



keyassets

SERVING CHILDREN, FAMILIES & COMMUNITIES

Through the eyes of carers, children & young people



**IMPACT
REPORT**

25

Acknowledgement of Country

Key Assets Australia deeply honours and celebrates the rich and enduring cultures of Aboriginal and Torres Strait Islander peoples, recognising them as the oldest continuing cultures in the world.

We respectfully acknowledge the traditional custodians of the lands and waters where we live and work. We recognise their profound spiritual connection to the land and pay heartfelt respects to Elders past, present and emerging.

We acknowledge the deep trauma, grief and loss experienced by these communities, both historically and presently, and commit to walking alongside them in support and solidarity.

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In sharing the stories within this report, we want to acknowledge the generosity of the carers, young people, families, and employees who have given their consent for their experiences to be shared. To protect the privacy of children, young people and carers, names and images have been changed unless permission has been granted. Where images of actual carers or young people are used, these have been included with full consent. Their stories remain true to their journeys and reflect the strength, resilience, and hope that inspires the work we do every day.



Chair's Message

2025 for Key Assets Australia (KAA) was a period marked by significant change and growing impact. It is a privilege to be part of KAA, providing high quality care and making a positive difference to 2,478 children and young people, 356 families, and working with our incredible team of 1,411 carers and 692 staff.

However, the challenges facing our sector continue with significant reform and policy changes across many states and unacceptable numbers of children remaining in emergency care and not safely with family or carers.

In November 2024, we were delighted to launch KAA's 2025-2030 Strategic Plan, which supports our vision: "All children thrive and connect to family, community and culture."

At the heart of our plan is a fourth strategic pillar, amplifying the voices and experiences of children and young people. This pillar embeds the lived experiences of children and young people in our work and makes accountability to them a central catalyst for continuous improvement across the organisation. It reflects our belief that to truly grow our impact we need to do more than listen. We must be accountable to those we serve and involve them in re-shaping our systems, practices and approaches.

Some of the most rewarding moments for me this year were the times I spent with the children, young people and carers KAA supports. Dianne, our CEO, and I were privileged to meet with the Young People's Working Group during the development phase of our strategic plan. Meeting these young people, hearing their insights and learning about their vision for the future was a powerful and enriching experience. Through co-design, KAA is applying different ways of listening to young people to have improved intergenerational conversations, not just listening but feeding information back so we can be more accountable.

Equally, my time with carers throughout the year has been deeply moving. Listening to their experiences is a reminder of the extraordinary dedication it takes to be a foster carer and to open your hearts and homes to children and young people. I am so grateful to every KAA foster carer who shares our commitment to making a difference.

Among the many exciting developments at KAA this financial year, few are more significant than the launch of our service in the Australian Capital Territory (ACT). Our appointment in this jurisdiction

reflects KAA's strong reputation nationwide. I am confident that, with support from the wider KAA community, our new ACT team will continue KAA's important work of creating positive outcomes for children and young people. I am particularly energised about the impact KAA can have ensuring that First Nations children and families in the territory remain connected to their cultures.

We are committed to continuing to listen to our teams, and we acknowledge the significant pressures they face on a day-to-day basis. Our staff do incredible work, often in complex and challenging circumstances, and this continues to reinforce the need to improve and make record levels of investment in our systems to better serve our teams.

This year, at the same time as driving change within our own organisation, KAA has continued to play an important role in shaping much-needed national reform. I have been proud to represent KAA in forums, roundtables and initiatives across the country, ensuring we are part of the solution. My message in these discussions is consistent: the voices of children, young people and carers must be at the centre of reform, and we need collective accountability to shift the system.

In this part of my role, a highlight was the launch in late 2024 of the Parliamentary Friends of Foster Carers and Children in Foster Care. This was made possible through the efforts of the National Foster Care Sustainability Group of which Dianne is a member. Through this group, KAA is advocating for equitable support for children and young people in foster care, and for the carers who support them.

Finally, I would like to extend my heartfelt thanks to our CEO Dianne, our leaders and every staff member at KAA for their hard work and dedication. Together we are making great strides in building a stronger, more impactful organisation. We are united and energised by our purpose of delivering positive and lasting outcomes for children, young people, carers and families.



Craig Lawn
Chair

CEO's Message

As I reflect on the 2024-25 year, I am so proud of our KAA staff and the children and young people we serve. They have brought to life what it means to embed the lived experiences of children, young people and carers in our approach and practice.

Although we are only at the beginning of this work, we are already seeing how fundamental this shift is for achieving better outcomes and growing our impact.

In the first half of the year, we developed KAA's Theory of Change and launched our new Strategic Plan. Central to this plan is an additional core pillar that formalises our commitment to listening to children and young people, acting on what they tell us, and showing them how their input is shaping what we do.

To ensure we can uphold this commitment, our Young People's Working Group, which was involved in the design phase of the plan, has evolved into a larger Young People's Impact Collective, with locally based groups also being established. Additionally, we have started to create a national Impact Performance Measurement Framework – the first of its kind for KAA. To create a framework that supports the best possible outcomes for those in our care, we are inviting children and young people to help us develop our performance measures. I am excited to see how this work continues in the coming year.

This year we also released our National Child Safeguarding Framework representing our collective accountability to children and young people. Our framework reflects our belief that by being accountable to children and young people, we can foster systemic, generational change that better meets their needs.

In June 2025, I was proud to present on KAA's Voice of the Child and Accountability work at the International Foster Care Organisation Conference in Scotland. I shared how we are embedding children and young people's voices into every level of our work and moving beyond consultation towards true accountability to the children, young people, carers and families we support. Highlighting KAA's leadership and innovation on this world stage was a proud moment.

In just its second year, KAA's Cultural Practice Collective (CPC) has been critical in our work with First Nations children and families. I was very proud to support all members of the Collective at the 2024

Indigenous Leadership Summit, where, in a yarning circle, they presented KAA's journey to collective leadership and cultural governance.

This financial year, KAA's National Reconciliation Action Plan (RAP) Working Group, in consultation with the Cultural Practice Collective, worked hard to finalise our Stretch RAP, to be launched during FY25-26. The new RAP outlines the initiatives and actions we will continue to implement in our journey to reconciliation.

I would like to take this opportunity to reflect on all the outstanding accomplishments achieved this year. While we made the very difficult decision to reduce our Disability Services, I wish to acknowledge the incredible contributions of our employees delivering these services to hundreds of children and families in Queensland, South Australia and Western Australia. Although KAA will no longer directly support NDIS participants, we remain deeply committed to supporting children and young people living with disabilities in our care, to access the support and services they need to thrive.

I would like to extend my deep gratitude to KAA Chair, Craig Lawn and our wonderful Board, whose unwavering support ensures our organisation achieves its ambitious goals. To all the KAA leaders and staff across the country, many of whom I have been privileged to visit this year, thank you for your endless passion and dedication to our purpose and vision.

I also want to sincerely thank the children, young people, carers and families who put their trust in us. Your voices and experiences are at the heart of everything we do.

With the progress we achieved in 2024-25, I could not be more excited for KAA's future and the impact we will continue to make for children, young people, carers and families.



Dr Dianne Jackson
Chief Executive Officer

Our *pledges* To You



Children and Families



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

Customers, Carers and Staff



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

Communities



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

We Are All *Key Assets*



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

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

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

Our Culture and Core Values



Recognising everybody counts and is accountable



Providing high quality and safe services



Achieving excellence through continuous improvement



Cultivating knowledge, innovation and learning

Strategic Plan 2025–2030

This year, we launched our refreshed Strategic Plan and Roadmap for 2025 to 2030, introducing a fourth pillar, which amplifies the **voices and experiences** of children, young people, and carers in everything KAA does.

The introduction of this pillar ensures that the voices and lived experiences of children and young people are integral to KAA's strategy, and that we remain accountable to them.



We are putting the voices of children and young people at the heart of our work.



STRATEGIC OBJECTIVE 1

Lived experience is at the centre of our approach

We recognise that children, young people, families and carers bring valuable resources and agency to their engagement with us as an organisation. We want to hear them well and ensure their voices shape our services and surrounding service systems to better serve them.

- 1.1.** We will develop innovative approaches to ensure that the voices and lived experience of children, young people, families and carers informs everything we do – for child-centred services and systems to yield better outcomes.
- 1.2.** We will contribute to self-determination by building internal cultural governance, listening and reflecting deeply with First Nations people, and through reciprocal truth-telling for understanding and healing.
- 1.3.** We will further develop mechanisms and relationships for our accountability to the people we work with – especially children and young people.



STRATEGIC OBJECTIVE 2

Diverse and growing services increase our impact

We are driven by our vision to expand the positive impact we have so that all children can thrive.

- 2.1.** We will safely grow and diversify our services, with a strong focus on quality as the foundation for our growth and impact.
- 2.2.** We will build our presence along the continuum of care, especially to enable earlier and more holistic support to children and families, including children and young people with disability.
- 2.3.** We will demonstrate our capacity to partner with government to deliver services across Australia, including in challenging contexts and through trialling innovative services to address strategic challenges.



STRATEGIC OBJECTIVE 3

Our capability enables quality outcomes

We will invest in our people and systems to transform our skills, processes and technology to deliver quality services along the continuum of care and be more effective, efficient and flexible as we grow our impact.

- 3.1.** We will invest to improve how our staff and stakeholders experience our systems, processes and national services. This investment enables our growth, diversification, innovation and collective work.
- 3.2.** We will optimise staff, carer and family satisfaction and retention, by enabling effective relationships and service continuity as contributors to service quality and growth.
- 3.3.** We will continue to deliver quality child-centred services through developing and updating evidence-informed service models, practice and safeguarding frameworks and resources all along the care continuum which are grounded in the lived experience of children, families, carers and communities.
- 3.4.** We will build our infrastructure and culture for continual learning and agile adaptation to strengthen our capability for impact. This will include the ongoing development of staff, carers and volunteers, including capabilities for self-determination and truth telling.



STRATEGIC OBJECTIVE 4

We are innovators and leaders in system redesign

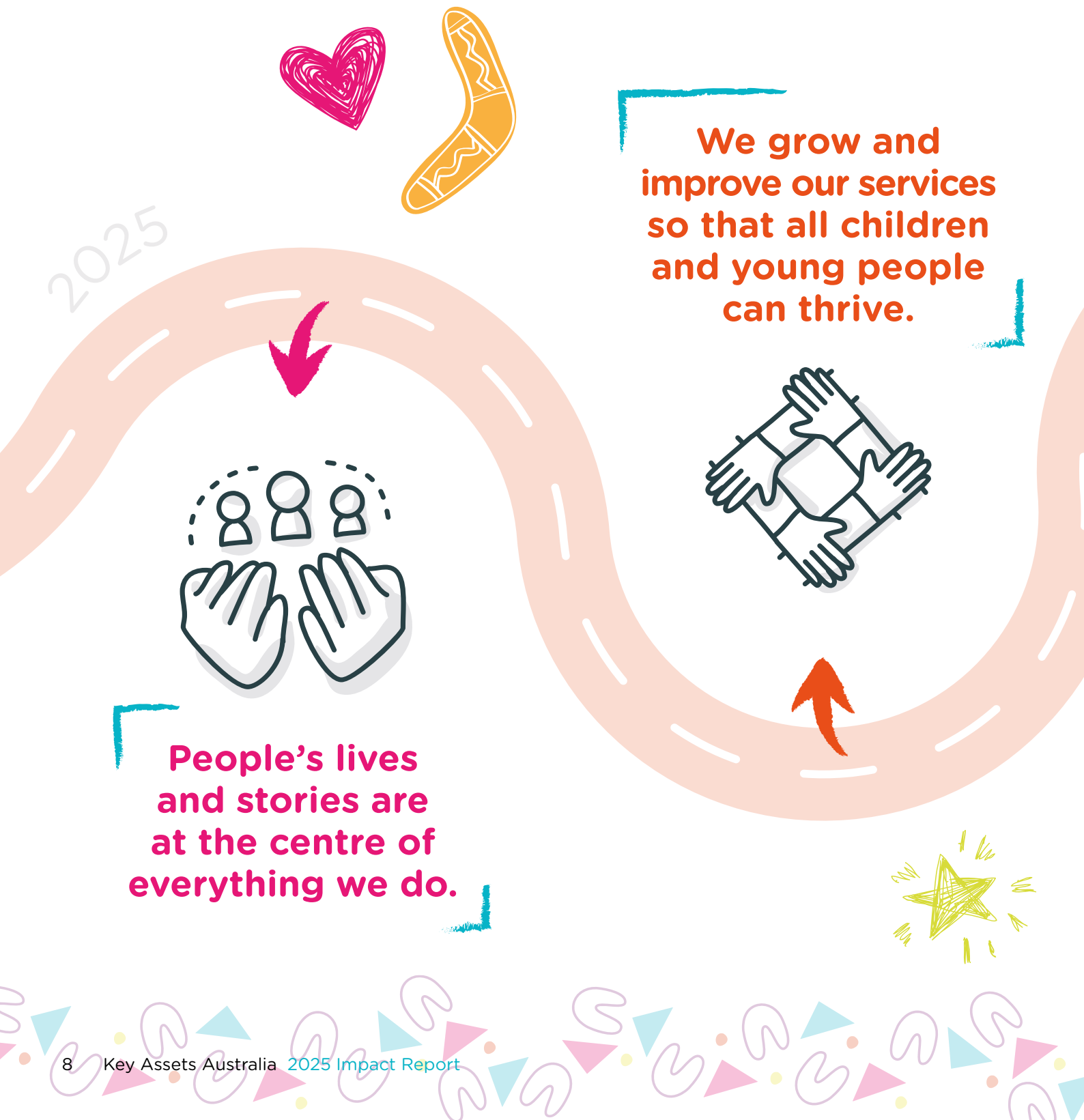
We will redesign, deliver and advocate for the kinds of communities, systems and services which result in better outcomes for children, young people and families.

- 4.1.** We will research and innovate using our service delivery as a foundation for transforming services and service systems. This will include building our capability to address service gaps and deliver more holistically and seamlessly for children, young people and families.
- 4.2.** We will inform government policy, service system transformation and public discourse by working constructively with partners and by:
 - elevating the voices of children, young people, families and carers
 - learning and building evidence from our research, innovation and evaluation
 - delivering quality services
 - developing our staff
 - building alliances and relationships of trust
 - working with allies to enact a system stewardship approach
- 4.3.** We will work with First Nations partners to contribute to the conditions for a thriving Aboriginal and Torres Strait Islander community-controlled sector. This will support generational change for First Nations children and families and enable the transition of services for First Nations children and families to Aboriginal and Torres Strait Islander Community Controlled Organisations.

Strategic Roadmap 2025–2030

In conjunction with the Strategic Plan, we created a companion piece—the Strategic Roadmap.

