



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

Key Assets Australia was founded 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.







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Chair Report

I am proud to present our 2022 Impact Report that outlines the difference that we have made in the lives of over 793 children and families that we care for.

The past 12 months has seen Australia emerge from lockdowns, however, we all continue to battle with the stresses and strains from the COVID pandemic. The continued commitment of our skilled staff and carers, led by a strong CEO, Executive team and Board, has enabled us to remain agile and responsive. We have continued to serve and support our carers and families so that children and young people can continue to be safe and to grow.

This year we were delighted to welcome two new non-executive directors to the Board. Lisa Landon-Smith comes to KAA with vast experience in finance and operations principally at Qantas. Not only does she serve on our Board, she is currently the Director. Finance and Corporate Services at the Museum of Contemporary Art, mixing her love of numbers with her love of modern art. We also have the pleasure of Jenni Hutchins joining our board to share her deep expertise in the care sector, safeguarding children and policy. We have also further strengthened our governance by establishing a Board Safeguarding committee and continue to significantly invest to ensure that we have Quality at the centre of everything we do.

KAA strives to make a positive and lasting difference to the children and families that we care for. Our strategic pillars: Safe growth, Transformation of Skills and Systems, and Leadership and Innovation underpin a positive trajectory for our future and the impact we have. Key Assets Australia is proud to be part of the network of charities in the Martin James Foundation and the opportunities it provides us to share global knowledge and best practice.

The board, Elaine, Con, Lisa, Jenni and myself, would like to take this opportunity to acknowledge and deeply thank the dedication of all our staff, carers and volunteers. The great stories that they share about their impact on the lives of the children and families continue to inspire us and remind us of why we are here. We look forward to building on their momentum and energy. Well done.



CRAIG LAWN
CHAIR - KEY ASSETS AUSTRALIA





CEO Report

I am delighted to present our 2022 Impact Report. Key Assets Australia has continued to flourish this year, and we have all worked together to progress the excellent standard of care and service to the children, young people, and carers we serve.

Despite the trials and tribulations of the pandemic, it has been a successful and energetic time. We have continued to focus and build on our national priorities and we have championed our strategy and built on last year's successes.

A highlight was the appointment of our first National First Nations Lead and the development of a First Nations leadership team, with cultural practice leads in all states. We also established a collaborative partnership with the Stronger Smarter Institute which is supporting our cultural development.

Focusing on our people, we continue to invest in the culture that makes us who we are today. We are driving contempory thinking in leadership at all levels of the organisation and we are committed to supporting and growing our amazing Key Assets staff. So far, the national executive team has participated in bespoke and comprehensive leadership training that is building our capability to understand ourselves as leaders and teaching us how to draw on strengthsbased approaches to lead our teams. We have seen positive benefits flowing throughout the organisation at all levels and this will continue into the future.

DR DIANNE JACKSON
CEO - KEY ASSETS AUSTRALIA

Importantly too, this year we invested in and delivered new IT systems across the organisation which is increasing our productivity and our staff satisfaction!

Finally, after a great year, I would like to thank the KAA Board and Executive teams for your dedication and passion for the organisation and the support you provide me. I would also like to acknowledge the Martin James Foundation and our global affiliates. Lastly and most importantly however, I would like to thank our frontline staff, your amazing contribution each and every day is what changes the lives our children and young people.







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

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

COMMUNITIES

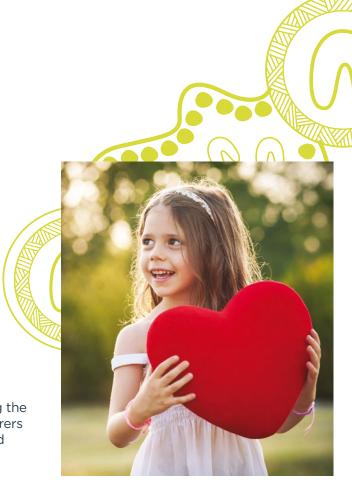
- 1. Build a **socially responsible** and **friendly** presence in each of our communities
- 2. Value **diversity** and **inclusion** and act with **cultural sensitivity** and **respect**
- 3. Be **creative** and **flexible** to respond to each community's unique **needs**
- 4. Recruit, train, support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



We are all Key Assets

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

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



Our culture and core values

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

Recognising everybody counts and is accountable

Providing high quality and safe services

Achieving excellence through continuous improvement

Cultivating knowledge, innovation and learning



Key Assets Australian Programs

EAST KIMBERLEY

- > Foster care
- > Intensive family support
- > Complex care

WESTERN AUSTRALIA

- > Foster care
- Disability services
- > Complex 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



TASMANIA

- > Sibling care
- > Intensive family support

KAA Annual Stats

HIGH LEVEL STATISTICS



786

Placements Made



725

Placements Completed



790

Total Placements at end of June



131

Families completed family preservation services



119

Carers Approved



705

Total Carers at end of June



8,895

Initial Enquiries Received





KAA New South Wales

2021-22 was a year of strong growth for KAA in New South Wales, with opportunities to broaden our services and deepen relationships across the communities we serve.

Transfer of SAF contract

On 1 June 2021, Stretch-A-Family's (SAF) outof-home care contract in Sydney's Inner West was officially transferred to KAA NSW. This has allowed us to increase the support we offer through a range of new positions and a suite of new education and training resources.

With the additional funding we created a new 'Transition to Independence' role, targeted at supporting young people 15 years and older who are making the difficult transition from care to aftercare services. We were also able to develop a dedicated Practice Development position, whose responsibilities will include equipping our social work staff with the latest frameworks, therapeutic modalities and evidence-based practices.

In recognition of having 50 First Nations children in our care, we added a Cultural Practice Lead and Cultural Support Worker to our team. As well as addressing the needs of these young people, these roles will be responsible for supporting social workers, birth families and foster carers looking after First Nations children to ensure they get the culturally appropriate care they need.

The growth in service delivery over the last 12 months also enabled the creation of a new Carer Support and Retention team. This was done in recognition of the fact that children coming into care are often traumatised, which can cause significant challenges for foster carers. The Support and Retention team will work with foster carers who are struggling, to make sure placements don't break down and to support them access learning and development opportunities throughout their time as carers.

In 2021, we launched our 'Virtual Reality' education and training program. The immersive experience provides external stakeholders, current foster carers and potential recruits with a first-person perspective of what it is like for a child who has been exposed to domestic violence and abuse in utero, and how this impacts the brain.

Family Finding training

A growing body of evidence has confirmed that the best outcomes for children in out-of-home care occur when they are placed with family members. In recognition of that, KAA NSW provided Family Finding training for 25 team members who can now go above and beyond to find family members including uncles, aunts and grandparents to place children with. KAA NSW is excited to be building on this practice and we hope to reap the benefits of Family Finding throughout the year.



Adoption accreditation

Having received provisional accreditation with the Office of the Children's Guardian for our adoption service, we continue to work towards full accreditation with reviews due for October 2022 and March 2023. If successful, this will accredit us to deliver services for the next five years.

NSW Government Contract extended

This year the Department of Communities and Justice extended our contract to deliver child protection, foster care and adoption services in NSW until 2027. It is a strong vote of confidence in our expertise and experience and demonstrates the respect we enjoy from key partners and stakeholders within our sector.

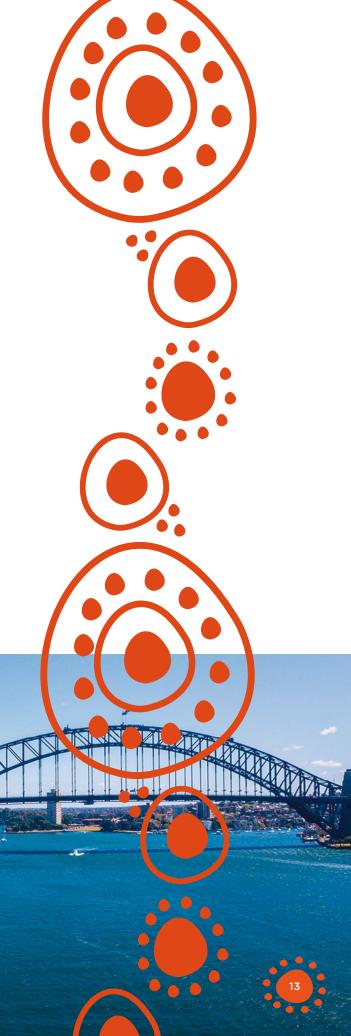
Support groups resume

KEY ASSETS AUSTRALIA 2022 IMPACT REPORT

After a two-year hiatus due to COVID restrictions, we recommenced offering face-to-face support groups and events this year. Getting together in person has been a great morale booster for our foster carers, staff and community members.



