's lives and the chance to bond with the carers over these experiences.

With support from the CYPSS and Social Worker's, our children and young people, carers and birth families transitioned well to using video calls and were very understanding of the situation. We experienced birth families and carers come organised to visits with activities for the children to remain engaged.

The COVID restrictions did present some challenges for family time visits however the staff in the service are proud of the everyone for their resilience, patience and understanding.



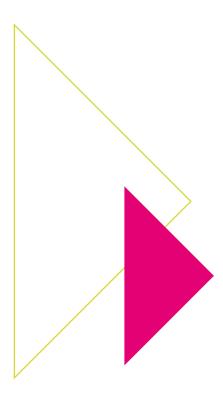
Martin James Foundation

Key Assets Australia has evolved from an international network of children and family services providers. We continue to benefit from those international connections in mutual sharing of best practice, research and innovation.

We work in collaboration with our member, Martin James Foundation (MJF) to develop innovative solutions for family and community based care to vulnerable children and families.

MJF believe all children should grow up in a safe and loving home, not an institution. Their mission is to promote family based solutions for vulnerable young people and their families through knowledge sharing, research and supporting of global projects. Through global affiliates in Australia, Canada, Japan, New Zealand and the UK, MJF delivers high-quality family strengthening, foster care and support services to foster families.

KAA are looking forward to continuing to work with MJF and our global affiliates.





Our Reconciliation Action Plan

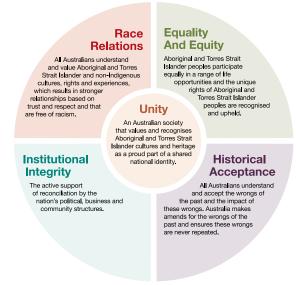
Key Assets respects and acknowledges the Traditional Custodians of the land on which we live and work.

Key Assets established our first RAP in 2015 and as an organisation, we are encouraged by the progress we have made with this and subsequent RAPs. But we know we have a long way to go.

Key Assets recognises that reconciliation is not always a comfortable journey. It demands that together we confront the truth of the history of the oppression of Aboriginal and Torres Strait Islander people; to recognise that white Australia has a black history. It demands that we take effective action to address the fact that while Aboriginal and Torres Strait Islander people make up only 3% of the population, they are at the top of every indicator of disadvantage. It demands that a national effort is made to bring to an end the tragedy of the gross over representation of Aboriginal and Torres Strait Islander children in care. We all have a part to play in this.

National Reconciliation Week was held from 27 May – 3 June 2021 with the theme 'More than just a word. Reconciliation Takes Action'. This year we used the concept of a Reconciliation Tree to acknowledge the week. First Nations Lead, Jon Tapau stated "I personally loved this concept, as I picture the branch attached is an extension as part of our core principles of who we are. It demonstrates symbolically the undercurrent that flows through Key Assets of respect and unity and it echo's the journey we have taken as a service provider in how we connect in with our Aboriginal and Torres Strait Islander people and services providers of Australia.

Reconciliation is not journey we can make alone; we seek to work towards reconciliation in the context of community. Key Assets will continue to work towards promoting and celebrating Aboriginal and Torres Strait Islander cultures. We are passionate about helping children and young people to stay connected with their culture and actively work to support our foster carers and children to learn about and maintain their cultural identity.



The Five Dimensions of Reconciliation

While reconciliation can mean different things to different people, Reconciliation Australia has identified five integral and interrelated dimensions to measure reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. These are the five dimensions of reconciliation. These five dimensions do not exist in isolation; they are interrelated and Australia can only achieve full reconciliation if we progress in all five.

As we develop our next Reconciliation Action Plan the call of National Reconciliation week 2021 inspires us to take some risks and to be brave in taking action for the benefit of the children and families we serve and our staff, as well as contributing to a nationwide journey towards true reconciliation.

Sometimes people say only brown people are Aboriginal, but that's not true just because you have a different skin colour doesn't mean you are not Aboriginal. I have white skin, and I am Aboriginal. So, it doesn't matter about the way you look it matters about the inside, and that's all that's important. If someone said I had a choice to be in a millionaire family, I would say no because no one can replace my family. I like being in foster care because it means that I have two mums and lots of family.

KAA YOUNG PERSON IN CARE

Click here to see a video of our **2021 National Reconciliation Week Launch in Victoria.**

























Key Highlights



Dr Dianne Jackson - CEO, Jamie Hodgson - Chief Operating Officer, Jenni McDonald - Assistant Director KAA New South Wales and Anna Verry - Business Support Manager KAA New South Wales attended the 2020 Australian LGBTQ+ Inclusion Awards



Our KAA Victoria team sent out these amazing gift packs to our Carers and kids in lock down to lift their spirits and brighten their days



KAA Tasmania hosted the Minister for Human Services the Honourable Roger Jaensch at an event to celebrate Foster Care Week