This roadmap is informed by extensive input from children and young people, gathered through thousands of interactions since 2023.

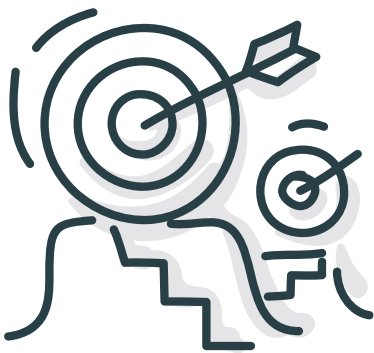


Our Vision

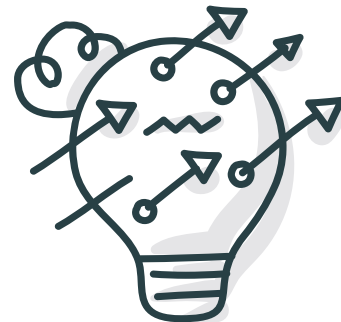
All children and young people thrive and connect to family, community and culture.



We try, test and learn new ideas to create a better system for everyone.



We support our teams with the things they need to deliver our services well.

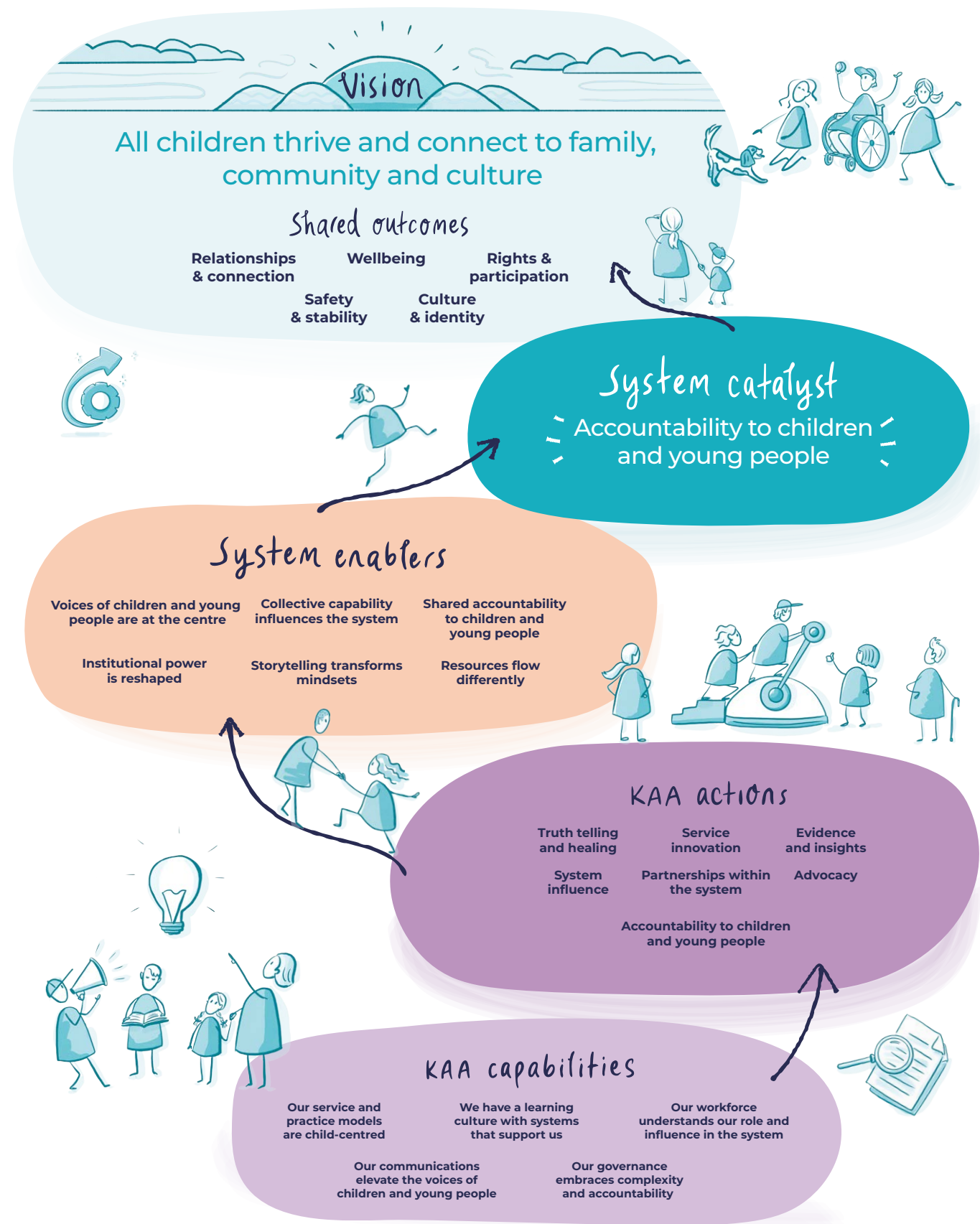


2030



Theory of Change

How we will work together to shift the system





2025 Annual Statistics Highlights

Foster Care



1,716

Children Supported Through Foster Programs



125

Children Supported Through Kinship Care Programs



637

Aboriginal and Torres Strait Islander Children Supported



107

Children Successfully Transitioned Out Of Care



32

Children Transitioned Out Of Care Due To Age



977

Children Currently In Care: Foster



73

Children Currently In Care: Kinship



1,280

Carers Currently Supported: Foster



131

Carers Currently Supported: Kinship



98

New Carers Including Transfers: Foster



25

New Carers Including Transfers: Kinship



88%

Carer Survey Respondents Satisfied Or Very Satisfied



1,189

Carers Retained Over The Year: Foster



107

Carers Retained Over The Year: Kinship

Carer Retention & Feedback



Disability & Family Services



356

Families Supported



329

NDIS Participants Receiving Services

*All statistics valid as of June 30, 2025.

Services Map of Australia



Western Australia

- 📍 Foster care
- 📍 Family Support Services
- 📍 Complex care
- 📍 Host Care

Queensland

- 📍 Foster Care
- 📍 Kinship Care
- 📍 Family Support Services

South Australia

- 📍 Foster Care

New South Wales

- 📍 Foster care
- 📍 Kinship care
- 📍 Guardianship
- 📍 Foster Care to Adoption

Tasmania

- 📍 Foster Care
- 📍 Kinship Care
- 📍 Intensive Family Preservation and Restoration
- 📍 Early Intervention

Norfolk Island

- 📍 Children and Family Wellbeing

Victoria

- 📍 Foster Care (Therapeutic & Culturally and Linguistically Diverse Specialist)
- 📍 Kinship Care
- 📍 Integrated Family Services
- 📍 Family Preservation and Reunification
- 📍 Early Help

Australian Capital Territory

- 📍 Foster Care
- 📍 Kinship Care
- 📍 Restoration
- 📍 After Care
- 📍 Sustaining Families

Chrysalis Transformation Hub

Chrysalis continues to harness the power of innovation and support KAA's commitment to delivering better services by doing things differently.

Over the last twelve months, Chrysalis played a central role in shaping a key pillar of our new strategic plan – centering lived experience in our work. We also grew our investment in Chrysalis by adding two more designers to the team with the hub an integral part of a broader function led by our new Chief of Innovation and Growth.

This year, Chrysalis focussed on two areas: from voice towards accountability to young people, and co-designing kinship care.

The Voice of the Child Initiative

Kicking off in 2024, this work engaged directly with young people to learn how we could better embed their voices and experiences in all aspects of the work we do.

Chrysalis, working in partnership with Accountable Futures Collective (AFC), invited young people engaged with our services from across Australia to join KAA's first national Young Person Working Group (YPWG). The purpose of this group was to co-design different ways of listening to young people to enable us to have better intergenerational conversations. Together we created the Postcard Activity.

Chrysalis, AFC and the YPWG members came together in person in Sydney in October 2024, to explore how best to listen to and close the loop with young people. Our CEO and Board Chair joined us to hear directly from young people and start the conversation about how we can engage with them in more accountable ways. The outcomes of this gathering provided the foundation for the creation and embedding of the 'Accountability to Young People' pillar in our new strategic plan.

Some of our YPWG members also spoke at the launch of the new strategic plan at KAA's Impact Event in Hobart in conversation with our CEO.

Following on from the success of our Postcard Activity last year, workshops were held nationwide in the first quarter of 2025 to embed key lessons from the 'Voice of the Child' Initiative across the organisation. These workshops provided our staff the opportunity to reflect on what young people had told us to date and to consider what it might mean for their practice.

Chrysalis also developed the Vision for Young People which drew on the insights and ideas shared by young people, gathered through the Postcard Activity and YPWG. This Vision was shared across the organisation and is on display in every KAA office – it is now one of the guiding tools KAA uses to ensure we centre young peoples' voices and needs in our work.

From voice to accountability

In early 2025, we moved from listening to young people to an accountability phase. With our commitment to accountability to young people underpinning our new Strategic Plan, KAA embarked on a transformation journey.

To get us started we again invited young people to join us in this 'hard work', supported by our partner the AFC, along with members from our YPWG, more young people from across KAA joined us in the newly created Young Person Impact Collective (YPIC). YPIC's focus is to fully explore the concept of accountability and closing feedback loops with our young people.

An example of this 'closing the loop', was when our Board Chair and CEO met with our young people again to fulfil an accountability commitment to share back KAA's progress since they last met with YPWG in October 2024. You will see some of their feedback in this report.

We know transformation needs to happen at different levels and areas across the organisation, which is why we are engaging with our teams, our partners, our leadership and our governance to enable these foundational shifts.

Looking to the year ahead, we are working towards an intergenerational conversation between young people and our Board, a YPIC-shaped impact measurement approach and ongoing young person engagement.

Kinship Care initiative

At the end of 2024, KAA brought staff from across the organisation together in Adelaide to explore opportunities for KAA to further support kinship care. Two key initiative streams emerged from these discussions.

The first of these was an investigation into how to better support the kinship carers with whom we currently work. Research shows that kinship carers have very different needs to foster carers, and there are very few models specifically designed to support kinship care specifically. In addition, the general foster care model often does not meet all the needs of kinship carers.

Based on these findings, we launched a design sprint to develop an alternative model of care, co-designed with kinship carers.

The second initiative stream is related to informal kinship care, where children are being cared for by family and relatives who aren't supported by government or non-government agencies.

We are particularly interested in working with our First Nations colleagues and their communities to explore how we might support families in community and culturally led ways.

Theory of Change

In November 2024, KAA launched our new Theory of Change (ToC) which was developed in collaboration with our leaders and teams and shaped by our 'Voice of the Child' Initiative.

Our ToC identifies the catalyst for change at KAA is accountability to children and young people.

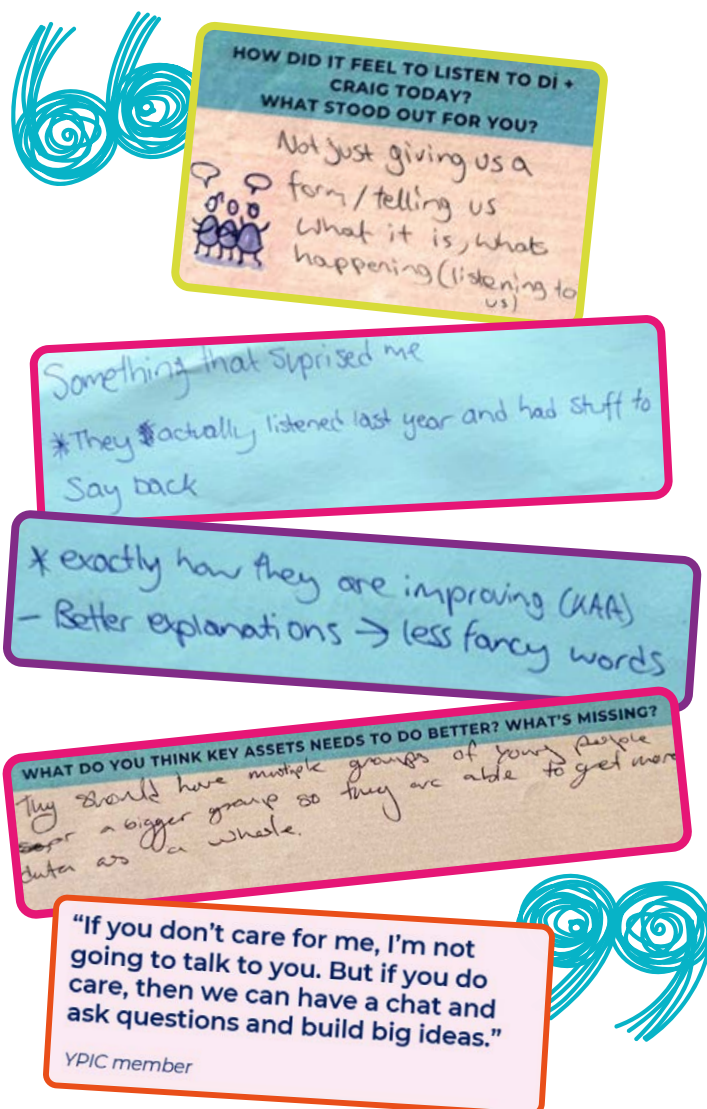
This innovative framework outlines the actions we collectively need to take to achieve our vision so all children can thrive and connect to family, community and culture.

The ToC also underpins our new Strategic Roadmap, turning vision into action.

Looking to the future

Over recent years, Chrysalis has developed significant expertise and capacity in co-design, specifically within our complex environment. In the year ahead, we're looking to use this increased capacity to develop tools and resources to support our teams to include the voices and perspectives of young people in our work. We are also supporting broader organisational shifts and laying the groundwork for KAA's future accountability work.

We will continue to explore areas where innovation, design, rethinking and creativity can transform our services for the children, young people, carers and families that we serve.



Safeguarding and Practice

The Practice, Safeguarding and Marketing team play a key role in ensuring the safety, wellbeing and delivery of a high standard of care across KAA.

Working closely across almost all areas of KAA, the team ensures the effective and efficient delivery of safe, high-quality services in alignment with the organisation's strategic objectives.

Team structure

Formerly the Quality, Practice and Safeguarding team, a reformation to Practice, Safeguarding and Marketing (PSM) reflected the organisation's focus on safeguarding, practice and marketing as central and core functions to protect the health, well-being and human rights of the children and young people we serve across all jurisdictions.

The culmination of the PSM team is seen as the heartbeat, enabling and putting into practice the Voice of the Child and Kinship work in tandem with our Chrysalis team. The team's focus on data and measurement has been pivotal to demonstrate the organisation's mission of accountability.