JAMES ISLES
STATE DIRECTOR - NEW SOUTH WALES &
NORFOLK ISLAND



Upskilling our staff in finding family members

CASE STUDY

"Using the connectedness mapping tool really helped one of my carers understand the need for family finding from the perspective of the child. It is such a powerful tool."

- HELEN CRANAGE, SOCIAL WORKER, HUNTER & CENTRAL COAST

KAA NSW partnered with Allambi Care to provide the opportunity for team members to participate in a four-day Family Finding training workshop.

Founded in the U.S., Family Finding acknowledges the critical role parents and relatives play as agents of change in children's lives. It is built on four key principles:

- Every child or young person has an immediate and extended family, and they can be found if we try.
- Loneliness can be dangerous and devastating and is experienced by most children and young people in the care system.
- A permanent, meaningful connection to family and caring adults helps a young person develop a sense of belonging and hope.
- The single factor most closely associated with positive outcomes for young people is a meaningful, life-long connection to a family and community of support.

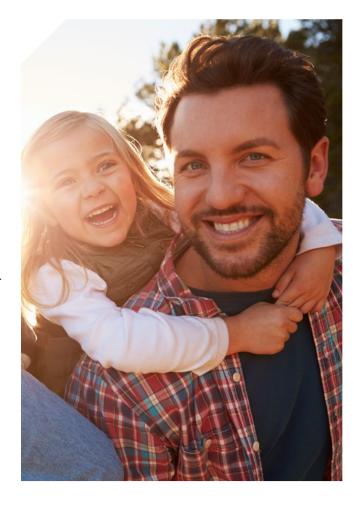
"Our purpose in Family Finding is to restore the opportunity to be unconditionally loved, to be accepted, and to be safe in a family and community," says founder of Centre for Family Finding and Youth Connectedness, Kevin Campbell. "Investing in families, not systems alone, is the best use of resources."

At KAA, participants in the Family Finding training were provided with a range of tools, resources and strategies to help them search for and make contact with family members and other important people in a young person's life.

Social Worker, Helen Cranage says the training opened her eyes to both the importance of connecting children with family members, and the opportunities for making it happen.

"It was an incredible opportunity to refocus my practice on the positive impact of birth family for children's long-term outcomes," she says.

With a growing awareness of the transformative impact that Family Finding has on the lives of vulnerable children, KAA NSW plans to further embed these practices in our work by providing training opportunities for more staff and developing our own practice guide.









KAA Queensland

Our team in Queensland has supported a growing community of foster and kinship carers, children and young people, while also building their knowledge and skills in cultural practices, diversity and inclusion, and the needs of our kin and community carers.

Pathways to Stability

Pathways to Stability is a year-long therapeutic foster care model providing wraparound support for children transitioning from alternate care back into home-based care or restoration. We launched the program in Queensland in February 2022 and have supported one young person to successfully return to family based care and remain there for 6 months

We also formed a working partnership with an Aboriginal Community-Controlled Organisation to support the transition of a young boy on a long-term guardian order into the care of his father after seven years. Working with the organisation, we provided wraparound support for the carer, his father and the young person and worked hard to ensure that the voice of the family was heard and their wishes acted on..

Kinship carer support

KAA in Queensland has seen a significant increase in the number of kin and community carers we support. We recognise that the fostering experience for kin is very different to other carers and have adapted our training, interventions, education tools and engagement strategies to better support this cohort. Our Kinship Carer

Support Program is currently being refined and evaluated with a view to it outlining a national practice methodology and approach to supporting kin and community carers.

Our 'Families as Forests' Kin-Group has become a supportive and safe place where kinship carers are comfortable sharing and reflecting on their experiences. Through group activities to build trust, members are developing connections with each other. Positive outcomes reported by participants include improved relationships with children in their care and fewer behavioural outbursts.

Children's book collaboration

We were excited to partner with renowned author, poet and educator Tess Rowley to self-publish our first children's book, Odd Socks. Aimed at mid-primary school students, Odd Socks is a story about inclusion and diversity. It celebrates uniqueness and encourages children and young people to be proud of their differences.

KAA in Queensland produced the book to help parents, carers and families to have meaningful conversations about how to navigate and embrace difference.



The book was launched in Harmony Week at Brisbane Square Library.

Our thanks go to the following organisations for their support:

- > Liveworm Studio
- > Queensland College of Art
- > Griffith University
- > Queensland Writers Centre
- > Illustrators Emma Fairhurst & Michelle Graham
- Mccullough Robertson
- > Writers Guild
- Herron Books Publishers
- > Espresso Square

Support for young people

This year, 16 children in our care participated in the weekly tutoring program run by Little Stars Learning. Aimed at supporting improved educational achievement, participants receive weekly, one-on-one tutoring throughout the school term for 12 months.

We also supported many young people aged 13 years and older to take part in the All Stars school holiday program. Through a new partnership with True Relationships & Reproductive Health, a healthcare and education organisation, we delivered training on sexual heath and relationships. Participants completed retail and barista courses as part of our transition from care program.

Our Friends of Fostering program has continued to be a therapeutic and supportive group for children and young people from foster families. The group, which was developed by a therapist and adapted from research of the Australian Catholic University, provides a space for young people to connect with peers who understand what they are going through.

Training

Training this year focused on developing First Nations cultural awareness skills and knowledge. We ran a cultural immersion program, facilitated by our Cultural Practice Lead, for staff, carers and young people, as well as Inter-generational Trauma training for staff and carers who have First Nations children and young people in their care.

With Open Doors Youth Service, staff participated in gender diversity training to expand their understanding of the LGBTIQA+ community and how, organisationally and individually, we might best support future conversations and knowledge of diversity, inclusion and respect.

Our social work and therapeutic staff were trained as facilitators in Bringing Up Great Kids Training, provided by Australian Childhood Foundation. This interactive course offers fresh perspectives and ideas on how to understand, communicate and interact with children and build positive, respectful and nurturing relationships.



MELISSA HAYES
STATE DIRECTOR - QUEENSLAND





Providing connections and support for Kinship Carers

CASE STUDY

"Kin need a non-judgmental safe space that is relevant, meaningful, engaging, and supportive of their specific needs. I'm really proud of the sense of connection and belonging I can see building in our Kin-Group. It's lovely to see carers encouraging and supporting one another's reflection and growth."

- DANIELLE SPLETTER, FACILITATOR OF THE FAMILIES AS FORESTS KIN-GROUP

In October 2021, KAA formed a Kin-Group aimed at supporting the unique needs of kin, a growing cohort of grandparents, aunts, uncles, cousins, siblings and community members who are stepping up to care for children within their family or community network.

"This caregiver group is becoming more likely to put their hands up to care for children...as they often have a sense of obligation, but most importantly, pre-existing positive connections to the child," explains Jane.

"However, there are complexities Kin face when they are continuing to provide dual support to the parents of children they have taken into their care, while also managing their own experiences of trauma.

"Parenting your own children can be difficult, but parenting a child with developmental trauma, mental health concerns and disabilities is very different. The parenting practices of some of our kinship carers have been traditional and part of how they have been raised, as opposed to what is now trauma informed parenting practice.

"We saw the need for a space where we could support the tuning-in to trauma informed care and parenting practices, while also acknowledging the current values and beliefs kin hold as building blocks to exploration and building capacity and family resilience," Jane says.

Fondly known as 'Families as Forests', the group meets fortnightly in the function centre of a beautiful nature reserve. Over a period of about 9 months, meaningful connections have started to form between the carers who share experiences and offer mutual support.

Guided by KAA facilitators, the group is also gaining a practical understanding of trauma informed parenting and how best to support the needs of children in their care.

For one carer, the group has become an important space for connection – and a reminder of the ongoing journey she is on.