Celebrating 10 years of KAA Queensland and the opening of our Ipswich office





Jamie Hodgson - Chief Operating Officer, Meagan Probert - Practice Development Manager, James Isles - State Director KAA New South Wales and Paula Holden, Chief People Officer attended the 2021 Australian LGBTQ+ Inclusion Awards held in Sydney



Our teams across the country celebrating Wear It Purple Day



Workshop in Brisbane July 2021



KAA Western Australia celebrated Aboriginal Childrens Day 2020 with an event at Wadjak Northside Aboriginal community centre in Balga



Our South Australian Recruitment and Panel Manager Emma and team had a Foster Care stand at the 2020 Adelaide Careers & Employment Expo



Key Assets Australia was recognised with the 10th Anniversary Award for Highest Frequency Small Employer



Some of our National Support Services Team State Directors and Senior Executive Team gathered together following a team meeting in Brisbane

Board of Directors

The directors present their report, together with the financial statements, of Key Assets The Children's Services Provider (Australia) Limited ('the company') for the year ended 30 June 2021.

DIRECTORS

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated: Craig Lawn Elaine Golding Con Manos Stephen Jacques (resigned 31 July 2020).

OBJECTIVES

The short-term objective is to continue to develop and deliver high quality children and family social services including outof-home care, statutory child protection services, disability support, family and preventive 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 State and Federal Governments, other sector partners and the community.

STRATEGY FOR ACHIEVING THE OBJECTIVES

Key Assets, Key Care Team™ framework ensures that all our services are delivered systematically, based on research and evidence, focussing 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 practice 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, statutory child protection services, disability support services, and family and preventative services to families on behalf of State and Federal government partners.

PERFORMANCE MEASURES

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



Craig Lawn CHAIR Appointed February 2019

Craig spent his career with PwC 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. He dedicated over 31 years to the firm, 20 years of those as a partner, before retiring in 2014. Craig has been instrumental in not-for-profit strategic reviews and designing innovative business models for numerous charities. He 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.

Craig is passionate about education, helping to build communities, deepening relationships between people and creating a sustainable and vibrant Australia.

QUALIFICATIONS

- > Bachelor of Economics and Law, University of Sydney
- > Chartered Accountant
- > Graduate Member of the Australian Institute of Company Directors (GAICD).

COMMITTEE ROLES

- > Member, Finance, Risk and Audit Committee
- > Member, People and Culture Committee



Con Manos NON-EXECUTIVE DIRECTOR, COMPANY SECRETARY Appointed February 2019

Con has over 20 years' experience in accounting and finance services, qualified as a Chartered Accountant with PwC, and is currently a principal of Manos Partners.

Con is a Registered Company Auditor, and advisor to organisations and businesses in the not-for-profit and for-profit sectors. Con is also a Board Member of PlanNET SA Limited, a not-for-profit NDIS service provider.

QUALIFICATIONS

- > Bachelor of Commerce from the University of Adelaide
- > Graduate Diploma in Applied Finance and Investment
- > Member of the Australian Institute of Company Directors (AICD).

COMMITTEE ROLES

> Chair, Finance, Risk and Audit Committee



Elaine Golding
Appointed February 2019

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.

Prior to this, Elaine held number of senior and executive roles in areas significant in their impact on the lives of vulnerable children and families, including health, education, homelessness and correctional services. She has also held a range of Board positions and is currently a member of the South Australia Civil and Administrative Appeals Tribunal (SACAT).

Elaine is passionate about the rights of every child and enabling them to live safe, happy and fulfilling lives.

QUALIFICATIONS

- Master of Business Administration, Bachelor of Education and Diploma in Teaching (Sec).
- > Member of the Australian Institute of Company Directors (AICD).

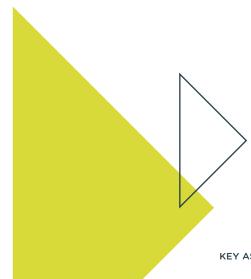
COMMITTEE ROLES

> Chair, People and Culture Committee

Financial Summary

	2021	2020
	30 June 2021	30 June 2020
REVENUE	AUD \$	AUD \$
Total Revenue	54,855,873	50,164,819
EXPENSES		
Fostering allowances and support costs	15,419,541	15,703,265
Recruitment and placement costs	1,320,293	1,286,574
Employee benefits expense	26,664,475	22,057,405
Depreciation and amortisation expense	2,998,304	2,839,090
Occupancy	654,278	385,809
Administration	4,922,543	4,607,409
Net Foreign Exchange Loss	227	7,079
Finance Costs	246,364	202,104
Total Expenses	52,226,025	47,088,735
SURPLUS	2.629.848	3.076.084

^{*}The figures presented are extracted from the audited fiancial statements of Key Assets The Children's Services Provider (Australia) Limited for the twelve months ended 30 Jun 2021. To view the financial statements in full, please visit the Australian Charities and Not-for-profit Commission website at www.acnc.gov.au



Funding Partners

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





















PRODUCED BY KEY ASSETS THE CHILDREN'S SERVICES PROVIDER AUSTRALIA

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