Through investment in the PSM team, practice excellence is sustained and ensures KAA leads the way in championing child safe communities. With representation in Safeguarding, Practice, Data Analysis, Marketing and Communication the PSM team is instrumental in driving successful outcomes for children, young people and carers and to continue to drive us forward as a child and family services agency of choice.



National Child Safeguarding Framework

The National Child Safeguarding Framework was released in March 2025, representing our collective accountability to children and young people and demonstrating how we are taking meaningful action, are accountable and dedicated to upholding the highest standards of safety and protection.

We recognise that safeguarding goes beyond policies and procedures—it's about fostering a culture of respect, trust, and accountability.

Our Safeguarding Framework represents our collective accountability to children and young people and by being accountable to young people, we can foster systemic, generational change that better meets their needs.

The framework states that every child and young person we support:

- Knows their rights
- Feels empowered to raise their concerns
- Trusts that those concerns will always be heard and acted upon

Fostering Matters

In June this year, we launched our refreshed Fostering Matters documents. Four distinct documents issued by our teams to prospective carers, which serve as a first touch document when considering foster care. The documents include:

- **New to Care** - Our first touch fully detailed document for people brand new into Foster Care.
- **Experienced Carer** - Developed for applicants that are considering transferring to Key Assets Australia and have experience working with young people who have experienced trauma.
- **Kinship Carer** - Developed for applicants who look after children and young people known to them or that they have a connection with.
- **Pride** - Developed for people applying to foster from the LGBTQIA+ community.

Personal Wellbeing Index

The Personal Wellbeing Index is a measurement tool used by KAA to assess how the children and young people in our care feel about their safety and happiness.

Throughout this financial year we have identified that:

- Children and young people supported by KAA report high rates of 'happiness', 95%.
- Children and young people's sense of safety continue to rank highest of all domains surveyed.
- First Nations children and young people's connection with family and community averaged 90% across the KAA population.

Carer Journey

Across Australia, attracting and retaining carers was a focus within many jurisdictional governments amid mounting carer shortages.

These pressures stemmed from economic and external factors deterring younger families from fostering.

Our team enhanced focus on our retention strategies, as we continue to recognise the critical role foster carers play.

This ensures we shift toward strengthening emotional and structural support to keep carers in the system. This includes through the work we do with many teams within KAA but also through advocacy with governments and peak bodies.

We continue to improve on our carer onboarding course, an important training resource accessible via Care2Learn, which offers carers engaging and useful resources tailored to the right stage of their recruitment journey.

These courses offer each jurisdiction the ability to share important information directly with carers, improving communication and feedback.

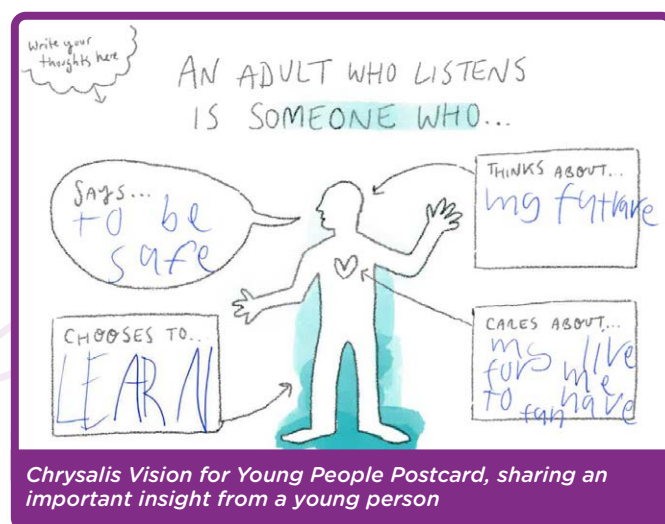
Further, the pivotal role of implementing a refreshed and organisationally aligned Customer Relationship Management (CRM) tool sits within the PSM Directorate and is a key digital enabler across KAA.

Strategic focus for the future

The PSM team hold a significant portfolio which supports KAA deliver to our strategic objectives. Ongoing areas of high importance for the team include embedding our practice framework across the organisation.

We will also continue our work to centre the voices of children, young people, and our service users in everything we do; this aligns closely with work of Chrysalis and the partnership we hold with this team.

We also recognise how Safeguarding is the primary driver for impact in our sector, and we continue to educate and upskill our trained evidence-based practitioners as we develop new and update practice guidelines and policies.



Australian Capital Territory

This financial year KAA was excited to establish operations in the Australian Capital Territory (ACT) and begin delivering Out of Home Care services and support to children, carers and families.

KAA realised an opportunity to expand its operations in the ACT. KAA will deliver four Out of Home Care services: Sustaining Families, Foster Care, Kinship Care and Aftercare Services as part of the Government's Next Steps for our Kids 2022-2030 strategy to strengthen and support families. Key elements of the strategy are aligned with KAA's values including, building a restorative trauma informed and accountable child protection system with a clear commitment to further support for Aboriginal and Torres Strait Islander children.

KAA commenced operations in March 2025, following a period of early preparation which included gaining approval to operate as a Care and Protection Organisation in the ACT.

Other early work focused on establishing an office, building strong foundations, negotiating funding arrangements and leveraging KAA's expertise and experience from across the country. Significant effort has also been invested in building relationships with the ACT Community Services Directorate and other Out of Home Care providers to work in partnership to transition from the previous single consortium model to a panel of providers.

Starting with the appointment of a Territory Director in February 2025, KAA recruited a local ACT team, including social workers, a Cultural Practice Lead, and carer recruitment specialists. The team has been working to embed KAA practices, approaches and values into their day-to-day work.

The transfer of existing foster and kinship carers has progressed more slowly than expected. However, KAA has attracted strong interest from new and experienced carers. As of 30 June 2025, the team is supporting 15 families in the Sustaining Families program, with more carers being identified to transfer. KAA is also engaged in the co-design of a new Aftercare model of service.

Although KAA's service delivery in the ACT is still in its early stages, our team is optimistic and focused on building a strong local presence. With the ACT having the highest proportion of First Nations children in Out of Home Care nationally, KAA is committed to delivering culturally responsive services, building trusted relationships across communities and contributing to a better system for children, young people and families.

Our story so far is one of energy, growth and laying the groundwork for long-term impact in the Territory.

Australian Capital Territory Statistics



3

Children Supported Through Kinship Care Programs



1

Aboriginal and Torres Strait Islander Children Supported



3

Children Currently In Care: Kinship



3

Carers Currently Supported: Kinship



3

New Carers Including Transfers: Kinship



15

Families Supported



ACT team induction, Kim Ward, Program Manager, Marissa Kannorp, Business Support Coordinator, Lucy Mitchell, Territory Director, Elyssa-Jain O'Brien, Social Worker.

Western Australia

After being awarded a new Out of Home Care contract in late 2023, our Western Australian team has been focused on delivering expanded services, growing its workforce and meeting the needs of the children, young people, carers and families in its care.

Consolidating growth

The past 18 months have been a period of huge growth for our WA team. More than 100 youth workers, social workers, team leaders and other staff have joined the team to support the expansion of KAA's Community Foster Care, Complex Care and Emergency Foster Care services in the Metropolitan, South West and Kimberley regions.

Considerable resources have been dedicated to onboarding staff to strengthen therapeutic practice and deliver comprehensive training. Our goal has been to ensure new staff feel supported and aligned to KAA's vision, values, and practice approach. We have also opened a new office in Kununurra for our Out of Home Care team, delivering welcoming rooms for private meetings and areas where children can play while they wait.

KAA also purchased a residential property, enabling us to offer more stable and flexible housing options for children and young people, supported by our Complex Care team. This property has proven highly beneficial, as it allows us to provide suitable, long-term accommodation not only for the children and young people in our care but also for our staff who support them.

Additionally, owning the property enables us to make independent and timely decisions around home modifications or works that are required, all leading to a more sustainable and efficient service.

New partnership in the South West

KAA formed a new partnership with Kwaba Bidi, part of the South West Aboriginal Medical Service (SWAMS), to deliver some of the services that fall under the Regional Family Support Hub (South West). Consisting of three programs, the Hub provides targeted support to families to divert them away from the Child Protection system and help them safely keep their children at home or, if in care, to return safely home. KAA staff, including a team manager, social/case workers and support workers are working alongside Kwaba Bidi to deliver the intensive family support streams of this service.

The service was officially launched on 1 May, with a special event at the Hub's new office space in Bunbury.



L to R - Brenda Yelland, WA State Director, Elsie Penny, Kwaba Bidi Cultural Practice Lead and Michelle Munns, SWAMS Board Member

Complex Care services

Our WA team is currently the only KAA jurisdiction that delivers Complex Care services. Under our contract with the WA Department of Communities, we deliver these services in three regions: the Kimberley, the South West and Metropolitan Perth.

We have many stories of successful outcomes for the children and young people the team supports, ranging from improved school attendance and engagement to improvements in personal hygiene, increased independent living skills, better health and wellbeing and family engagement. Our therapeutic, trauma informed approach relies heavily on the relational work our frontline staff deliver, supported

by case managers and the therapy team. We know that the greatest impact is achieved when children's voices are at the centre of all decisions that impact them and their lives.

This year, we enhanced our induction training for youth workers in this service by adding a dedicated two-week block of training during the onboarding phase. New youth workers are also paired with an experienced worker on buddy shifts, participate in reflective sessions and can access regular supervision and other training opportunities.

We have a robust continuous improvement plan and process and are always keen to hear from children and young people and our staff about what they think would add value to our service.

Embedding Voice of the Child

Following on from organisation-wide work around incorporating the Voice of the Child in our practice, the WA team has been focused on how they can be more accountable to the children and young people in their care. Three workshops were held across the state with more than 40 staff involved in sharing their personal views and professional practice. As part of these workshops, staff have identified several local strategic goals and objectives which will be rolled out over the coming year.



WA team at Voice of the Child workshop

Practice improvement and sector collaboration in our Family Support Services

We brought our two Family Support teams together for three days of learning, sharing and connecting in Kununurra with Program Manager for Family Preservation, Demi Lambert from our Tasmanian team.

This provided the opportunity for staff to deepen their understanding of the Practice Framework, including exploring how to integrate the practical tools and processes into their daily interactions.

In June, our East Kimberley team hosted the very first cross-organisational Support Network Workshop in Kununurra with MacKillop Family Services and SWAMS. Held across two days, workers came together to learn from each other and share ideas and knowledge. The workshop included reflective sessions on each agency's journey, presentations from the Department of Communities, process sharing and peer learning, case study deep-dives, and discussions on community partnerships and creative ways to promote services and engagement activities.

It was a great example of agencies working together as part of a broader system to support better outcomes for children, families and communities.



East Kimberley team as Kununurra Support Network post workshop boat trip

Western Australia Statistics



266

Children Supported Through Foster and
Kinship Care Programs



158

Children Currently
In Care



147

Aboriginal and Torres Strait
Islander Children Supported



101

Families
Supported



77

NDIS Participants
Receiving Services



7

Children Successfully
Transitioned Out
Of Care



2

Children
Transitioned Out Of
Care Due To Age



246

Carers Retained
Over The Year



97%

Carer Survey
Respondents Satisfied
Or Very Satisfied



18

New Carers
Including Transfers



263

Carers
Supported

*All statistics valid as of June 30, 2025.

Building Brighter Futures With Love And Care

“Working with Claire and Steve, I have witnessed the exceptional care they provide and the deep commitment they bring to every child. Their patience, compassion and willingness to listen and reflect set them apart as foster carers. At the heart of their approach is the question, ‘How can we better support the children to feel safe and thrive?’ This mindset has enabled them to create a nurturing home where children and young people feel valued, heard and empowered to grow with confidence.

—Halima Abukar, Social Worker

Over more than 15 years, husband and wife team Steve and Claire have fostered four children in long-term placements. The pair, who are WA’s first foster carers, received the KAA Carer of the Year Award in 2024. Initially hesitant about fostering following a decade of heartbreak starting a family of their own, Claire agreed to explore Steve’s suggestion of becoming foster carers. It opened the door to a whole new life and purpose more rewarding than either of them ever imagined.

“All I ever wanted to be was a mum. I used to think I couldn’t be a foster carer because I didn’t want to fall in love with the kids and then not be able to keep them. But ever since we started, we’ve never felt anything but positive about it. It was something that felt right from the beginning, explains Claire.

Steve and Claire are currently fostering a 12-year-old boy, while also continuing to support 19-year-old Mary who has lived with them since she was six years old. Through all the ups and downs of their experiences, the pair have learnt a lot.

“We try to be as natural, normal and honest as we can without causing the kids any more stress. I’ve learnt that they want honesty. They don’t want you pretending to smooth things over to make things nice and happy, she says.

The couple’s approach is grounded in love, open communication and creating special moments for the children.

“Hearing the kids laugh is the best thing because they’ve had such a rough time in their lives. We try to make them feel special. We want them to know they have people around them who care for them, love them and are on the same side.

Steve and Claire have also learnt that building a positive relationship with the biological parents is important for the wellbeing of the children.

“These kids have come into care through traumatic experiences, but we’ve made sure they know their family background, because it’s important they know where they come from. I’ve met all their parents at different times and the children have benefited so much from that.

Through tough times – like the teenage years – Claire and Steve have been grateful to have each other, a supportive community and the team at KAA.

“Even though Steve is away a lot, we talk throughout the day, discuss things and make joint decisions. We’ve got great support from family and friends and brilliant social workers who have helped us. They have been there every step of the way, Claire says.

Reflecting on the past 15 years, Claire says she can’t imagine not being a foster parent.

“I’ve become a much more confident person through it. I couldn’t see a life without it. I’m so proud of us and I’m proud of the kids. They’ve all gone through a traumatic time and come out the other side.



South Australia

In FY2024-25, our growing South Australian team deepened its commitment to children, young people and carers through strong partnerships, co-designed initiatives and sector collaboration.

15th Anniversary

In September 2024, KAA celebrated 15 years of impact in South Australia (SA) with a memorable Gala Dinner at Adelaide Oval. The event brought together 180 guests including carers, staff, government representatives and community partners to recognise the incredible contribution of KAA's foster and kinship carers across the state.

The evening featured a Welcome to Country and cultural performances, including a powerful surprise moment when our own Cultural Practice Lead, Chrystal Newchurch, joined the mesmerising performance and left guests in awe.

The night also included reflections from longstanding carers and staff, with certificates presented in recognition of their contributions. KAA was honoured to welcome The Hon. Katrine Hildyard MP, Minister for Child Protection and other special guests.



SA Carer Consultation Group at the gala dinner

KAA began delivering foster care services in South Australia from a small office in Hutt Street, Adelaide. In the early years, the organisation built a strong relationship with the South Australian Government, becoming well known for its creative and flexible approach to supporting carers to provide a nurturing and stable home environment for children living in care.