"I keep a piece of tree bark in my handbag. It helps me remember all that stuff [the facilitators] have been talking to us about. The stress we can experience, the need for support, understanding and care. The bark also reminds me, I am on a learning journey and I can give [facilitators] Dani or Jane a call if I need too."







KAA South Australia

In a year of substantial growth, our South Australian team focused on upskilling staff and carers, being more innovative and building deeper connections with local Aboriginal communities.

A bigger and better service

KAA's South Australian footprint continues to grow, with the number of children and young people in our care increasing by 16% in 2021-22, and our team now supporting over 130 across the state. Foster care numbers increased by 20% over the period and our staffing team has expanded to support this growth.

This year, we took the first steps to secure new premises in the southern region of Adelaide to support our growth and build awareness of our services. Establishing a presence in this area will allow us to be more accessible to our carers, strengthen connections with the local community and provide greater support and services for vulnerable children and families.

A growing and diversifying team

The increasing number of children in our care has given us the opportunity to employ new staff and grow our range of expertise. In 2021-22 we recruited an additional three social workers, as well as a Placing and Matching Partner, a Quality and Practice Lead and an Aboriginal Cultural Advisor. This positions us well to continue to meet the evolving needs of the community and sector.

A focus on reconciliation

Building stronger cultural awareness and connections with Aboriginal communities was a key priority. To reaffirm our commitment to our reconciliation journey, we relaunched our Reconciliation Action Plan (RAP) Committee. We also had strong representation at significant events on the Aboriginal calendar including the Reconciliation Week Breakfast and other Reconciliation and NAIDOC Week activities.

Our Aboriginal Cultural Advisor provides expert cultural input on our RAP and strategic plan and is helping us to build stronger connections with Aboriginal communities. With 30 young people in our care who identify as Aboriginal, this guidance is crucial and will be further supported when we finalise the recruitment of a Cultural Practice Lead in early 22-23.

All staff members were trained in Cultural Understanding for Better Engagement, with a 7-strong cohort going on to complete the full, two-day Cultural Practitioner training. This has significantly increased the cultural competency of our team to work with Aboriginal children and families. Another highlight in this area was hosting the KAA Cultural Practice Leads from around



the country for a Cultural Training Workshop in Adelaide.

New training opportunities

We launched several new training programs and initiatives this year, in response to feedback from staff and carer surveys. This included the roll out of Therapeutic Crisis Intervention for Families (TCIF), an evidence-based program supporting staff to work alongside carers to better understand the needs of young people and how to de-escalate behaviours. We have plans to roll this training out to the carer community later in 2022.

Additional opportunities included sessions on Positive Behaviour Support, learning through Interaction and Play, Wellness Days, as well as regular visits from subject-matter experts from the department.

Support for our community

Our year had a focus on better hearing the carer's voice. Our annual carer survey results were outstanding, highlighted by all carers responding with overwhelmingly positive feedback on their social worker team. The survey informed some improvements including revamping our Carer Consultation Group, implementing a new training suite, and increasing activities for children and young people of all ages in our care.

We are committed to continuing to strengthen relationships with our foster carers through regular support groups, family days and events such as our Carer Appreciation lunch. Our young people were also not forgotten with busy school holiday schedules, our annual Christmas Celebration and a successful camp.

Innovation and partnerships

In early 2022, we ran a 3-month pilot of *CaringLife*, an award-winning online platform and app that gives children and young people in care a way to see all the photos, videos and important memories from their past. This was the first time the program had been trialed in South Australia.

We supported 32 children, young people and carers from 19 households to participate in the pilot, which saw 3,206 memories including 2,671 photos and 359 videos uploaded.

With positive feedback reported from participants, we are committed to working in partnership with the department to continue beyond this pilot and make *CaringLife* accessible to all children and young people in care across the state.



MICHAEL AINSWORTH
STATE DIRECTOR - SOUTH AUSTRALIA



Capturing precious memories

CASE STUDY

"I want the kids I care for to be able to look back and know that they were happy and loved."

- PENNY*, KAA FOSTER MUM AND PARTICIPANT IN OUR CARINGLIFE PILOT

Our pilot of *CaringLife* was inspired by the belief that every child and young person deserves the opportunity to have their precious memories securely immortalised.

The online platform and app gives foster children and their carers a private, secure and safe way to upload and store important photos, videos and mementos. It is built on the growing body of evidence that positive autobiographical memories have a positive impact on a child's mental health and outcomes in life.

The program is designed so children and carers have their own accounts, which are then connected when the child is staying with that carer. The child is provided with ongoing access.

Penny has been fostering children and young people with KAA since we launched in South Australia more than 13 years ago. She says capturing the memories of children in out of home care is critical to their sense of self and wellbeing.

"Memories contribute to understanding yourself when you're older. It helps explain why you are the way you are, and it can help remind you that you are loved by other people."

Penny found *CaringLife* to be an easy, safe and reliable way to capture happy moments with the beautiful and loving young girl currently in her care.

"I'm not all that internet savvy so this is a really easy way for me to upload and store photos. I never have to worry about losing any because I always know they're in the one place.

"Ava* has a really funny personality and I capture everything. When she's walking in nature, singing songs and dancing. When she says, 'I love you'. I want her to be able to look back and say, 'I was a funny little girl. I was happy.'

"Even at her young age, I can see what these memories mean to her."

Penny says *CaringLife* is also useful for uploading and storing other important documents like medical records.

"So much of that stuff can get lost and damaged so easily when a child is moving from foster home to foster home. It's great to know you will always have a back-up.

"It also means I can upload a letter to her, telling her how much I love her and how lucky I feel to have her in my life. I want her to always have that with her when she's going through a tough time.

*KAA has used a different name for privacy reasons.





KAA Tasmania

In Tasmania, where we operate from three regions, KAA experienced a year of growth while managing the ongoing challenges of the pandemic. Our core support services continued to expand and we were able to diversify our family support offerings to meet the needs of the foster carers, children, young people and birth families we support.

Family support services

Our core funded family support program is the Intensive Family Engagement Service (IFES). Through this service, a social worker works intensively with a family for around six months to support them to build their parenting capacity. Our support is tailored to the needs of the family and children. We provide families with tools and resources, and connect them with other support services to help them develop their parenting skills and ensure children remain in their care.

We have also continued to develop our Bringing Baby Home Service Model which provides the opportunity for at risk infants to remain in the care of parents through intensive monitoring and support, assessment and parenting capacity building.

Off the back of the success of these two offerings, we have seen an increase in requests to provide other family support services. This aligns with our goal to expand and diversify our service offerings to support Tasmanian families.

Sibling Care Program

This year 21 children in our foster care service were supported to return to their families of origin. These children were part of our successful Sibling Care Program, where we seek to place brothers and sisters together in foster care arrangements.

Our foster carers understand the importance of supporting children in their care to have ongoing positive relationships with their family of origin – which is a key element in successful reunification.

A culturally safe workplace

In line with KAA's national approach to increasing cultural awareness, staff across the state completed cultural competency training with the Tasmania Aboriginal Centre. This is the first stage of a three-part training program we are embarking on to become accredited as a culturally safe workplace. Our goal is to complete the training in the next financial year.

Employer of choice

We are particularly proud of our success in recruiting high-calibre staff in what has been a challenging year for many organisations looking for skilled practitioners in the sector. Our steady growth since launching in Tasmania in 2015 indicates we are an employer of choice for both recently graduated and experienced practitioners.



JOANNE HILLIARD
STATE DIRECTOR - TASMANIA







Adapting our practice to meet diverse cultural and linguistic needs

CASE STUDY

"I'm proud we have been able to support this family in setting up a life that they want. We have provided them with a positive experience of a support service that really wants to hear their voices and support them in a culturally sensitive way."

- SOPHIE FRANCIS, PROGRAM MANAGER, FAMILIES FOR LIFE

Our team was called on to support a non-English speaking family facing significant cultural and linguistic barriers that were impacting negatively on the family unit and the wellbeing of the children. With challenges to overcome from language difficulties through to understanding the socio-political beliefs and values of the parents, supporting the family tested the flexibility of our Intensive Family Engagement Service (IFES), along with our team's skills, creativity and adaptability.

For Sophie Francis, the senior manager supporting the KAA case worker and family, the experience was one of mutual learning – for her team and the family.

"We've never supported a family from this particular cultural background.

"We had to be flexible and innovative in terms of our approach to ensure that we were supporting family safety and child wellbeing, and addressing the concerns from the department. We had to ensure that we were practising in a culturally sensitive and appropriate way."

Due to linguistic and cultural barriers, the family's prior experiences with support services hadn't been effective, so building trust was an important first step for KAA. Brokering a translator was key, as was building an understanding of the sociopolitical context, values and beliefs of the family in respect to the role and structure of family, gendered roles and parenting.

"We were very fortunate to have a social worker in our team from the same cultural background who was able to provide this understanding," Sophie explains. The team worked collaboratively — and creatively — to adapt their practice and service models to meet the unique needs of the family and address the parents' confusion and isolation, which was leading to excessive control, restrictions and conflict in the home.

To overcome the language barrier, the team used symbols, pictures and hands-on activities to explain our trauma-informed approach. The pace of the parenting program was slowed to support learning and integration and the parents were supported to share their stories. This provided the opportunity to discuss the impact of trauma on parents, children and family functioning. We supported the family to explore their hopes and dreams which informed goal setting, with a focus on improved communication within the family and recreational and social engagement. As the parents began to feel less alienated and less anxious, rhythm and routine were established at the home.

KAA was also able to share its understanding of the family's cultural background with other professionals working with the family, ensuring coordinated and culturally sensitive support.

"We have been able to support this family by stepping into their culture and their beliefs, but also by giving them opportunities to grow and learn in a way that works for them. I think that's built a lot of trust and supported happiness and safety within their family. The mum often shares with us that she feels happy in her heart now," Sophie says.





KAA Victoria

In 2021-22, our Victorian team once again overcame the challenges of intensive COVID-19 lockdowns to grow both the KAA footprint and the services we provide on the care continuum.

New early intervention services

This year, we were successful in tendering for two new services to help families avoid becoming entrenched in the child protection system by giving them the support and resources they need to provide safe care for their children.

Early Help

Delivered from a school in Morwell in partnership with Ramahyuck District Aboriginal Corporation and Our Place, Early Help supports families from the earliest point of intervention to support them to access universal services and build connections to their school and community. Our role is to provide family services support, including delivering support groups and playgroups as well as linking families to health, education and other support services for those who might otherwise struggle to access them.

Family Preservation and Reunification

Delivered in the Bayside Peninsula Area of the South Division, this program helps local families identify and overcome the barriers they face to providing safe care for their children. Staff work intensively with families for up to 10 or 15 hours a week over a six-month period to help them reach their goals.

Northern expansion

This year, KAA signed a contract to deliver services in the Victorian Child Protection Department's North Division for the first time. Based on the successful model we have established in the West Division (see the case study), this program will deliver enhanced homebased care for children who have complex needs and require a therapeutic support team around them and their placement.

KAA now delivers services across all four of Victoria's divisions.

Carer training

Our Introduction to Care training program has been a great success with new and existing carers alike over the last 18 months. We have had strong turnouts at each session. Run by our Recruitment Manager and Therapeutic Specialist, the program gives participants the skills and resources they need to prepare for and manage the everyday challenges of providing foster care. It also provides a valuable opportunity to connect and form support networks with other foster carers.

New Carer Support Role

This year we recruited a new Carer Retention Concierge to help make it easier for our carers to access the information they need. The Concierge is the go-to person for all career questions and support needs.

State award for staff member

We were proud and delighted when our team member Ruby Morgan was named the Victorian winner in the inaugural CREATE Foundation Case Worker Awards. The awards highlight the appreciation and dedication of outstanding professionals in the child protection sector, with winners selected by young people on CREATE's Case Work Advisory Group. Ruby was nominated by three siblings she supports, with assistance from their carers.



LISA RANAHAN STATE DIRECTOR - VICTORIA







Supporting children and carers to thrive

CASE STUDY

"Cody's* story shows that even children with the most challenging needs and behaviours can thrive in placements with the right supports."

- RUBY MORGAN, TEAM LEADER, ENHANCED PROGRAM

When our Enhanced Program Team Leader Ruby Morgan and staff in the West first started working with Cody, he had a complex trauma history which included exposure to parental mental health issues, substance abuse, domestic violence and criminal activity. Ten of his previous foster placements had broken down.

Ruby knew that both Cody and his new carer Pauline* would need some extra support if things were to work out with his new foster home. The Enhanced Program made that support possible.

"We only accept referrals for children with complex needs and challenging behaviours," Ruby explains. "We provide extra support through our therapeutic specialist, additional support workers and training. We also have a lower caseload, which allows us to do more intensive work with our children and carers."

In Cody and Pauline's case it began with two months of intensive meetings with Cody's previous foster family and entire care team to discuss his needs and develop strategies for responding to his behaviour and supporting him.

Having spent so long moving from one foster home to another, relationships were everything for Cody. Recognising this, Ruby and the team were able to continue working with his previous foster carers who became his monthly respite carers. They were also able to maintain a relationship with Cody's existing support worker.

The West Enhanced team were also able to secure a higher payment for Pauline, so she could work less and spend more time building her relationship with Cody. Ruby says with extra support, Cody is thriving in his new home.

"He's made really amazing progress since he's been with Pauline. He's done a lot of things for the first time that he never would have done before. He went to the dentist for the first time in five years without complaining. And despite being terrified of flying, he's now travelled interstate with Pauline, even videoing the whole experience to share with his friends on YouTube.

"Given what he's been through it's pretty understandable that Cody thinks that all adults are going to hurt him. That's why it meant so much when he said to me recently that he knew Pauline would never hurt him."

Having spent so long bouncing from one foster home to another, many of Cody's medical needs were not picked up or addressed. That has changed with a stable home environment. He was recently diagnosed with autism, which has allowed him to access an NDIS support package. Ruby says this is helping him adjust and get the best out of being at school.

"Cody used to hate school. He had no friends, he wouldn't come out at lunch to play with the other kids. But when I picked him up from school the other day kids were calling out to him, 'we love you, Cody.' You couldn't take the smile off his face and he didn't want to leave. That was lovely to see."

*KAA has used a different name for privacy reasons.





KAA Western Australia

Despite having to manage the impacts of COVID-19 lockdowns later than the rest of the country, our Western Australian team delivered a range of new initiatives, opened a new office in East Kimberley and built upon the success of existing programs this financial year.

Intensive Family Support Service

In 2022 we successfully extended our Family Support Wellbeing Service, that currently services Kununurra and Wyndham, into Halls Creek. We have commenced a new partnership with Jungarni-Jutiya Indigenous Corporation, who will provide intensive support and care to vulnerable families and children in the area. KAA staff will work in close collaboration with two support workers employed by Jungarni-Jutiya on a pilot that will run until May 2023.

Complex Care program

This year we expanded our Complex Care program from the south-west region into the Perth Metropolitan and East Kimberley regions. This service provides bespoke, community-based homes for children with high and complex needs who aren't able to live in a family setting. The young people supported by this service are experiencing mental health issues and high-risk behaviours of concern as a result of their early life experiences. The Complex Care program helps to keep young people on country, connected to family and out of the justice system.

We continue to invest in the skills and practice of the highly experienced youth workers who deliver this program. We have also employed a Complex Care Case Worker to help maintain a high quality of service delivery.

Family Finding training

We now have two practitioners trained in the Family Finding model in our Western Australian team. One team member completed a four-day 'Boot Camp', while our Family Finding Champion completed the full, five-day program.

We have launched a six-month pilot to explore how to best integrate family finding into our service provision and how to support the Department of Communities to use our capabilities and expertise to help them to seek family connections for children in a more timely and robust manner.

Service system mapping

This year we commissioned And Projects and partnered with Binarri-binyja yarrawoo Aboriginal Corporation (BBY) to produce a service systems map for the East Kimberley region. And Projects consultants engaged extensively with the community around the development of the map. The final product maps out the journeys of children and families and what supports are available at each stage of those journeys from crisis to recovery. The map, which will be updated by BBY every six months, will help make support services more visible and accessible to the people who need them.

At the launch of the map, we also celebrated the opening of our new office in Kununurra. With increasing presence and services offered in this region, having a dedicated office space will be important for supporting our work with children and families in this community.