SA staff, jurisdictional leaders and national leadership team executives at the gala dinner.

Support for carers

Looking after and engaging deeply with our community of dedicated carers was a key activity through FY2024-25 for our South Australian team. Recognising the unique challenges and rewards of foster and kinship care, the team relaunched its Carer Consultation Group to hear directly from carers about their experiences. Insights from the group have directly influenced several key improvements, including the redesign of the on-call model, enhancements to carer onboarding resources, and the planned introduction of a new peer support model.

Carer input also helped to shape the Gala event, guide the development of more relevant and flexible training options, and continues to inform how we respond to the changing and evolving needs of our carer community.

Our SA team was also pleased to welcome The Hon. Katrine Hildyard MP, Minister for Child Protection, to a foster carer forum held at our Adelaide office. The forum gave carers the chance to speak openly with the Minister about their experiences, challenges and ideas for improving the system. Initiated by the Department, the forum reflects KAA's growing reputation as a leading provider of foster and kinship care services.

KAA's Virtual Reality (VR) training program for carers was embraced by the SA team this financial year, with support from the South Australian Government. To read more, see page 52.

Preparing young people for independence

In October 2024, KAA partnered with CREATE Foundation to co-host Adelaide's inaugural Leaving Care Expo for young people aged 15-25 who have grown up in care. With a focus on a successful transition from care to independence, the expo featured 47 stall holders providing information about jobs, education, health and other services to support young people. Over 70 young people and carers attended the expo, along with The Hon. Katrine Hildyard MP, who spent time talking with attendees about their experiences of leaving care.

For KAA, the expo was a great opportunity to promote our services and expertise to the sector and wider community. The overwhelmingly positive feedback highlighted the importance of this event in helping young people feel more prepared and connected as they plan for life after care.

Building on the success of the 2024 Expo, a second edition is generating increased interest, with a significant rise in stallholder registrations and early engagement from young people and carers. Planning is well underway in partnership with CREATE Foundation, with a shared commitment to growing the reach and impact of the Expo.

Children and young people in our care

The SA team hosted several events throughout FY2024-25 to enable children, young people and carers to connect with each other and form support networks. This included popular school holiday activities, an end of year camp, a Christmas celebration, as well as the popular Aboriginal and Torres Strait Islander Culture Club, all of which were well attended.



SA team at the Leaving Care Expo

South Australia Statistics



245

Children Supported Through Foster and
Kinship Care Programs



182

Children Currently
In Care



83

Aboriginal and Torres Strait
Islander Children Supported



206

Carers
Supported



17

New Carers
Including Transfers



17

Children Successfully
Transitioned Out
Of Care



7

Children
Transitioned Out Of
Care Due To Age



189

Carers Retained
Over The Year



90%

Carer Survey Respondents
Satisfied Or Very Satisfied



17

NDIS Participants
Receiving Services

*All statistics valid as of June 30, 2025

Long-Term Stability Key To Success

“ The most important job of any carer is to offer a strong and safe base for a child. Key to this is the building and strengthening of the relationship between carer and child. Gaining a child's trust and accepting them for who they are is critical for this relationship. Our wonderful foster care couple Tracey and Troy's story show how they successfully provided their young person with a secure base to allow him to embrace his world and make his own way.

—Karin Kennedy, Team Manager

Heath was 11-years-old when he went to live with KAA foster carers Tracey and Troy after a placement breakdown. The young First Nations boy had experienced a traumatic childhood at home and several unsuccessful Out of Home Care placements before being placed in the long-term care of Tracey and Troy. The stability and normality offered by the family, which included their two biological teenage sons, was exactly the support Heath needed. Now aged 26 and working as an Aboriginal Families Officer, Heath is drawing on his personal experiences to support other young First Nations kids.

“ We're extremely proud of Heath. He's had some bumpy times, but he's doing really well now, says Tracey.

“ We were able to give Heath a big dose of normal when he came into our care. It took three years for him to relax and for attachment to develop, but we were patient. Over time he just attached more and more to us and eventually he asked if he could call us mum and dad.

Tracey and Troy offered Heath a stable, loving home, welcoming him into their lives and community at a difficult time in his life.

Reflecting on what made the placement a success, Tracey says,

“ Heath grew up with our boys, which made it easier for him to see how the house ran and how to respect each other. He had a lot of personality. You could see everything that had happened in his life. He was heightened and needed attention. It took him a while to calm down.

As a family with strong community values, Heath was introduced to the beach and surf lifesaving. He was also encouraged to get involved in the local rugby club and explore his cultural background.

“ We had a strong community. We knew other KAA foster carers and children, and we had a community at the surf club.

Tracey also made sure to support Heath to stay connected with his biological family and to explore his cultural background, through participation in First Nations programs and other cultural activities.

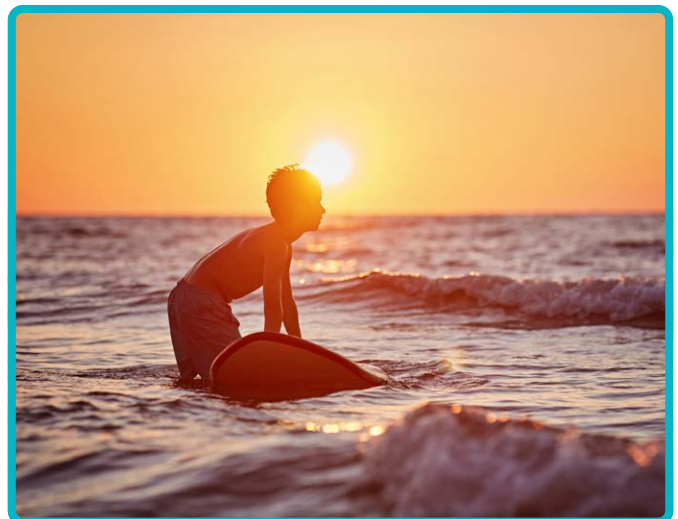
All these were important connections and experiences that shaped and motivated Heath as he grew up.

In his work as an Aboriginal Family Officer, Heath is sharing his experiences with other First Nations young people, helping them navigate challenges in their lives and build a positive future. He's also formed a close relationship with the young person currently in Tracey's care, acting as a role model and mentor.

“ He always said he wanted to be a youth worker and he wanted to give back. In this role, Heath talks to the kids he works with and says, 'I was you once'. He tries to get them to see things differently and to not be angry or disconnected, Tracey says.

Now living with his partner, Heath remains close to Tracey and Troy, visiting regularly and reaching out for support when he needs it.

“ Long-term stability was extremely important for Heath. We're his family. If he has a problem, he comes to us and we're there for him.



Tasmania

June 2025 marked 10 years of dedicated service to children, carers and families for our Tasmanian operations.

We started as a team of four staff supporting a handful of foster carers to provide family based foster care for siblings. Ten years on the team has grown to 30 full time staff and a casual staff pool supporting our carers to provide children and young people, and brothers and sisters with quality care that offers stability and connectedness.

Within our Out of Home Care service, we also provide much needed respite services for kinship carers, family contact and enhanced care, and we are currently developing our Kinship Care Program for delivery.

We have also diversified our offering, supporting families to maintain safe care for their children through the delivery of Intensive Family Engagement and Bringing Baby Home services and expanding to include Intensive Family Restoration.

Celebration of 10 years of service

As part of the 10 years of service delivery celebrations, we also celebrated 10 years of service for our Tasmanian Director and Assistant Director who since 2015 have continued to lead the growth and diversification of our operations in Tasmania. To celebrate, our staff came together with carers, children, and young people to reflect on a decade of impact and connect through a simple, meaningful activity - sharing pancakes and deciding from many toppings to enjoy together.

Events were held in Launceston, Devonport and Hobart, with one of our fabulous young people reading a reflection of our team's first ten years of service. They did an incredible job, leaving their foster carers and many others in tears.

We extend thanks to our awesome young people, grounding and motivating us every day and to our foster carers and staff for your commitment, care and positive impact.

Intensive Family Restoration Pilot

We have been encouraged by the outcomes achieved for children, young people and their families who have engaged with our Intensive Family Restoration Pilot program this year.

Our restoration work is child centred; it progresses at the child's pace and is informed by the responsiveness to their voice.

Supporting parents to address risk issues and enhance parenting capacity in preparation for their children's return is extremely rewarding and in our first twelve months of operation we have supported 23 children from fourteen families to return home safely.



Tasmania Statistics



79

Children Supported Through Foster and Kinship Care Programs



37

Children Currently In Care



31

Aboriginal and Torres Strait Islander Children Supported



71

Carers Supported



8

New Carers Including Transfers



6

Children Successfully Transitioned Out Of Care



3

Children Transitioned Out Of Care Due To Age



63

Carers Retained Over The Year



91%

Carer Survey Respondents Satisfied Or Very Satisfied



75

Families Supported

*All statistics valid as of June 30, 2025.

Family Restoration Work Breaking The Cycle

“Being able to see the relationship between dad and baby really flourish and watching the father’s confidence grow in becoming the carer for his daughter was amazing. It’s the most rewarding piece of work I’ve ever been a part of.

—Lucy Mott, Case Worker.

Baby Elsie was only five months old and in Out of Home Care when the Department of Child Safety referred her case to KAA’s Intensive Family Restoration Service. Her father, Josh wanted her home with him, but needed support to build the skills, capacity and confidence to care for her safely.

Over several months, KAA’s Case Worker and Restoration Practitioner, worked collaboratively with Josh and his support network to prepare him, Elsie and her foster carer for the restoration.

“Our role is to look at what areas of parenting need to be enhanced or worked on to ensure safety for the child to be returned to their family, explains Nancy.

In Elsie’s case this involved supporting Josh to secure suitable housing, facilitating supervised visits, teaching parenting skills and connecting him with family and community supports.

“When I came on board, Josh and Elsie were having one-hour supervised visits every week. Josh was homeless and staying with friends but waiting for housing. He was engaging well with Child Safety and attending meetings, says Lucy.

Although getting settled into a home was a priority for Josh, the young dad was keen to form a strong bond with his daughter and build his confidence in parenting. Through frequent supervised visits, Lucy provided intensive support through modelling coaching to build knowledge and enhance parenting capacity.

“For example, when Elsie started solids, I offered help around food preparation and showed Josh how to introduce Elsie to different foods. At the same time, there was advocacy work and follow-ups around Josh housing needs, as well the practical support that he needed once the house was available, Lucy says.

The support was tailored to whatever the need was at the time, explains Nancy.

“Lucy facilitated a diagnosis of ADHD for Josh and supported him to access resources to get his learner license. When he moved into his unit, she helped him to unpack, providing advice on how to manage his home because he hadn’t had that level of support before, she says.

As Josh’s confidence grew, the visits increased from a few hours a week to overnight stays, with a gradual transition to full-time care.

KAA also engaged with Elsie’s foster carer and Josh’s wider care team to ensure he was connected to family, friends, his support network and community support services that would be there to provide practical and emotional support for him and Elsie after the restoration was complete.

“A real positive is that Kelly, Elsie’s foster carer and Josh remain in contact. Elsie’s attachment to Kelly is being maintained and Josh has someone he can turn to for advice, explains Nancy.

For Lucy and Nancy, supporting Josh and Elsie was extremely rewarding, however recognising the long-term impact of this restoration work has been the most meaningful.

“Josh’s whole family has had welfare interactions from when he was a child. This is an intergenerational trauma chain breaker for Elsie and Josh, says Nancy.

“To be the person in your family who receives support in a timely, targeted way to enable you to move forward is amazing. It’s hugely powerful. I feel so proud of Josh.



New South Wales

This year, our New South Wales (NSW) team continued to focus on delivering positive outcomes for children and young people through family finding and restoration, well-supported foster placements and opportunities to connect with family and community.

With a high number of young people aging out of our service this year, the team also turned their attention to how best to support them on their journey to independence.

Out of Home Care

In the last 12 months, an unusually high number of our young people turned 18, the age at which foster care arrangements with us come to an end. This highlighted a critical gap in support for young people leaving care and navigating the difficult transition to adulthood.

With this gap in mind, our NSW team began preparatory investigative work into how we could better support our young people when they leave our services, and what we could do to equip them for life after foster care.

To assist with the process, we participated in the Home Stretch Leaving Care Symposium on follow-up support for care leavers.

In 2024, NSW also completed a comprehensive Agency Status Update (ASU) as part of the Office of the Children's Guardian (OCG) Accreditation process. This rigorous review provided an opportunity to reflect on KAA's progress in NSW, assess our systems and practices, and reaffirm our commitment to delivering high-quality, child-centred services.

Through the process, the team successfully achieved re-accreditation of both its Out of Home Care and Adoption services. This milestone reflects the dedication of our teams and the strength of our governance, cultural safety and practice frameworks. It also confirms that our services continue to meet the high standards required to support children, young people and families with safety, stability and cultural connection at the core.

NSW was one of the agencies invited to contribute to an expert advisory group focused on Out of Home Care reform. This reflects our reputation as a trusted voice in the sector and our commitment to improving outcomes for children and young people. Through this collaboration, KAA shared frontline insights and helped identify strategic opportunities for the future of Out of Home Care.



Home Stretch Leaving Care Symposium

Staff development and training

We continued to invest in the professional development of our staff this financial year, with several team members successfully completing qualifications in Therapeutic Life Story Work. This approach is vital to helping children and young people make sense of their experiences, build identity and foster healing.

This year, we also continued to support internal talent by offering opportunities for staff to step up into leadership and specialist roles.

Adoption services

After receiving preliminary accreditation as an adoption provider with the NSW Office of Children's Guardian in July 2020, our NSW service was delighted to receive its first adoption orders this year. Three children were connected with families through our Adoption Service, and a further seven adoptions are expected to be completed by the end of 2025.

Supporting Aboriginal and Torres Strait Islander children

Over the last 12 months, NSW has continued to actively support the transfer of Aboriginal and Torres Strait Islander children and their carers to Aboriginal Community-Controlled Organisations (ACCOs).

This work reflects our deep commitment to the principles of self-determination and the importance of connection to country, kin, culture and community in the lives of Aboriginal children and young people.

At KAA, we recognise that ACCOs are best placed to provide culturally safe and responsive care and are proud to contribute to this sector-wide shift by working in partnership with ACCOs, families and government stakeholders. We are committed to strengthening our relationships with ACCOs, building cultural capability within our teams, and ensuring that every Aboriginal and Torres Strait Islander child we support can grow up strong in culture and identity.

Carer retention

Last year has been a difficult period for carer recruitment and retention for all organisations in our sector, as cost-of-living pressures weigh heavily on existing and potential foster families. For this reason, even greater importance was placed on building positive and meaningful relationships with the families, carers, children and young people they support.