Recognition at awards night

We are delighted to have four nominees and two winners at the inaugural 2022 Child and Family Alliance WA Awards. East Kimberley based Youth Worker Joshua Linden-James won the Rising Star Award for his excellent work at one of KAA's Complex Care homes. Also based in East Kimberley, Team Manager Pierre Bush took home the Collaboration Award. It is wonderful to have such talented and committed people on our team.



BRENDA YELLAND
STATE DIRECTOR - WESTERN AUSTRALIA



Building a positive future through a tailored therapeutic approach

CASE STUDY

"If the Complex Care program was to have a poster child, Renee* would be that face. She is our first client and one of our most successful. I'm proud of all the achievements she's made."

- NICOLE MITCHELL, COMPLEX CARE PROGRAM MANAGER

Twelve-year-old Renee has been in the care of KAA since she was four years old. At a young age, she was assessed to have been exposed to family violence, drug and alcohol misuse, and potential physical and sexual abuse.

Due to this significant complex trauma and challenging behaviours including engaging in inappropriate sexualised behaviours, ongoing attempts to access pornographic material, severe and lengthy periods of dysregulation, self-harming, harming animals, fire lighting and physical and verbal aggression to carers, Renee moved from specialised foster care into our Complex Care program in March 2021.

Using a 24/7 supported home care model, KAA's Complex Care program aims to heal or reduce a child's complex behaviours with the goal of preparing them to return back to a family based model or independent living, depending on their age.

For Renee, this targeted intensive therapeutic model, coupled with fortnightly multidisciplinary therapy sessions, is having a significant positive impact.

"Renee had a range of complex behaviours when she came into the program. We developed a very robust management plan to help her regulate when her immediate needs were not able to be met. With support from our Occupational Therapist, a clinical psychologist and youth workers in the home, Renee has been able to understand her triggers and can implement strategies to better regulate herself," says Nicole Mitchell, Complex Care Program Manager.

Renee has a team of youth workers who support her in a home she helped to furnish and setup. Nicole says the young Aboriginal girl has responded so well that the team is now working towards transitioning her to a suitable KAA foster care arrangement in the next six months.

"In the last three months there has been a significant improvement in Renee's wellbeing. We haven't had any major incidents since April. Prior to that we were managing several a week. Renee's periods of dysregulation, violence, and damage to property have all together ceased and she has had fantastic school attendance," Nicole says.

"Moving back to a family care arrangement is an outcome Renee has spoken about for a long time. Although she has developed significant relationships with her youth workers, she is very excited at the prospect of living with a suitable family."

While many factors have contributed to positive outcomes for Renee, working collaboratively has been crucial.

"We hold fortnightly team meetings with youth workers, therapists, myself and our Complex Care Case Worker. We discuss emerging issues and how Renee is progressing towards her goals. Additionally, to capture the voice of the child, our Complex Care Case Worker meets with Renee in person every two weeks," explains Nicole.

Having worked with Renee for many years, Nicole is extremely proud of the changes she's seen in the past six months.

"Renee's doing so well. I'm so proud of her ability to recognise her triggers and I'm proud of how she demonstrates empathy now. This was a child that couldn't do that. To watch her with animals now is just so beautiful."

*KAA has used a different name for privacy reasons.





KAA Norfolk Island

This year, a renewed partnership with the Commonwealth allowed KAA to demonstrate our long-term commitment to the island's community.

A new Federal Government contract

In December 2021, KAA in Norfolk Island was awarded a new, three-year contract by the Department of Infrastructure, Transport Regional Development, Communications and the Arts (DITRDCA) to continue to deliver family support services and child protection services on Norfolk Island through NI-Connect Child and Family Wellbeing Unit. The contract was won through a competitive tender process and reflects confidence in the services we have been delivering on the Island in recent years.

Our focus now is on expanding prevention and early support services to meet community need. This involves deepening trust and relationships with the community, particularly young people, through engagement activities and inclusive spaces, for example, running a Breakfast Club at Norfolk Island Community School and a social basketball group. The new contract has allowed us to recruit new staff members, including a dedicated Youth Engagement Advisor and we are currently developing a youth wellbeing strategy to guide this important work.

We have also developed new parenting and information resources for other professionals and community members and arranged training to assist professionals from other organisations to better understand their mandatory reporting obligations and increase their skills and knowledge in responding to child abuse and neglect.

In terms of child protection services, we have provided a responsive 24/7 service to enable community members and professionals to report concerns and consult about how best to support children and families. Our experience supports research findings in that providing early support to families reduces the need for tertiary child protection services. We have also been able to assess and approve three local community carers to provide a safe home for children who need out-of-home care within their community and culture.

Holiday Wellbeing Program

This program has been one of the great success stories from our time on Norfolk Island. We now attract between 80 and 100 children (well over half of eligible children) each school holidays to activities including cultural tours, hip hop dancing workshops, fishing, weaving and games events.

The Holiday Wellbeing Program also provides valuable employment and social services work experience opportunities for between 10 and 15 high school age young people who are casually employed at each program and receive mentoring by NI-Connect staff.

As a result of the program, the community's positive regard for NI-Connect has significantly increased and we have also seen an increase in the number of families coming in and accessing support and early intervention. We continue to work in close collaboration with the school, health services and other agencies to support the wellbeing of children and young people living on Norfolk Island.



JAMES ISLES STATE DIRECTOR - NEW SOUTH WALES & NORFOLK ISLAND







Building trust and connections through fun times

CASE STUDY

"Our Holiday Wellbeing Program is helping to build strong relationships between students of all ages. We've seen some kids become more confident, participate more willingly in activities and start to be able manage their emotions better after attending the program."

- STEPHANIE FIELDER, NI-CONNECT OPERATIONS MANAGER

From jewellery making, screen printing, and making miniature succulent gardens to outdoor activities including a scavenger hunt, hillside watersliding, or tackling the ninja warrior course, our school holiday program is delivering on its goal to provide fun and educational activities for the young children of Norfolk Island as well as providing much needed support for working parents.

However, it is in the strengthening of relationships and building of resilience and confidence in its young participants that the program is demonstrating its greatest success.

Run over eight days during the school holidays, NI-Connect's Holiday Wellbeing Program aims to build the skills, self-confidence and resilience of primary school students, while also promoting positive relationships and community connections. An additional aim of the program is to provide employment and skill-development opportunities for secondary school students who are encouraged to participate as leaders and support workers.

Thanks to strong relationships and connections with a broad range of Norfolk Island individuals, organisations and attractions, NI-Connect is able to offer a varied and busy program of activities that encourages children to be creative, while enjoying the natural resources, cultural heritage and lifestyle that Norfolk Island has to offer.

Stephanie Fielder, NI-Connection Operations Manager says with many children now attending consecutive holiday programs, her staff are beginning to see the positive impacts of regular interactions.

"One of the most common reflections from our debriefs is the impact of the program on the relationships between students at the school. Our under-18 casual staff have reflected that the younger kids who've attended the program now feel confident enough to approach them at school to talk or catch-up.

"There were also conversations about how they've seen some of the quieter kids becoming more confident after attending a couple of programs in a row," Stephanie explains.

"One five-year-old boy first attended our program in April and seemed to find it difficult to self-regulate. He wouldn't approach adults or staff when he was feeling overwhelmed or upset and would often run away if anyone wanted to check-in with him," she says.

"At our most recent program, this boy joined in on every activity, spoke up with more confidence, and was better able to manage his reactions when he lost at a game."

It is not just the staff who are seeing the benefits. Parents have also reported positive feedback about the program for their children.

"The staff and helpers are fantastic and my daughter made lots of friends. Love it, thank you!" wrote on parent on the evaluation form.

"Our sincere thanks to all involved in the holiday program. [My child] attended three days of each week and thoroughly enjoyed it. Many thanks for all of the effort and enthusiasm that goes into the program," reported another parent.

NI-Connect is grateful to the many generous individuals, families, businesses, volunteers, casual staff and young leaders who all make the Holiday Wellbeing Program such a success.





Our Disability Services

Key Assets Australia (KAA) is a registered NDIS disability provider. Using a flexible, family-centred and person-centred approach, we deliver services in Queensland and Western Australia to support children and young people with disabilities, and their families and carers, to build confidence and independence.

National approach

At the end of 2021, the Board agreed to take a national approach to delivering disability services, with a Director of Disability for KAA appointed in January 2022. While disability services continue to be provided in Queensland and Western Australia, responsibility for this arm of our work is now managed through a national approach, rather than state-based. The goal is to ensure consistent systems and processes across all jurisdictions so our clients receiving disability services can expect a similar high-quality service regardless of location.

In Queensland, we provide Support Coordination and Allied Health services to children and young people with disability. In Western Australia, our team provides Positive Behaviour Support, In-home and Community Supports, Support Coordination, Therapy Supports and Independent Living Options, including Ability Carers, who provide support within a family home for young people with disabilities who are leaving out of home care.

With the NDIS now fully operational in all jurisdictions we completed the transition of our service delivery model in Western Australia (the last state to join the scheme). We also worked with all disability staff across the organisation to ensure they have a good understanding of the NDIS framework and KAA's approach to disability services.

Giving a voice to our disability clients

As part of our national approach to disability, we have formalised several new governance arrangements in this area. One of the most significant activities has been to work towards forming a Disability Participant Advisory Group comprising participants from Queensland and Western Australia who access our disability services. We plan to consult with this group about our services and activities, as well as receive feedback on policies and procedures as part of our continuous improvement work.

New services

We introduced a Positive Behaviour Support service in Western Australia, with three staff trained to become NDIS accredited practitioners. Being accredited in this area is a rigorous process so we are pleased and proud to have supported these team members to gain this capability. In just six months, this new service has attracted three participants.

Partnerships

We work collaboratively with government departments including the Offices of the Public Advocate and Child Protection in both Queensland and Western Australia. In addition, we have developed a positive working relationship with National Disability Services (the peak body for non-government service providers) in each jurisdiction, as well as other community organisations, external support coordinators and plan managers who assist us with our clients. In Queensland, our positive relationship with the Child Safety Department has led to an increase in referrals for Support Coordination services.

We have also developed a longstanding partnership with TAFE in Western Australia to tackle the ongoing shortage of support workers across the sector. To attract TAFE students studying a Certificate or Diploma in Community Services to disability support work, we now deliver presentations at TAFE and offer student placements and employment opportunities in foster care and disability. With a nation-wide shortage of allied health staff, we are currently developing a recruitment strategy to attract more therapists to the disability team with KAA.



DAMION LIPMAN
DIRECTOR OF DISABILITY



One-on-one support re-builds family ties

CASE STUDY

"Seeing Peter* making progress in managing daily tasks, such as brushing his teeth, preparing school uniforms or making his own lunch is very rewarding. I love being the support worker who Peter needs to be more independent." - GIACOMO, KAA SUPPORT WORKER

Tailored support from KAA has enabled 16-year-old Peter to return home, where he is receiving love and support from this family and participating in community activities.

Peter had been living away from home for some time after exhibiting some behaviours of concern when he was connected with KAA's Community Support Services. Our Disability Coordinator, Ben, worked one-on-one with Peter to get to know him and his interests, before matching him with Giacomo, a Community Services student who, at the time, was completing 100 hours of support work with KAA.

Giacomo was able to build rapport with Peter, participating in activities including a two-hour marathon game of UNO that earned him Peter's trust. The pair also listen to music together, play basketball and other recreational activities, while also learning everyday life skills to build Peter's independence.

"Giacomo speaks English as a second language, and as Peter requires support with his communication, I thought Giacomo would bring his own lived experience of working through communication barriers in Australia, making him well placed and patient with Peter's current verbal communication style," Ben explains.

Ben couldn't be happier with the outcomes for Peter.

"With support from KAA, Peter has been re-united with his family, which is a great outcome. While at home, he gets to experience connection and love from his family, including being able to visit his grandfather.

"Our support has also meant that he is now able to participate in community activities. He is also in relatively good health as he is able to exercise with Giacomo, his Support Worker," says Ben.

*KAA has used a different name for privacy reasons.







Practice, Quality and Safeguarding

It has been a year of establishing a new national focus on quality, practice and safeguarding with the formation of a dedicated Quality and Safety team to support our staff and carers across all jurisdictions.

Significant focus has been given to building this team. A Quality Partner commenced with KAA in November 2021 and our second Quality position commenced in February 2022. These roles work across all jurisdictions to bring consistency to the way we support the families and children we work with.

Practice development and learning

The introduction of the new team provided the opportunity to review the implementation and integration of the Key to Care Practice Framework, an important tool used by staff in their work with foster carers, parents, children and young people. The team consulted with practice leaders from around the country about training needs to support effective implementation of the framework. From this work, we identified several new training opportunities and areas for improvement.

A new eLearn Key2Care Induction training module was developed in collaboration with staff from across the organisation. Additionally, a Practice Framework Sustainability Plan was developed which includes proposed training and development opportunities for new staff, refresher training for experienced staff and group activities and experiences across our different teams. Other initiatives, such as cross jurisdictional coaching and mentoring peer support opportunities, are being considered for the future, along with a new program of learning which will be rolled out nationally in the coming year.

National carer survey

More than 300 of our carers responded to our national survey distributed in September 2021. Over 90% reported being satisfied or very satisfied with the support provided by KAA. Based on the results, each jurisdiction has developed its own action plan to respond to feedback relevant to its activities and services.

Children and Young People wellbeing survey

We conducted our first-ever national wellbeing survey of the children and young people in our care. We used the Personal Wellbeing Index to ask children aged five years and over how happy they are with aspects of their lives. The results showed that while children and young people in our care were generally satisfied with their possessions, health, connections and sense of safety, they were slightly less satisfied with the things they do outside of their home. This is perhaps unsurprising given the COVID-19 restrictions and impacts of the past 12 months. We plan to repeat this survey in the next financial year.

Continuous improvement

We established a Serious Incident Review Oversight committee on a national level. This committee is responsible for reviewing our processes and procedures in the event of a serious incident. Our aim is to ensure continuous quality improvement initiatives and service improvements are implemented to mitigate the chance of incidents occurring.

Carer journey

We continued the implementation of our carer journey work, a research and humancentred design project. Through this work we are exploring how we can make the journey to becoming a foster carer smoother and more efficient. A key element has been the development of a new client management system, Keylink, which has modernised our processes and procedures. We have also focused on the recruitment and assessment elements of the carer journey, developing carer stories to support others who may be considering becoming a carer. Throughout the year, we welcomed an additional 119 new carers into the organisation, with their experiences providing valuable insights into our processes.







Working to eliminate institutional care for vulnerable children.

Orphanages and institutions don't work, but many countries around the world still use them to meet the needs of vulnerable children.

Often, large institutions are administered by few professionals who focus on the physical needs of a child rather than their emotional wellbeing.

But studies show that the outcomes of children raised in institutional care are comparatively poorer than those raised in a supportive family environment.

As a global charity group with more than 30 years of experience, the Martin James Foundation (MJF) is well placed to support children who have been institutionalised, and who have been displaced through family breakdown or forced migration.

With evidence-based toolkits and practice-based approach MJF strives to be at the forefront of a growing global movement to eliminate institutional care of children.

This is why they...

- > **DELIVER** high-quality family strengthening, foster care and support services to foster families through their Affiliates in Australia, Canada, Japan, New Zealand and UK. In the UK, through their EPIC Youth initiative, they support care leavers and disadvantaged and vulnerable young people to start their own businesses.
- EMPOWER partners around the world to strengthen their child protection systems, build their capacity to design, pilot, deliver and manage high quality-foster care, family strengthening services and expand their advocacy on family-based care.
- Seek to INFLUENCE local, national, and global commitment to and action on preventing children from being separated from their families, ending the placement of children in orphanages and reuniting children with families.

To learn more about their approach visit https://martinjames.foundation/





Our People & Vision

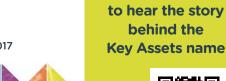
We believe our people are our 'key assets'. We are a unique organisation so it's important to see how and where each and everyone of us fit.

Our people are our Key Assets Australia so it makes sense to create a culture that embodies this. Life at Key Assets Australia is busy, rewarding, balanced and a source of pride amongst our team members, who enjoy the many benefits of being a part of a collaborative and innovative workplace.

Our inclusive organisational culture makes people feel respected and valued for who they are as an individual or group. Our leadership team can be trusted to drive innovation, collaboration and connection to maintain high levels of employee engagement for optimal service delivery. Inclusion is an organisational effort to ensure individuals of all backgrounds feel welcomed, and equally treated.