The NSW team continued to meet with carers online each month to listen to their experiences and concerns and to help them navigate problems they face. The team also developed and provided resources to support people with common challenges like navigating Medicare, Centrelink and the National Disability Insurance Scheme.

Sector involvement

KAA continues to play an active role in shaping the future of child and family services through strategic partnerships and sector engagement. A key example is KAA's collaboration with the Association of Children's Welfare Agencies (ACWA) on the Industry Placement Project, which supports the development of a skilled and sustainable workforce by providing practical learning opportunities for emerging professionals.

This initiative reflects the commitment of our NSW team to building sector capacity and contributing to long-term reform.



Association of Children's Welfare Agencies (ACWA) 2025 Leaders Symposium as part of the Industry Placement Program

New South Wales Statistics



206

Children Supported Through Foster Programs



64

Children Supported Through Kinship Care Programs



64

Aboriginal and Torres Strait Islander Children Supported



18

Children Successfully Transitioned Out Of Care



7

Children Transitioned Out Of Care Due To Age



181

Children Currently In Care: Foster



44

Children Currently In Care: Kinship



281

Carers Currently Supported: Foster



48

Carers Currently Supported: Kinship



17

New Carers Including Transfers: Foster



4

New Carers Including Transfers: Kinship



82%

Carer Survey Respondents Satisfied Or Very Satisfied



264

Carers Retained Over The Year: Foster



44

Carers Retained Over The Year: Kinship

*All statistics valid as of June 30, 2025.

The Best Christmas Present Of All

“ To seek a restoration means to uncover past traumas and triggers, be challenged in Court, and often receive difficult news, but none of this stopped mum Beth. She has always put her daughter's needs above her own and has never once stopped being her biggest advocate. Being part of this successful restoration is a highlight of my career.

—Amna Zafar, Social Worker

It was Christmas time when five-year-old Jessica was removed from her family. Since then, all the little girl and her mum Beth have wanted is to live together once again. After years of rehabilitation and recovery by Beth, and with support from KAA and her carers, Jessica returned to live with her mum in December 2024, just in time to celebrate a very special Christmas together.

Supported by her Team Manager Sarah Abbott who also advocated for the family, KAA Social Worker, Amna Zafar was integral to the restoration, supporting Jessica, Beth and foster carers Gary and Ki Yeon through the long and challenging process.

Reflecting on what contributed to the successful outcome, Amna says the support of Jessica's carers Gary and Ki Yeon, who took in Jessica after a placement breakdown, was vitally important. Jessica's previous carers had been unwilling to develop a relationship with mum which made the topic of restoration challenging to tackle. As difficult as it was for Gary and Ki Yeon to take on a child whose mother was actively seeking restoration, the pair were always supportive of Jessica's wishes to return home.

“ Gary and Ki Yeon's different approach made things infinitely easier. They took no time in connecting with Beth and taking her on as part of their family. This was extremely important in the success of the restoration, Amna says.

Jessica's mum Beth also worked diligently and fearlessly to bring Jessica home.

“ After Jessica was removed, Beth started on her own rehabilitation. She connected with services and programs for support and when she was 12 months sober, she came to us with strong evidence of the work she had done, programs she was part of and therapy she was engaged in, Amna explains.

“ Beth achieved what so few parents can in breaking the cycle of generational trauma and addiction. Her strength and perseverance are a huge inspiration.

In her role as Social Worker for the family, Amna's initial work revolved around developing a trusting relationship with Beth and working with Jessica to help her understand what was involved. Coaching Jessica's carers about the process and supporting any conversations between Beth, the carers and Jessica was also a key activity, all while also managing supervised and unsupervised visits between Jessica and her mum.

In December 2024, when Jessica and Beth received the fantastic news that Final Orders of restoration had been granted, it was a surreal moment. Years of hard work had finally paid off and for the first time in many years, the pair were able to spend Christmas together.

“ This was thanks to a huge team effort from the Department of Communities and Justice, KAA, Gary and Ki Yeon, Beth, and of course, little Jessica who never stopped telling me just how much she wanted to be back home, Amna recalls.

Now that it's happened, it feels so good knowing Jessica is where she should be and that her mum is not going to give up on her.

Since the restoration, KAA has continued to support Beth and Jessica, visiting them at home and providing referrals and advice to assist Beth on her parenting journey.



Norfolk Island

KAA has been providing child and family support services on Norfolk Island since 2018 through the NI-Connect Child and Family Wellbeing Unit.

This financial year saw us deepen our connection to the island community and significantly increase the number of families and children accessing our services.

Family and individual support

Our Family Support, Psychosocial Counselling and Youth Engagement programs all grew this year, with a total of 33 families and 49 children accessing services (up from 29 and 39 respectively in 2023). The success of these services was rewarded with an increase in funding to add an additional social worker and a family and youth worker to the team. We were also successful in securing additional funding to support a remote allowance for staff. This funding is allocated through the Commonwealth Department of Infrastructure's Regional Development Fund.

Community carers

In March 2025, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts approved the authorisation of two community carers (foster carers) on Norfolk Island, in line with the *Child Welfare Act 2009*. This exciting milestone, built on three years of hard work, means for the first time NI-Connect has a small pool of community carers on the island ready to accept out-of-home placements.



L- R James Isles, Child Welfare Officer NSW & NI Director, approved community carers, Dale Howe and Brigitte Graham, Stephanie Fielder, Assistant Director & Dr Dianne Jackson, Chief Executive Officer.

Researcher in residence

KAA's ongoing collaboration with Murdoch Children's Research Institute continued this year. Through a series of workshops, the researcher helped us map out our services from a service user perspective, to help us identify opportunities to co-design programs and services. NI-Connect's Assistant Director Stephanie also attended a reference group meeting and heard several presentations around evidence-based, early-years interventions that support the education, health and development of all children and families.

Youth space

Now in its third year, KAA's Norfolk Island Youth Space is dedicated to the delivery of youth-specific activities to meet the gaps in service provision for young people on the island. This is in line with findings and recommendations from the NI-Connect youth engagement strategy, which is in the final stages of being written up.

The youth space continues to go from strength to strength and is providing a growing number of young people with opportunities for engagement and connection.

Training

This year, NI-Connect collaborated with the eSafety Commissioner to provide two online training opportunities for interagency partners and the Women's Advocacy Group in July 2024. The training focused on tech-facilitated abuse in domestic, family and sexual violence (DFSV) and upskilling frontline workers and other professionals who support people experiencing DFSV. Topics covered included general cyber safety/eSafety, scam prevention and how to stay safe online. Eight eSafety sessions were also delivered to 230 students in Norfolk Island schools throughout October and November 2024.

In October 2024, the Queensland Department of Child Safety delivered a two-day domestic and family violence training course for NI-Connect staff and interagency partners. Covering current research and contemporary practice, the course was well-attended with six people from other agencies joining eight NI-Connect team members.

During the year, NI-Connect successfully applied for funding to train NI-Connect staff and Norfolk Island School staff to deliver Love Bites Respectful Relationship workshops to younger children. We plan to deliver this training in the second half of 2025.



Kingston Holiday Wellbeing activity

Holiday Wellbeing Program

This initiative, which offers inclusive activities from primary-school aged children during holiday periods, has become part of Norfolk Island's DNA. It continues to be popular and well-attended and is now part of our service delivery contract in the community.

Staff permanency

All our staff on Norfolk Island have now been advised that they are no longer on a fixed term contract but regarded as permanent staff. This provides greater certainty to our hard-working team and is a statement to the island community that we are here to stay.

Practice Lead visit

In February 2025, KAA's NSW Practice Lead visited the island for a week of face-to-face training with all staff. The training explored how a multidisciplinary approach to individual and family support could be used to increase impact in the community. The visit also included a workshop exploring the voice of the child, a key theme in our strategic plan and theory of change.



L - R: Justine Demaine, previous Senior Social Worker, Rebecca Carleton, Program Manager, Lisa Gardiner, NSW Practice Development Specialist, Ann Pataki, Business Support Coordinator and Vida Tebyani, Quality & Service Improvement Lead at NI workshop.

Holistic Support To Benefit The Whole Family

“There’s been such a huge shift in the family from when we first met. I’ve worked a lot on empowering the parents and helping them to feel comfortable to access supports. They are now in the driver’s seat coordinating all the services involved with their child. They’ve become such strong advocates for him.

—Rebecca,
Senior Social Worker and Program Manager

After starting to display concerning behaviours in the classroom, Tommy’s school referred his family to NI-Connect. Despite being open to the referral, the family was hesitant about engaging with the service. Our Senior Social Worker, Rebecca knew she needed to establish a positive relationship with Tommy and his parents, as a first step to supporting the family.

“It started by investing in relationship building with the parents, making them feel heard and listened to. After a long period, they reached a place of being comfortable and open to investigating further what might be going on with their child, Rebecca explains.

Then, with a lot of support and conversations, they ended up agreeing to a child psychiatry appointment.

This was a major breakthrough, which resulted in a diagnosis of Autism Spectrum Disorder (ASD) for Tommy.

While difficult for Tommy’s parents to hear, Rebecca says the diagnosis was a turning point in the support she was able to offer the family.

“We talked about what ASD was and what that meant for the family. I was able to offer options and suggestions for where to go from here and support them to implement strategies,” Rebecca explains.

She also provided Tommy with knowledge and information to empower him to understand his diagnosis and increase his participation in decision-making about his life.

Supporting Tommy’s parents to accept his behaviours as part of who he is, was a big part of Rebecca’s work. Once they made that shift, the flow-on effects were transformational.

“There was almost an overnight improvement in how much Tommy felt loved by his family after they began demonstrating acceptance of Tommy’s behaviours. He went from not feeling that he belonged in the family to trusting his parents.

Rebecca also supported Tommy’s parents to successfully apply for funding under the National Disability Insurance Scheme (NDIS). Despite initially being reluctant, Rebecca was able to encourage the family to access the scheme which has provided Tommy with access to a huge support network. Rebecca was also instrumental in connecting Tommy with a specialist youth mental health service when his mental health declined. These supports have helped Tommy to identify and manage his emotions, engage in the classroom, improve his social skills and reinforce his sense of belonging within the family and wider community networks.

“Tommy’s parents are now strong advocates for their child. His mum has grown in confidence so much. She now sees Tommy as a child who has additional needs. She sees it’s her job as his mother to help him get the support he needs to thrive.

Rebecca says that witnessing the growth in Tommy and his parents has been a privilege. There have been many hard and honest conversations but being able to walk alongside the family and support them to change for the wellbeing of their child has been “incredibly rewarding”.

“At NI-Connect, we take a holistic approach trying to work with the child and family in the context of their situation, environment and community, supporting them to make changes for the better.



Queensland

Working in a sector on the verge of significant reform, it has been a year of bedding down for our expanding Queensland team.

Out of Home Care

At the beginning of FY2024-25, our Queensland service was well into welcoming new staff, children, young people and carer families following the closure of one of the state's largest children and family services in the previous financial year. More than 100 children and carers selected KAA as their new Out of Home Care provider.

To support this growth, we brought on new frontline workers and increased our team managers and senior leaders. We also employed our first home-based worker in Warwick to work with children and families living in smaller regional communities in and around the Darling Downs.

All transfers were completed by November 2024, allowing the team to direct their efforts to engaging with the new children and carers, as well as building new relationships with department carers and other agencies. Sharing KAA's approach and practice frameworks has continued, alongside exploring the needs of the children and young people and listening to what they want from our service.

Our Out of Home Care service in Queensland now supports more than 330 children and young people and 250 carer families.

Our specialist service provision, which includes therapy and teaching support staff, remains an important point of difference for KAA.



Painted mural that represents Queensland team

Supporting Aboriginal and Torres Strait Islander children and families

Our Cultural Practice Lead Elaine has acted as an Independent Person for several Aboriginal and Torres Strait Islander children, young people and families from our Out of Home Care service.

In this role, she has been able to support both children and carers in significant decision-making, particularly in relation to permanent care or longer-care arrangements, ensuring that everyone's needs and wishes are heard and considered.

Family Based Care services

Our Queensland Family Based Care team works with biological parents, kinship and foster carers, to support positive outcomes for child and young people in care. In FY2024-25, the team supported several children and young people to move into permanent care or be reunified with their biological family.

Our Fostering and Family Services teams provided support to families moving into Queensland from other states including Tasmania, Victoria, New South Wales and the Australian Capital Territory. This has involved working with other agencies and KAA teams to understand the support requirements for families and ensure a successful move.

In June we submitted an Expression of Interest to the Department of Families, Seniors, Disability Services and Child Safety to continue providing Family Based Care services under the new specifications, which have been in development for the past five years. KAA is working with the Department to realign services to the new requirements.

New family intervention services

Our Queensland team employed two highly experienced staff to begin offering family intervention services to families who are experiencing challenges related to child safety and well-being. This is a new service offering for KAA in Queensland and is an area with growing potential. During the year, the team implemented KAA's evidenced-based frameworks and supported families by providing role modelling, parent coaching and capacity building, as well as practical support and crisis intervention. Several children in KAA's care were successfully reunified with family following intensive support from this team.

Lived experience work

We enhanced the effectiveness of our carer recruitment panel with the addition of a parent from the Family Inclusion Network (FIN), a group of parents and their allies who are working to improve the child protection and family support system. This member is a parent with lived experience of the child protection system, both as a child living in care and as a parent whose child was removed and later reunified with family.

We have also employed a young consultant with lived experience as a child growing up in and ageing out of Out of Home care to provide oversight, training and support to our All-Stars group, comprised of young people transitioning from care to independence. Working with young people, this

worker shares her own experiences of the transition, as well as the skills and resources she found helpful at the time. This has been an important addition to our team to help ensure we continue to hear the voice of children in the work we are doing.

Australian Research Council involvement

KAA Queensland Education Lead, Margaret has been the KAA representative on an Australian Research Council project investigating why children and young people in Out of Home Care are absent from school far more than their peers. Margaret is the co-delegate on the project, which is being driven by the University of Tasmania.

Award 🏆

We were delighted to see Phillipa Fleming, one of our long-term foster carers, recognised in the Queensland Child Protection Awards 2024.

Over the last 7 years, Phillipa has cared for 29 children, supporting many successful reunifications and establishing positive working relationships with biological parents and grandparents to ensure best outcomes for children.



Phillipa Fleming's 2024 Queensland Child Protection Volunteer Award

“

It's such an honour to receive this Award – I can't begin to express how much it means to me. I would like to thank all who were involved in nominating me (especially my support worker Debbie who makes me a better carer with her guidance and Elaine who has shared this journey with me). It is something I would never have expected and will never forget.