Our Awards

- Small Employer Bronze Tier Status AWEI 2019
- Small Employer of the Year AWEI 2018
- Silver Employer AWEI 2018
- Finalist Employer of Choice Public Sector and NFP Australian HR Awards 2017
- Small Employer of the year AWEI 2017
- Small Employer Bronze Tie Status AWEI 2019
- Small Employer Bronze Tie Status AWEI 2019
- Gold Employer AWEI 2017
- Finalist Organisation of the year Australian LGBTI Awards 2017
- Bronze Employer AWEI 2016
- Finalist Organisation/Brand of the year Australian LGBTI Awards 2016







Scan the QR code

Our Values

Our values underpin everything we do at Key Assets Australia (KAA) and represent the "how" of what we do. They are woven into all aspects of KAA and should be demonstrated in our behaviours every day.

Our culture and core values









Our Commitment

Key Assets Australia don't just pay lip service to diversity and inclusion; we encourage all our people to be inclusive in all our workplaces. From talent engagement and selection, development, management and operations, diversity and inclusion are part of our everyday approach. Right from the beginning, we are leading the way. We have a dedicated People and Culture Team focussed on:

- > Diverse and inclusive fit for purpose teams
- > built on respect, trust, and our values
- > fostering innovation, creativity and commitment



Innovation at Key Assets Australia

East Kimberley Service Mapping

The KAA team in Western Australia undertook an innovative service mapping project in the East Kimberley in 2021. The purpose of the project was to gain greater visibility of community needs and the services available to children, young people and families in the East Kimberley. This was achieved by:

- Developing a visualisation of child and family services in a 'whole' context, taking a systems approach
- Creating a comprehensive service system map easily accessible to service users, service providers and to planners
- > Identifying gaps and duplication in services
- Providing a tool for integrated planning for service development

As well as providing a valuable resource for the East Kimberley community, the project has generated important learning for KAA.

This year, KAA has showcased the project to Department of Communities and Justice Southwest Sydney District, Northern Territory Department for Territory Families, Housing and Communities and the National Indigenous Australians Agency.

All agencies have been very interested in this impressive piece of work with follow up meetings booked.

meetings booked.

Virtual Reality Vaccination Program

Our KAA team in Victoria was successful in securing funding from the Victorian Government to use virtual reality (VR) technology for children who are anxious about vaccinations, specifically to boost COVID vaccinations.

A project team, working with a consultant psychologist and a Melbourne VR company, has produced a video which teaches children using cute, animated characters, simple techniques to deal with anxiety.

The story walks through the enchanted forest of protection with the Wombat as a guide, meeting animals each of whom teach children skills to reduce anxiety.

Though the animation was designed specifically with the aim of getting children vaccinated and protected from COVID, it can be used more widely for any situation that causes stress.

Another video for older children and young people has also been completed. This is a 'real life' VR film that walks viewers through preparing for and attending a vaccination clinic so that they know just what to expect. The team delivered the highly anticipated project in early June 2022, it is currently being used by children and families throughout Victoria.



Book Launch - Odd Socks by Tess Rowley

To coincide with Harmony Day 2022 Key Assets Australia announced that we have partnered with renowned author, poet and educator, Tess Rowley in the production of our book, Odd Socks!

Odd Socks, written by Tess Rowely, is a whimsical story about diversity, for mid primary school children. It tells about difference in a fun and engaging way, plus some craft instructions using (of course!) odd socks.

We know that childhood and adolescence can be challenging, and this is even more profound if you see yourself as different to others. We hope this book helps parents, carers, and families to have meaningful conversations about how to navigate and embrace difference.





For more information, scan the QR code to watch our interview with Odd Socks author, Tess Rowley



Kickstarting the Yarn Podcast

Key Assets Australia proudly launched its first ever podcast. Kickstarting The Yarn is a Key Assets podcast hosted by Denice and Derek Kickett discussing topics related to everything First Nations; keeping children and young people in out-of-home care safe and connected to their kin, country and culture.

The podcast officially launched during NAIDOC Week 2022; where it went live on Spotify, PodBean, our website and social media channels.

The pilot episode of the podcast starred a celebrity guest, Dylan Lewis, who also featured in the celebrity jungle (#I'mACelebrityAU) with Derek Kickett. Dylan is an ambassador for Lifeline and was extremely interested in learning more about First Nations culture and spreading the word with his audience and peers.

Season 1 comprises of 10 episodes, where Denice + Derek take the opportunity to interview our Cultural Practice Leads and State Directors across the country. We learn about what's happening in each state, hear the impact of the work these teams are doing and get to know our people on a more personal level.



Please take the time to follow our journey via the Instagram page @kickstartingtheyarn



Our Reconciliation Action Plan

This year KAA moved to the next phase of our Reconciliation Action Plan (RAP) and took bold steps to grow cultural confidence across the organisation.

A fresh RAP

In 2022, KAA commenced working towards a new RAP. A key focus of the new plan is to transition from the Innovate to the Stretch stage of the reconciliation process. Whereas the focus of the last three-year plan was getting the organisation on its feet and generating ideas, the new RAP will be focused on stretching those ideas and embedding cultural practice within the organisation.

A key part of this process has been reaffirming our relationship with Reconciliation Australia (RA). RA is a leading organisation which promotes and facilitates reconciliation by building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander people.

New First Nations team members

As part of our commitment to this new phase of our reconciliation journey, in November 2021, we employed our first National First Nations Lead, Denice Kickett. Denice reports directly to the CEO and advises and supports the organisation to achieve its reconciliation objectives. She also advocates for First Nations people within the organisation and supports our team of Cultural Practice leads across the country.

In line with our commitment to embed reconciliation and cultural practice across our organisation, we are proud to report that KAA now has Cultural Practice Leads in every state except Tasmania. We have also recruited Cultural Support Workers. This expanding team has a critical role to play in ensuring we provide culturally safe care to the growing number of Aboriginal and Torres Strait Islander children and families we support.

A key responsibility of the First Nations team going forward will be to continue the work required for cultural safety of First Nations children in our care. To guide this next phase of our RAP, a Cultural Learning Journey has been developed with resources and information available on the My Key Assets platform.

First Nations Strategic Plan

A key component of the new phase of our RAP will be developing a National First Nations Strategic Plan. Currently in the initial drafting phase, this guiding and unifying document will be built on four key pillars:

- 1. A reconciliation journey
- 2. The work we do around Closing the Gap
- 3. Culturally influencing the organisation through policy and innovative ideas
- 4. Leadership

The goal of the plan will be to embed culturally competent processes and practices across all levels of the organisation. The Towards Cultural Confidence Framework will guide the rollout of this plan and ensure it caters to people at different stages of their cultural learning journey.

A celebrity podcast

To celebrate KAA's reconciliation journey and help the team build their cultural awareness and confidence, Denice and her husband (former AFL footballer Derek Kickett) produced a fun and informative series of podcasts, available on the KAA website. See page 41 for more about the podcasts.

First Nation relationships

We have a Cultural Partnership Agreement with the Stronger Smarter Institute based in Queensland and a strong relationship with Kari Leadership Group. These relationships are based on developing ways of working from a First Nations perspective.

Across the nation we have developed relationships with several Aboriginal Community-Controlled organisations, First Nation Elders and leaders to assist KAA building cultural capacity and its work towards being a culturally confident organisation.









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 2022.



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, Safeguarding Board Committee
- > Member, People and Culture Committee

DIRECTOR ROLES

- Director, FFNZ
- > Director, KANZ



Lisa Landon-Smith
Appointed December 2021

Lisa is the Director, Finance and Corporate Services at the Museum of Contemporary Art (MCA), Australia. She has extensive finance and commercial experience in the corporate sector and also brings expertise in corporate governance. Prior to joining the MCA in 2021, Lisa held a range of senior executive roles at Qantas Airlines including leading Finance, Strategy and Commercial Planning functions.

Lisa has led transformational change in commercial activities, customer experience and workforce planning. She qualified as a Chartered Accountant with PriceWaterhouseCoopers working in Sydney and London and has a Bachelor of Economics. Lisa has a strong interest in organisational resilience and recently completed Business Sustainability Management through Cambridge University.