—Phillipa Fleming

Queensland Statistics



641

Children Supported
Through Foster
Programs



58

Children Supported
Through Kinship
Care Programs



43

Children Successfully
Transitioned Out
Of Care



5

Children
Transitioned Out Of
Care Due To Age



318

Children Currently
In Care: Foster



26

Children Currently
In Care: Kinship



318

Carers Currently
Supported: Foster



80

Carers Currently
Supported: Kinship



24

New Carers Including
Transfers: Foster



18

New Carers Including
Transfers: Kinship



263

Aboriginal and
Torres Strait Islander
Children Supported



4

Families
Supported



88%

Carer Survey
Respondents Satisfied
Or Very Satisfied



296

Carers Retained Over
The Year: Foster



63

Carers Retained Over
The Year: Kinship



235

NDIS Participants
Receiving Services

Strengthening Family Bonds With Tailored Support

“ I’m really proud of the confidence that has grown in mum, as well as seeing Jack so happy to be at home. The support I provided was driven by mum, which has led to the success. She absolutely adores her son and wants him home safe. I’m really excited for what the future holds for them.

—Jaime Hogg, Family Services Senior Practitioner, Families for Life program

When the Department of Child Protection returned Jack, who is blind and has complex disabilities, home to his mum Mandy, KAA was successful in tendering to provide intensive family support to ensure the reunification was a success.

Mandy had previously experienced family violence and controlling behaviour from her former partner, which had undermined her confidence as a parent. She needed support to regain her confidence and grow her parenting skills.

KAA Senior Support Worker, Jaime worked with Mandy and Jack for 24 weeks, visiting them, initially three times a week, to provide practical support and guidance to help Mandy build her capacity to properly care for her son.

“ *When I met Mandy, she was open and willing to have me there. Jack was already living in the home, and she had done a lot of reflection on herself. She was trying to work on her confidence and was thankful for the support,* Jaime says.

Jaime’s initial priorities were to support Mandy and Jack to understand their past experiences and the trauma they had experienced before Jack was placed in Out of Home Care. Jaime discussed the impact of domestic violence and healthy relationships. She also supported Mandy to find her voice as a parent.

Another significant priority for Jaime was to make sure Jack’s disability supports were in place. During his foster care placement, KAA had supported Jack’s carer to access the National Disability Insurance Scheme. When Jack returned home however, his NDIS supports lapsed. Jaime stepped in to advocate, re-establish supports and explain to Mandy what Jack was receiving and why it was important.

Having been excluded from making parenting decisions by her ex-partner, Mandy also lacked confidence in areas such as discipline and building Jack’s independence. Through conversations and practical strategies, Jaime supported Mandy to understand what activities and tasks would be appropriate for Jack, particularly given his vision impairment and disabilities. Through trial and error, Mandy put strategies into practice to support Jack’s needs. When things didn’t work, she discussed them with Jaime and was open to more suggestions.

Over time and as Mandy’s confidence and capability grew, Jaime was able to slowly step back and let Mandy take the lead with parenting Jack. Six months after getting his wish to return home to his mum, Jack is thriving under the care of Mandy.

“ *The benefit of our intervention is that it is so individualised, which means we can bring better success to our families. We are always working in the parent and child’s best interests. In this case, Mandy has always been a willing and eager participant. She clearly wants this reunification to work. It’s such an achievement for her,* Jaime says.



Victoria

Over the past 12 months, foster care reform in Victoria has brought significant uncertainty for service providers.

Despite these sector-wide challenges, the KAA team has navigated change while achieving positive developments, including securing new contracts and celebrating a decade of service delivery.

10th Anniversary

In May, KAA was delighted to host a Gala event to mark 10 years of providing foster care and family support services to children, young people, carers and families across Victoria. More than 130 KAA foster carers, partners, stakeholders and staff came together at the Melbourne Art Centre for the celebration. Highlights included a heartfelt Welcome to Country delivered by Dr Lois Peeler AM, a proud Yorta Yorta and Wurundjeri woman, and an inspiring keynote by Dr Justin Coulson, psychologist and founder of Happy Families. Guests were also entertained by the warm and funny Master of Ceremonies, Jo Stanley. The night was supported by many generous local businesses who provided prizes for raffles and other activities.

In Victoria, KAA has grown from a small foster care support service to a recognised and respected child and family organisation, supporting more than 120 children and young people at a time. With more than 90 carer households in its community, including some who have been with the organisation since its inception, KAA has made a huge impact on the lives of hundreds of children and young people in care.

“On Monday 6th July 2015, I began employment with Key Assets Australia, joining Wayne Ferguson, the State Director. Over the next weeks, we added a Social Worker and a Recruitment Manager. With no carers, no children/young people, and no permanent office, we got to work.

Fast forward 10 years. It has been a privilege working alongside the many Victorian staff that have come and gone as our team now currently supports children and young people, carers, and families from four office locations throughout Victoria. I am in constant awe of all that the frontline staff do and achieve. I find great fulfillment in managing all the support services required to ensure they continue to kick goals. I'm looking forward to the next 10 years.

—Janine Aldin, Business Support Manager



VIC gala event

Foster care evaluation

An independent evaluation of our Enhanced Therapeutic Foster Care program in the North and West provided strong evidence of the effectiveness of our practice and approach. Conducted by Insight Consulting Australia, the findings showed that our program helps to ensure children, young people and carers feel stable and supported in their home environments.

The evaluation, which included interviews with KAA staff, children, carers and departmental staff, demonstrated that the young people in our care are satisfied with their carers and foster care placements and enjoy working with their case worker. They feel listened to and are able to get help from these central people in their support teams when needed.

Highlights included:

- Four out of five young people said there was nothing they would change about their foster care placement. One young person said that the one thing they would change about their placement was “more screen time”. The average length of a placement as at March 2025 was two and a half years, with a range between three months and 6.25 years.
- There was a consensus amongst the young people surveyed that there was nothing they wanted their case workers to do differently, although there was a request to “buy more ice-cream”.
- Interview respondents of the evaluation (foster carers, KAA staff and Department staff) identified the program as having a culture of

professionalism and a child-centred service delivery, from carer recruitment right through to placement support. This has reportedly built carers and stakeholders trust in the program. This trust speeds up approvals and decision-making in case management meetings and contributes to carer retention.

Quotes from carers:

“ We know we’ve got people there for us, and they follow through.

“ They have been so great to work with, and I have been supported the whole way through. The support has been more than I expected.

CALD Foster Care program

KAA were successful in a new contract to deliver Victoria’s first Culturally and Linguistically Diverse (CALD) Foster Care program. KAA has partnered with community services organisation, Settlement Services International (SSI) to deliver the service which is focused on ensuring children and young people from CALD backgrounds are placed with carers who share their culture or who have a strong cultural connection.

With extensive experience supporting multicultural communities, SSI is providing a cultural specialist to work alongside KAA’s social workers. Together, our aim is to ensure CALD children and young people in care are supported to maintain connections to their culture, language and religion, elements which are crucial for their wellbeing, identity and sense of belonging.

As part of the partnership, SSI is also delivering cultural training to KAA staff and carers to help build the knowledge and confidence needed to provide culturally safe support.

Therapeutic foster care in the south division

As part of the new foster care reforms, KAA was awarded new funding to provide therapeutic support as part of our Foster Care service in the South. Under the new arrangement which commenced on 1 July 2025, additional social workers and therapeutic specialists will join the KAA team to provide enhanced specialist support for children and young people with complex needs.

Working with Aboriginal and/or Torres Strait Islander children

In line with our commitment to supporting children and young people from Aboriginal and Torres Strait Islander backgrounds to maintain strong connections with culture, KAA in Victoria has been working with Nugel, the Department’s Aboriginal-led child protection program.

Our staff have worked alongside Nugel to support the transfer of children to Aboriginal Community-Controlled Organisations, and Nugel staff have presented at KAA staff meetings.



VIC team represented KAA at the Walk Against Family Violence in the Melbourne CBD

Victoria Statistics



279

Children Supported Through Foster and Kinship Care Programs



101

Children Currently In Care



48

Aboriginal and Torres Strait Islander Children Supported



141

Carers Supported



14

New Carers Including Transfers



16

Children Successfully Transitioned Out Of Care



8

Children Transitioned Out Of Care Due To Age



131

Carers Retained Over The Year



84%

Carer Survey Respondents Satisfied Or Very Satisfied



161

Families Supported

*All statistics valid as of June 30, 2025.

Wrapping Children In Love To Overcome Trauma

“ Tammy and Brad have consistently demonstrated extraordinary dedication, compassion and therapeutic insight in their role as foster carers. Their home is not just a place of safety, but a nurturing environment where each child is met with patience, structure and deep empathy.

—Simone Carr, Assistant Director.

KAA foster parents, Tammy and Brad are a warm and loving couple. They are dedicated to giving the four children in their care all the love and support they can.

For the past three years, Tammy and Brad have been building a joyful and safe home for a group of siblings who have faced unimaginable trauma and grief. The couple admit it's hard work, but they also say they wouldn't change a thing.

“ *The kids have four different personalities, so we've got four brains to deal with, says Tammy. But even despite all the challenging moments, the rewards far outweigh any negatives.* Brad agrees: *It's just so rewarding to see a child smile and be proud.*”

Tammy and Brad's approach to fostering is grounded in unconditional love and ensuring the children feel safe and supported. They have adopted a therapeutic care model where the children are always reminded that they are loved, even when they make mistakes.

“ *We let them know that if they do something they're not supposed to, they're still loved. We talk it through with them and remind them that they are not on their own,* Tammy says.



The couple also make sure to celebrate the children and praise them whenever they can.

“ *On their birthday, I make pancakes, says Brad. And they wake up to presents on the table and balloons around the room. We celebrate twice, on the day and on the weekend,* Tammy finishes.

Caring for four foster children comes with its unique challenges, but Tammy and Brad have developed effective strategies to help the children process difficult emotions. There are special rituals that have become part of daily life in the home. For instance, on Friday and Saturday nights, fairy lights transform the hallway into a disco where everyone dances together. Their weeknight routine regularly includes YouTube workouts.

“ *To burn off energy before getting into jammies, brushing teeth and reading online books,*” explains Tammy.

These special moments are creating an environment for the children full of love.

Tammy and Brad are also dedicated to connecting the children to their culture and birth family. They encourage the two older children to participate in Indigenous cultural events and actively seek to keep all the children in contact with other family members. They are also keeping the memory of their birth mother alive by keeping a shrine to her in their home, encouraging the children to write letters to her and visit her grave.

Knowing they are keeping the children safe and giving them the best childhood after a rough start is what drives them.

“ *We were just happy to provide a happy, loving home for any child that needs it. With these four, we knew there was a tragic story, and we wanted to keep them together,* says Tammy.

“ *Our number one goal is to make them feel safe and given them plenty of love. We want them to know they've got a roof over their head and two people who care about them,* Brad says.

Disability Services

This year, KAA made the difficult decision to close most of our National Disability Insurance Scheme (NDIS)-funded disability services.

Significant changes to NDIS structures and funding arrangements meant it was no longer financially viable for us to deliver the support services our participants needed.

Once the decision to wind down our disability services had been made, our focus turned to supporting both participants and staff members through the process.

We formed strong partnerships with organisations like Allinto and Northcott Disability Services in Queensland, Guiding Pathways in South Australia, and Rocky Bay in Western Australia who were able to provide participants with access to services like those they had accessed through KAA.

Wherever possible, members of the Disability team were redeployed throughout the organisation, which reduced the number of redundancies and allowed KAA to retain valuable expertise in disability services.

While our NDIS-funded services for external participants ended on 30 June 2025, KAA is continuing to work with young people in our care who live with disabilities through Host Care.

This program provides critical support to these young people as they make the difficult transition to adulthood. Host Care, which is funded via Individualised Living Options under the NDIS, allows participants to continue living with Host Carers after the age of 18. This provides them with stability and certainty at what can be a stressful and disruptive time in their lives.

At a time of significant change, we were still proud to have offered high quality services to our participants this year.

More than 300 people accessed support from our team of allied health professionals, disability support workers and coordinators, support coordinators and leadership across the country.

We extended our disability footprint to communities in places like Macleay Island in the Bay Islands district of Brisbane, providing access to services for the first time for some children and families in the region. We also continued to deepen our relationship with the Aboriginal and Torres Strait Islander Children's Health Services, which increased the representation of Indigenous children in the NDIS and helped more families access the support services they need.

KAA also passed an audit of our Disability Services this year and received some very positive feedback.



Disability team around the Key Assets Australia QLD Disability Car

“

It is important to stress that this is not the end of the road for KAA in disability services. While we are not the organisation best suited to the current NDIS environment and market, we remain deeply committed to supporting young people in our care who live with disabilities. We will take this opportunity to reflect on lessons learned and use them to refocus and shape what disability support services look like for us in the future.

Disability Support To Ease The Transition To Adulthood

“The wheels fell off for Sam when he left school and there was nothing to fill his days. That’s when his mental health went down and he started not wanting to do anything. With support to work towards his goals, Sam’s confidence grew. He’s more outgoing, happier and confident. I think he’s proud of what he’s achieved.

—Karla Gibaud, WA Host Care Lead and former Disability Coordinator.

Finishing high school and embarking on the next stage of life can often be a challenging time. For young people with disabilities like Sam, who has autism, this transition can be even harder without the right support. When the routine of school and other commitments ended, Sam lost his confidence and motivation. At the same time, he was also navigating a new arrangement with his Host Carer, after turning 18 and ageing out of care. Support from KAA’s disability team, alongside the loving care and guidance from his Host Carer, helped Sam find stability and a new direction.

A year and a half later, Sam is proudly working four days week. He’s also a valued player in the WA Intellectual Disabilities football squad which travelled to the US in July to play in the 2025 Genuine World Cup, an elite competition celebrating inclusion.

“Sam is someone who needs routine and structure. When he left school and didn’t have that, his self-esteem went down, recalls Karla, who met Sam at the start of 2024.

“Now he’s quite busy. He’s working in supported employment, does fitness training several times a week, goes to Cadets, does weekly exercise physiology and has family contact once a month.

KAA worked with Sam, his Host Carer and a NDIS support coordinator to identify goals, establish a new routine and develop a support plan to help him reach his goals.

KAA support workers helped Sam with his resume, as well as preparing for interviews. They also accompanied him to soccer training several times a week and helped him to adjust to the everyday challenges that come with leaving school and becoming more independent. When a few job

opportunities weren’t quite right for Sam, his support workers encouraged him to continue searching for something more suitable. When he landed his current role, KAA was there to support him when needed, while he settled in.

“Our support workers also did travel training with Sam. Now he takes himself to and from work on public transport, and he knows how to order an Uber, Karla says.

“That was a huge step for Sam because he didn’t have that in place at the beginning of last year. He’s now able to execute all that by himself.

Earning a place in the WA Intellectual Disabilities soccer team and travelling overseas was also a huge achievement for Sam.

“Leaving school, getting into the workforce and becoming more independent and responsible, while still under the safety net of his Host Carer, has been a pivotal point in Sam’s life, Karla says.

“I’m just elated to see the growth and positive changes in Sam. It’s an achievement for everyone – Sam, his Host Carer, myself and all the other stakeholders involved. We’ve all worked together to support him to meet his goals.



Sam receiving jersey for the WA intellectual Disabilities soccer team

Cultural Practice Collective

In November 2023 KAA established the Cultural Practice Collective; a group bringing together Cultural Practice Leads (CPL) from each jurisdiction to elevate voices for cultural leadership and practice at a national level.

KAA recognises that First Nations children make up more than 40% of the children in Out of Home Care and is committed to ensuring these children and young people remain strongly connected with their culture, community and kin. Embedding cultural governance across all parts of our organisation is central to this commitment.

This year, after a successful 12-month trial, the KAA Board endorsed the Collective as a permanent function, signifying KAA's commitment to ensuring the voices of First Nations people are part of our decision-making at all levels.

Since forming, the Collective has helped to advance KAA's work, providing a dedicated national voice to lead cultural practices every day. Guided by the Collective, KAA is working on cultural governance frameworks and how they can be applied. Mandatory cultural training has been implemented for our employees and last year we were proud to

have First Nations representation on our Board. We are also engaging directly with First Nations children, young people, carers and communities in each jurisdiction.

Our commitment and national focus on reconciliation continues as we move launching our Stretch Reconciliation Action Plan (RAP). While we still have some way to go to achieve our goal of embedding cultural and two-way governance as a leading function in our business, the roadmap is solidly in place.

Indigenous Leadership Summit

A highlight for all members of the Collective this year was the opportunity to represent KAA at the 2024 Indigenous Leadership Forum in Sydney in November.

The Collective's keynote presentation, Pathways to Collective Leadership, was delivered as a yarning circle with all members and the KAA CEO yarning about KAA's journey in establishing collective leadership and cultural governance processes through the CPC. First Nations Board Director, Jessica Oostenbroek also attended the Summit to support the Collective.



L- R: Elaine Tanaka, Aunty Beryl Wilson, Cultural Practice Leads, Dr Dianne Jaskson, CEO, Chrystal Newchurch, Aislinn Bury, Cultural Practice Leads, Daimon Lipton, Previous Group Director of Operations at the Indigenous Leadership Summit



Priority Areas



1. First Nations Non-Government Organisation (NGO) Alliance (Chrystal Newchurch)

Through representation in the Alliance, the Collective has contributed KAA's perspectives on how to achieve the goals outlined in the Alliance's 2024-27 Strategy. Membership of the Alliance has also provided vital peer and cultural support for our Collective members, deepening their understanding of two-way cultural governance at an organisational level.

2. Reconciliation Action Plan (Lead Aislinn Bury, Aunty Beryl Wilson and Elaine Tanaka)

Through working in an advisory role with KAA's National RAP Working Group, the Collective has supported the development of our national Stretch RAP. This new RAP will deliver a consistent national approach to reconciliation strengthening KAA's cultural practices, actions and initiatives at national and jurisdictional levels and ensuring the needs of First Nations staff, children, young people, carers and families are met.

3. Chrysalis (Aislinn Bury)

The Collective continued to work closely on two projects with the Chrysalis innovation hub: Voice of the Child and Kinship Care. Insights from this work are helping to shape strategies to better support First Nations carers and ensure First Nations children in our care have strong connections to their family, community and culture - no matter where they live.

4. Cultural safety and training (Elaine Tanaka)

KAA's Learning and Development team worked with the Collective to improve mandatory cultural training for staff. This work is laying the foundation for a culturally safe workplace, as well as making sure we provide welcoming, inclusive and respectful services for the First Nations children, young people, carers and families we support.

5. Cultural plans (Kylie Pickett and Seraphina Brown)

The Collective progressed work on a consistent national cultural plan framework. A cultural plan is a written living document that tells the story of a child's culture, community and identity and how KAA will support the child to stay connected to these while they are in care. Cultural plans are an important tool in ensuring First Nations children and young people thrive and remain connected to community, culture and kin.

This year, the Collective explored how to integrate accountability to children and young people into cultural plans and ways to measure impact. Importantly, the Collective agreed that while they will be responsible for guiding development of the national cultural plan, the document will be owned by children, young people and families.

6. Marketing (Aunty Beryl Wilson)

This financial year, guided by the Collective, NAIDOC week initiatives and events were embraced by KAA staff across the country. Employees joined in events to connect with local communities, network with community members, learn more about First Nations culture and promote KAA's commitment to First Nations children, families and staff.

Virtual Reality

At the beginning of this financial year, KAA launched its first version of the Virtual Reality (VR) Policy and Procedure to guide our practitioners in the use and benefits of this incredible technology.

Applying VR can lead to quicker learning and VR resources have a powerful impact on users. VR training tools help carers develop the use of therapeutic parenting strategies and can positively impact on placement stability.

The experience can also increase carer and practitioner empathy. VR users begin to better understand the impact of trauma on brain development and associated behaviours in children.

KAA's VR training program for carers was embraced by the South Australia team this year, with support from the South Australian Government.

Working with their social workers, carers have been using VR technology to understand what foster children may have faced before entering care. Viewed through a headset, carers can experience a range of situations such as domestic violence, online grooming and substance abuse, through the eyes of a child.

This can help carers better understand the behaviours of a child in their care. KAA and the SA Government are considering expanding the program into other settings, such as schools.



Across Australia our VR program continues to expand, with new courses continuing to be rolled out and new headsets deployed to our teams.



L-R: Foster carer Louise & Lana Valenta, Social worker shows the virtual reality headset which can play clips depicting possible lived situations through the eyes of a child (ABC News: Che Chorley)



**Eight Mile Plains Office
deliver trauma informed
responsive training sessions**

Allies for Children

Founded through a partnership between Chief Executives, the Allies for Children has brought together seven for-purpose organisations, drawing on their strategic leadership, resources, and influence to advocate for practice and sector reform relating to children and families in the child protection system.

Partnering closely with the Allies for Children, the First Nations NGO Alliance (FNNGOA), is a self-determined group of First Nation leaders collaborating to use their influence in advocating for practice and system reform.

Together, the Allies for Children and the FNNGOA combine forces to advocate for change.

Three core focus pillars for the Allies for Children are:

1. **Model** within our own organisations in partnership with First Nations NGO Alliance and first nations teams within each organisation
2. **Influence** the sector through leadership and learning
3. **Advocate** to reduce overrepresentation of First Nations children in care in partnership with the FNNGOA.

While all child welfare areas of focus are important, these three interconnected pillars allow each organisation to respond with the appropriate urgency for action over the escalating cases of Aboriginal and Torres Strait Islander children in the child protection and youth justice systems, and the systemic challenges making First Nations family reunification less likely.

To drive change through collective cohesion, the Allies have successfully achieved the following:

- Advocate for the self-determination of Aboriginal and Torres Strait Islander people for their children in accordance with the principles of Closing the Gap, demonstrated through publicly committing to the effective transition and reunification of Aboriginal and Torres Strait Islander children in their care to community control.
- Organisational self-assessments and cultural audits to map commitments, cultural safety and key initiatives.
- Continued sharing and promotion of resources to drive sector engagement and awareness. One example being through coordinating a multi-agency attended webinar to discuss and share Australia's Reconciliation Barometer (ARB) findings – showcasing that 85% of Australians surveyed have strong support for reconciliation and truth-telling.



First Nations NGO Alliance

Working within First Nations NGO Alliance (FNNGO) provides peer and cultural support and connectedness and the ability to form two-way cultural governance within our own organisations.

This will also support the drive in the work we do with the Children's Alliance in two-way cultural governance and support the Allies on their plight to influence National policy and drive systemic reform for outcomes for Aboriginal Children and Families.



Visit to Point Pearce, SA, with Chrystal Newchurch, Cultural Practice Lead and KAA member of the FNNGO Alliance (Second from the left) and the supporting team at a local cultural connection event.

The FNNGO Alliance remains focused on the following areas:

1. **Be Culturally Accountable**
Take guidance from SNAICC and Aboriginal Children's Commissioners. Where insights differ from direction, lean into finding shared solutions that honour the voices of children and community and respect the leadership of our sector's cultural authorities.
2. **Policy and Advocacy**
Collaborate with Allies for Children (the Allies) to influence national policy and drive systemic reform, including the role of embedding shared leadership through cultural and two-way governance across member organisations.
3. **Strengthen and Align First Nations Leadership Across the Sector**
Support Aboriginal and Torres Strait Islander leaders and practitioners across the NGO sector, particularly in transition, family preservation and early intervention, and grow the Alliance community and national representation.
4. **Champion the Return of Children to Culture**
Lead efforts to return children to culture, community, kin. Advocate for systems to be responsive and accountable to children's cultural, emotional, and relational needs.
5. **Build a Knowledge Hub and Shared Practice Platform**
Establish a knowledge hub through the Alliance website, source, share and co-develop practical resources, and foster ongoing exchange among First Nations leaders and practitioners.
6. **Seek Resources to Strengthen Practice and Workforce**
Secure funding and partnerships to grow a strong community of practice and invest in development pathways for the Aboriginal and Torres Strait Islander workforce.

Martin James Foundation

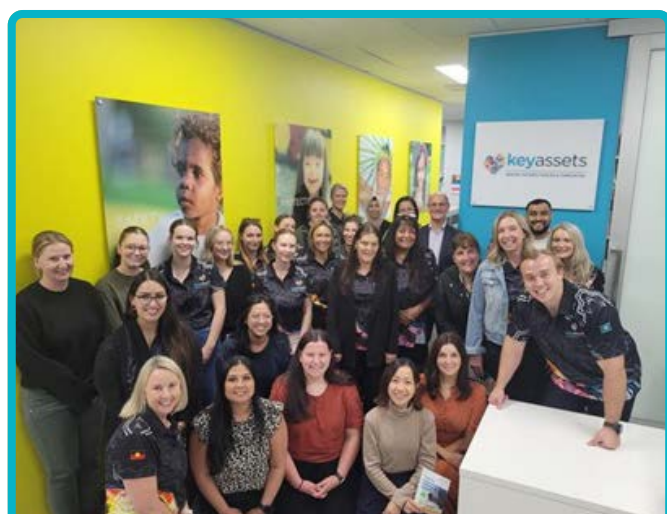
KAA is part of the Martin James Foundation (MJF), a global network of charitable organisations united by a shared vision: a world where children grow up in safe, loving families and have the opportunity to thrive.

MJF is our member, and we work in close partnership to deliver innovative, high-quality, family-based care to vulnerable children and families. Throughout the 2024/25 financial year, KAA has continued to collaborate internationally, sharing best practices, research, and innovative approaches across the network.

MJF and its affiliates in Australia, Canada, and New Zealand are committed to delivering top tier family strengthening programs, foster care services, and carer support.

KAA is an active contributor to MJF's global learning initiatives, particularly through regular participation in the Communities of Practice (COP).

These sessions provide a platform for international dialogue on emerging research, sector challenges, and practical solutions. During FY 2024/25, KAA staff played a leading role in COP sessions, bringing valuable Australian perspectives to global discussions. KAA presented on our Bringing Baby Home program and Therapeutic Life Story Work.



Victorian team with MJF CEO Calum Sawford during local visit

Following the inaugural MJF Symposium in 2024, which brought together the Key Assets teams from Australia, Canada, and New Zealand, four international working groups were established to share best practices and promote cross-country learning on critical sector challenges. KAA is leading three of these groups:

- Cultural Safety, Community & Allyship International Working Group – Focused on global and local innovations to strengthen MJF's commitment to cultural safety and allyship, this group provides strategic recommendations on staff training, organisational policies, service delivery, and measurable standards for equity and inclusion.
- Leaving Care and Transitions Working Group – Exploring strategies to improve support for young people transitioning out of care or into adult services, this group develops recommendations to strengthen staff training, policy, and practice to ensure continuity of care and promote positive life outcomes.
- First Nations Projects Working Group – Leading the design and implementation of time-bound, outcome-focused social investment projects supporting First Nations communities. Initial work is based in Australia, with planned expansion to Canada and New Zealand future years.

Additionally, KAA is an active participant in the Carer Recruitment and Retention Working Group, which is exploring global and local strategies to attract, assess, and retain high-quality foster carers. The group aims to provide practical recommendations for improving recruitment pipelines, carer support, and long-term retention.

Looking ahead, in late 2025, KAA will host the second MJF Symposium. This event will bring together the Key Assets teams from Australia, Canada, and New Zealand again, along with the MJF Co-Founders Jim Cockburn and Ayyab Cockburn and MJF staff. The multi-day symposium will feature presentations, panel discussions, and collaborative workshops aimed at fostering innovation, sharing knowledge, and strengthening global collaboration.

The outcomes will directly inform and enhance practice across the network, contributing to improved, lasting outcomes for the children and families we support in Australia.

Marketing

In 2024-2025, our marketing efforts focused on raising awareness of the urgent need for foster carers, amplifying the voices of children and families, and strengthening our connection with communities across the country.

We continued to evolve our brand presence with empathy and purpose, showcasing real stories, engaging in meaningful campaigns, and ensuring that our messaging always reflected the heart of what we do.

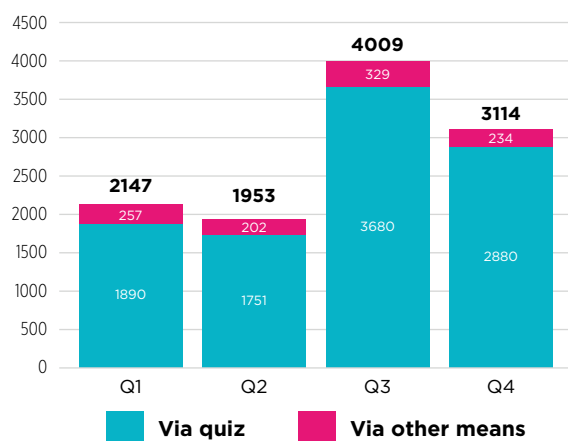
Our national recruitment campaigns reached over 2.8million Australians through a mix of digital storytelling, targeted social media, community engagement and print media. With a refined focus on localisation, we tailored our approach to reflect the unique needs and cultures of the communities we serve. The marketing team introduced some new faces at the beginning of 2025, helping KAA deliver consistent and values-driven communication and advocacy through our marketing efforts.

Behind every campaign, our aim remained simple but vital: to help more children and young people feel safe, supported, and connected through love and stability.

We are proud of the impact our marketing has made and remain committed to championing the stories, voices, and futures of carers, children and young people.