QUALIFICATIONS

> Bachelor of Economics, Sydney University

COMMITTEE ROLES

> Member of Finance, Risk and Audit Committee





Jenni Hutchins Appointed April 2022

Chief Executive Officer, Leader, Passionate Advocate for Children and Families, Child and Family Psychologist.

Jenni is the former CEO of Big Fat Smile, a not for profit organisation providing quality care and education for children, community services as well as national inclusion services.

Jenni is a strong advocate for children, families and Educators; she engages with both the State and Federal government, Government Ministers and key stakeholders to assist in the development of effective policies and regulations to aid the development and navigation of the early childhood landscape in today's changing environments.

Jenni is Co-chair of the Early Learning and Care Council of Australia (ELACCA) working to promote the value of quality early learning and care for young children and their families and the value of the educators that provide this.

Jenni's formal training is as a psychologist specialising in supporting families with complex needs having worked in areas such as child protection, out of home care, mental health, domestic violence and therapeutic services. She has an extensive background in the child and family sector, governance, service delivery, executive leadership and management, financial management as well as asset and facility management.



Con Manos NON-EXECUTIVE DIRECTOR, COMPANY SECRETARY Appointed February 2020

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 November 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





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.





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.



Clive Robson
DIRECTOR OF FINANCE

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 joined Key Assets in September 2012, having previously been Director of Fostering Services with the Dept for Child Protection. Judith did her Arts degree at UWA in Perth and then Social Work Degree in Melbourne. About a year after she graduated, she left for the UK. Between extensive travel, she worked in London and Oxford in various social work positions. She settled in Oxford in the late '80's and progressed to a management position when Oxfordshire Social Services in charge of adult services in the south of the county. Judith achieved a Diploma in Management in Oxford and later completed a Masters in Business Studies at University College Dublin - after love had lured her to Ireland. She married in Dublin and lived and worked there until moving to Perth in late 2003. Judith says "I very much enjoy my job with Key Assets. 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 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 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 voung 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.



Damion Lipman
DIRECTOR OF DISABILITY

Damion joined Key Assets Australia as Director of Disability in January 2022. He has a degree in Social Work from the University of Queensland in 1994. Damion has over 25 years' experience working in the disability sector working in a variety of roles in disability management, which has included work in the Queensland Public Service, Not for Profit organisations, and prior to working for Key Assets worked as a Director with the National Disability Insurance Agency (the commonwealth organisation responsible for administering the National Disability Insurance Scheme). Damion's work experience has involved not only managing services but working in senior roles in a number of organisations that were preparing for and transitioned to the National Disability Insurance Scheme. Damion has enjoyed working for Key Assets Australia and is passionate about providing person centred supports for people with disability and leading the Key Assets team in the provision of current services, and the expansion of service delivery to other parts of Australia.







Strateg



STRATEGIC OBJECTIVE 1

CONTINUE TO SAFELY GROW AND EXPAND OUR SERVICES

We are excited about the future and have a vision to expand the positive impact we make on the lives of children, families and communities with a particular focus on vulnerable and at risk and communities.

- We will embed a child centered and family focused approach across everything we do
- We will increase our focus on building evidence of the positive outcomes
- 1.3 We will continue to grow and diversify our services
- We will grow geographically seeking new opportunities in areas of need and collaborate with partners to achieve our purpose
- We will strengthen our relationships with all levels of government 1.5 and identify more opportunities to work in regional and remote areas
- We will continue to deliver quality services through growing and development programmes for our staff, carers and volunteers
- We will continue to build on our Reconciliation Action Plan (RAP) and opportunities to partner to further our reconciliation journey
- 1.8 We will ensure that the voice of children is heard in everything we do

STRATEGIC C

TRANSFORM OUR PROC OUR SYSTEMS

We will invest in our people and processes, and technology to de to be more effective, efficient and

- 2.1 We will continue to refine our to meet the demands of innov
- 2.2 We will invest in the best tech to improve our network, system
- 2.3 We will build staff capacity an for succession planning and ta
- 2.4 We will invest in learning and i
- We will engage in a customer
 2.5 understand our customers' ex
 future direction
- 2.6 We will engage internationally learn from contemporary trend
- 2.7 We will review the carer journe improve our carers' experience
- 2.8 We will review and learn the lea



Our purpose by positive and lasting our purpose by positively impacting the and expert advice designed to provide suppose

6

ic Plan 2020 - 2025





BJECTIVE 2

CESSES AND DEVELOP AND SKILLS

I systems to transform our skills, liver quality services to enable us flexible in maximising our impact.

skills, processes and systems ation and diversification

nology and available solutions ms, and hardware

d create opportunities lent mapping

esources for staff and carers

and competitor analysis to better pectations, opportunities, risks and

to showcase our outcomes and to

ey to identify opportunities to

essons from our response to ategic objectives



STRATEGIC OBJECTIVE 3

INNOVATE AND LEAD

We will use our strengths and experience to demonstrate how our innovative solutions make a difference for the children, young people, families and communities we support, and help lead and share best practice.

- 3.1 We will develop thought leadership and best practice methods for care
- We will explore changes to our business models to maximise our resources across the continuum of services
- We will remain abreast of developments in the National Disability Insurance Scheme (NDIS)
- We will work with Aboriginal partners to support transitioning services to Aboriginal children and families to Aboriginal providers
- We will continue the implementation of the Key to Care Practice Framework for Foster Care and Working with Families
- 3.6 We will trial innovative new services and regions
- We will continue the development of innovative approaches to child safe organisations
- We will continue to build the capability and governance of our Board and Executive Leadership Team

outcomes for children, families and communities. We will achieve lives of children, young people, their families and carers through quality services ort, build confidence, improve skills, develop relationships, and strengthen resilience.

Financial Summary

	2022	2021
	30 June 2022	30 June 2021
REVENUE	AUD \$	AUD \$
Total Revenue	59,708,135	54,855,873
EXPENSES		
Fostering allowances and support costs	15,033,984	15,419,541
Recruitment and placement costs	1,612,052	1,320,293
Employee benefits expense	30,863,825	26,664,475
Depreciation and amortisation expense	3,429,068	2,998,304
Occupancy	574,027	654,278
Administration	5,793,988	4,922,543
Net Foreign Exchange Loss	176	227
Finance Costs	266,567	246,364
Total Expenses	57,573,335	52,226,025
SURPLUS	2.134.800	2.629.848

^{*}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 2022. 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 Australia acknowledges and appreciates the funding support of the following Government Departments:





















Key Highlights



Our KAA team members from each state gathered together to represent Key Assets Australia at the 2022 International Foster Care Organisation Conference in Darwin.



Our teams across Australia were surprised with celabratory cakes for the launch of our podcast during NAIDOC week 2022



KAA Western Australia are very proud to have launched the extension of our Family Support and Wellbeing Service in Halls Creek WA, as of July 4th. We've partnered with Jungarni-Jutiya to make a positive difference to the families in Halls Creek





Congratulations to Joshua Lyndon-James, Pierre Bush, Jenee Martin and Liz Langford for being awarded & nominated at The Child and Family Alliance of WA (CAFAWA) awards 2022



Our KAA team in Victoria embracing Wear It Purple Day 2022



Celebrating 10 years of KAA in New South Wales





Staff Appreciation Day celebrations 2022



Behind the scenes, Vicky Rados, Denice & Derek Kickett recording Kickstarting The Yarn podcast



Our KAA Cultural Lead for NSW; Tarina Perry spoke at the Business School of the University of Technology, Sydney. Tarina spoke of the complexity of her work and how she uses negotiation skills.





Our South Australian team have been holding regular Self Care and Mindfulness days for their staff & carers



Our Victorian team held a traditional smoking ceremony & morning tea event to welcome back our carers, staff and children to the office after a long period of remote working.



The Stronger Smarter Institute (SSI) Workplace two day workshop brought our Executive Leadership Team (ELT) and our Cultural Leadership Team (Cultural Practice Leads and our National First Nations Lead) together. The two days enabled participants to embrace diversity and work towards cultural confidence, support our reconciliation journey and develop tips on connecting with local communities.



PRODUCED BY KEY ASSETS THE CHILDREN'S SERVICES PROVIDER AUSTRALIA

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