Lead Generation

Enquiries



Digital and Social Media Reach



Facebook community grew with 26,000 likes

Organic Social remains the highest driver for website traffic (followed by Organic Search)



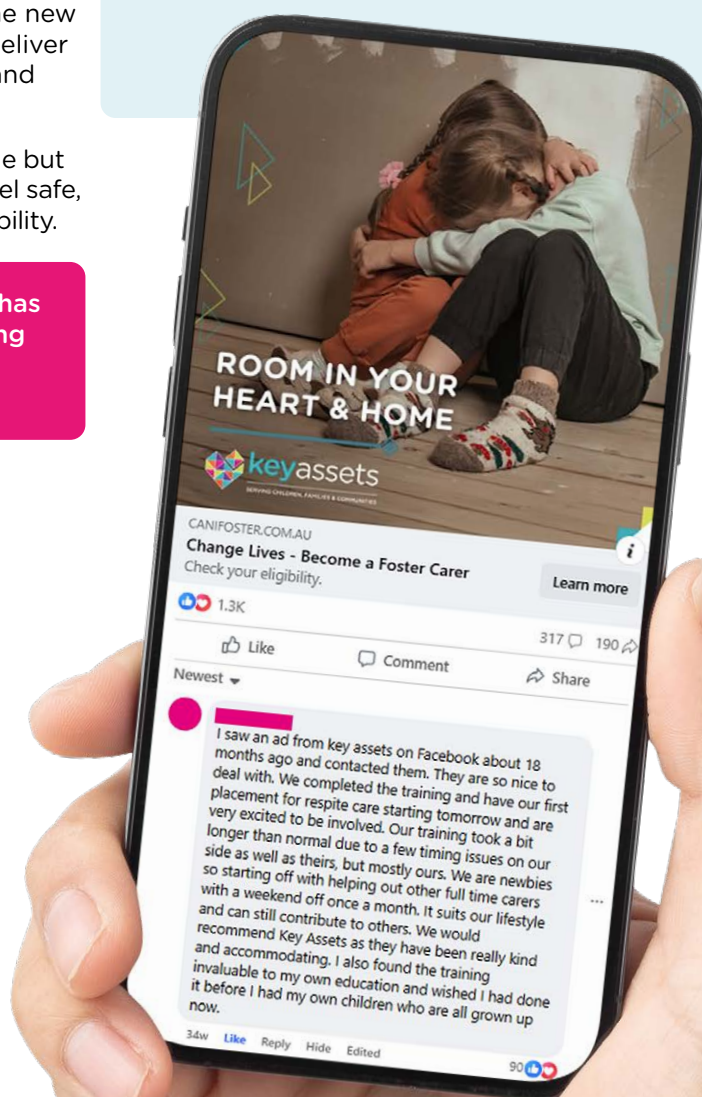
Our Top 4 Webpages

★ Can I Foster Eligibility Quiz

★ Apply to become a Foster Carer

★ Main Key Assets Australia Landing Page

★ Careers at Key Assets Australia



Workplace Profile

At KAA, the wellbeing of all our people is a priority – because we know the best outcomes for the children and families we support starts with supporting our people.

This financial year, a core focus has been to refine our Employee Value Proposition (EVP) to ensure KAA can support and retain top performing employees, as well as attract the best individuals in the sector. Through our EVP, we offer initiatives and incentives to support flexibility and positive health and wellbeing. We also aim to support a workplace culture where employees believe in our purpose, feel valued, have career growth opportunities and are recognised for their commitment and hard work.

Employee benefits

To support employees to maintain a healthy work-life balance, early in 2025 we were pleased to offer access to Bupa discounted health insurance as well as the fitness membership program, Fitness Passport. Through Fitness Passport, staff and their family members can access a wide network of participating gyms and fitness centres, pools, yoga studios and recreational facilities at a heavily discounted price. As of 6 August 2025, 62 KAA employees and their family members had signed up to the program.

KAA also partnered with Sonder, a personal wellbeing service providing free, confidential and immediate safety, medical and mental health care. Similar to an Employee Assistance Program, Sonder's support and services are available 24/7 through an interactive app, making it easy for employees to access resources or support whenever they need to.

Key Assets Academy

We are continuing to build a learning culture at KAA to ensure our employees have opportunities to upskill in areas relevant to their job role or future career goals. The first iteration of the Key Assets Academy concluded in December 2024 with 120 employees participating in one or more of the six different sessions available.

In 2025, the Learning and Development Team reshaped the Academy, aligning the training opportunities to national/jurisdictional requirements based on findings from our 2024 Development Needs Survey results. Our 2025 Academy, which runs across the calendar year, offers nine courses. By 30 June 2025, five courses had been attended by 79 participants.

Some of the topics explored through the Academy in FY2025 were leadership, mental wellbeing & resilience, change management, time management, and communication & decision making.

Annual Learning Fund

Our Annual Learning Fund provides funding to support employees to undertake further qualifications and training aligned to their current role or career progression plan. The initiative fully or partially funds short courses, workshops, certificates, diplomas, and tertiary degrees undertaken by employees across a range of job roles.

Since this initiative was introduced in FY2023, \$110,840.71 in funding has been provided to 68 employees, including \$24,202.30 in FY2024-25.

Courses and studies undertaken included:

- Master of Professional Psychology
- Queensland Institute of Play Therapy - Workshop 2: A way of being
- Master of Business Administration/International Business
- Diploma of Counselling
- Diploma of Child, Youth and Family Intervention
- Step By Step Assessment Training
- Diploma in Accounting
- Certificate IV in Allied Health Assistance
- Circle of Security - Facilitator Training
- Graduate Certificate of Psychology
- Dyadic Developmental Psychotherapy (DDP) L2
- Professional Certificate in Therapeutic Life Story Work



VIC team day at Melbourne Zoo

Workplace gender equity

To meet obligations required under the Workplace Gender Equality Act 2012, and to ensure the organisation can meet the evolving needs of its workforce, KAA has continued to address gender imbalances, improve pay equity and support diversity initiatives.

This financial year, we began to embed a Flexible Working Framework across the organisation. As part of Phase 1, a formal Flexible Work Arrangement was introduced to allow eligible employees to make a formal request to change their working arrangements to better suit their personal circumstances.

For all other employees, an informal Flexible Work Arrangement was implemented, related to requesting changes in working hours, workplaces or location of work. Through these policies, KAA aims to foster a supportive work environment that accommodates the varied preferences and needs of employees.

At 30 June 2025, KAA's workplace gender composition was 74.79% female and 25.21% male, with women making up 52% of our collective leadership forum (CLF).

In 2024, KAA achieved gender equity with the mean base and total remuneration slightly in favour of women.

KAA Impact Awards

At the start of 2025, we refreshed the KAA awards program to align it with our Strategic Plan. Under the new structure, employees are recognised for their exceptional contributions to KAA across four categories: Lived Experience and Impact Award; **Culture, Diversity and Inclusion Award, Leadership and Support Award** and **Innovation and System Redesign Award**.

Nominations are called for quarterly, with a judging panel which includes the CEO, Director of People, rotating members of the National leadership Team and previous winners, voting on winners.



[Hear from some of our FY2025 winners on page 60](#)



SA team end of year Christmas celebration

Employee Profiles

To recognise the talented team and hard work accomplished by our KAA staff, each year our leadership team recognises exemplary performance with an Impact Award (previously known as the Executive Leadership Team Award).

This year, we asked recipients willing to share their thoughts the following question:

“In 25 words or less, what has been your most impactful moment with KAA?”

2024

“My most impactful moment was leading a successful and positive outcome in the leaving care space for my clients. My passion has grown into advocating for adolescents to ensure they are set and thrive as a care leaver.

—Ceire Dunne, Case Worker

“Recruiting both local and away quality staff with an approach respecting the socio-political and cultural context, who have grown positive regard for NI-Connect such that around 60% of our referrals are from community members.

—Stephanie Fielder, Assistant Director

“Knowing staff and managers trusted and valued my support, as it helped them focus on what matters most – the children and families we care for.

—Nancy Xiao, People Advisor

2025

“Working in our collaborative P&C team to enhance employee experience through initiatives like expanded wellbeing and paid parental leave benefits to meaningfully support families.

—Steph Robinson, People Business Partner

“Through marketing and storytelling: Amplifying young voices, inspiring new carers and showcasing transformative outcomes for thousands of children and carers nationwide!

—Mel Alexiou, National Marketing Manager

“My 10-year anniversary was significant in recognising that I still align with the vision and values of KAA, I work with an incredible team & am thankful to be part of this agency.

—Jenni McDonald, NSW Assistant Director



Executive Leadership Team



Dr Dianne Jackson CHIEF EXECUTIVE OFFICER

Dianne is a passionate and strategic leader in the child, family and community sector, and an experienced CEO.

Her career has been underpinned by a deep commitment to the wellbeing of children and young people, and she has a deep understanding of the ecology of vulnerable children in families and communities.

Dianne has successfully led child and family services, national peak and start up organisations, and national and international networks. She has also provided thought leadership and practice expertise to the development of multi-faceted, integrated approaches that span the continuum of universal child and family services, early intervention and prevention,

disability, family preservation, child protection and Out of Home Care.

Throughout Dianne's career she has developed substantial national and international networks across government, philanthropy, business, research and the NFP sector. These networks provide a conduit between practice, policy and evidence building that keeps the circumstances of children and families experiencing vulnerability front and centre of decision making.



Wenda Donaldson CHIEF OPERATING OFFICER

Wenda is an accomplished public sector and not-for-profit senior executive with extensive experience in leadership roles across various large-scale community service organisations.

In addition to her Board Director role at Ambulance Victoria, Wenda served as a General Manager at Uniting Victoria/Tasmania and State Director at the Australian Red Cross, where she championed both systemic and local level reforms to advance outcomes for those experiencing vulnerability or marginalisation.

Wenda is particularly driven by the importance of creating supportive and nurturing family environments to help children thrive. Her strategic vision and operational acumen have consistently enabled her to drive impactful change. Wenda's passion for organisations that foster well-being, and development is

evident in her career-long dedication to improving community outcomes through innovative and client-focused initiatives.

Wenda is particularly excited to support KAA to realise their strategic aspirations, through the position of Chief Operating Officer.



Wayne Box CHIEF FINANCIAL OFFICER

Wayne joined Key Assets Australia as CFO in March 2024. As the leader of the Finance, IT, and Governance, Risk and Compliance teams, he is passionate about contributing to an organisation whose values align with his own.

Wayne brings extensive experience in financial and technology strategies across media, performing arts, major events, government, and for-purpose sectors. He blends financial and organisational acumen with a passion for social impact.

With over 30 years of experience in operational and senior management roles, coupled with experience as a non-executive volunteer director, Wayne looks

forward to adding the value of his expertise to the KAA team. Wayne anticipates that his skills in stakeholder engagement and innovation will be particularly valuable in delivering benefits to the organisation.

Wayne holds a Bachelor of Business - bBus (Accounting) from Deakin University. He is a Chartered Accountant (CA ANZ) and a Graduate of the Institute of Company Directors (GAICD) and Leadership Victoria's Williamson Community Leadership Program (WCLP18).



Cecilia Hemana CHIEF INNOVATION & GROWTH OFFICER

Cecilia is an adaptive and strategic leader with 20+ years' experience in leading transformational change and delivering outcomes across the public, not-for-profit and commercial sectors.

She brings broad executive experience having led strategy, communications, social policy, research and evaluation, program design, client voice, innovation, and quality.

Most recently she was Victorian Office Head and Partner at SEC Newgate, and served on leadership teams at Respect Victoria, Vincent Care and Australian Red Cross. In these roles she has championed systems reform, established national agendas and frameworks, and introduced new ways of thinking and working.

Cecilia is a purpose led professional, particularly driven by the issues of growing inequality, social injustice and disadvantage.

This motivation has seen her spend most of her career working to help improve the lives of those who are most vulnerable in our community.

She joined Key Assets Australia in May 2025 as its new Chief Innovation and Growth Officer and is excited to be working alongside our talented and compassionate KAA employees, carers, and strategic partners to support delivery of our vision.

Board of Directors



Craig Lawn CHAIR

Appointed February 2019

Craig is the Chair of the Key Assets Australia Board. He has been a Board member since 2019. He is also the Chair of Key Assets New Zealand.

Craig is passionate about education, helping to build communities, deepening relationships between people and creating a sustainable and vibrant Australia. Craig is highly skilled at 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 spent his career with PwC on the firm's National Tax and Private Business leadership teams and was 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, advising large and private groups, including charities, research groups and universities, before retiring in 2014.

Craig advises a number of private companies and as well as his Key Assets Australia roles is on the board of Anglican Aid overseas development. He is also on the MIA research and ACEMID melanoma executive and is an investigator and consumer representative on multiple medical research projects.

Craig is a Graduate of the Australian Institute of Company Directors (GAICD). Craig was a Chartered Accountant until his retirement from PwC and has a Bachelor of Economics and Law from Sydney University.

COMMITTEE ROLES:

- Member, Quality, Safeguarding and Practice
- Member, People and Culture



Con Manos NON-EXECUTIVE DIRECTOR, COMPANY SECRETARY

Appointed February 2020

Con is a Non-Executive Director and the Company Secretary for Key Assets Australia. He has been on the Board since 2020.

Con works closely with Australian and international businesses and organisations in the private and not-for-profit sectors. He has a keen interest in providing strategic advice on financial strategy, organisational governance, and process improvement to support growth and transformation.

Con has over 20 years' experience in accounting and finance services, specialising in audit, financial reporting, and CFO advisory services. He qualified as a Chartered Accountant with PwC and is currently the principal of Manos Tax and Advisory.

Con is a Registered Company Auditor and a Member of the Australian Institute of Company Directors. Along with Key Assets Australia, he is also a Board Member of PlanNET SA Limited, a not-for-profit NDIS service provider.

Con has a Bachelor of Commerce (Major in Accounting and Management) from the University of Adelaide, a Graduate Diploma in Applied Finance and Investment, and an Advanced Diploma in Financial Planning.

COMMITTEE ROLES:

- Chair, Finance, Risk and Audit



Lisa Landon-Smith

Appointed December 2021

Lisa is a Non-Executive Director and joined the Key Assets Australia Board in 2021. Lisa is passionate about bringing her commercial experience to For Purpose organisations to help them create greater impact and become more resilient.

Lisa has extensive finance and commercial experience in the corporate sector as well as expertise in corporate governance. She is currently the Director of Finance and Corporate Services at the Museum of Contemporary Art (MCA).

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.

She has also led transformational change in commercial activities, customer experience and workforce planning, and worked with PwC in both Sydney and London.

Lisa is a Chartered Accountant and holds a Bachelor of Economics from Sydney University. She has also completed a Certificate in Business Sustainability from Cambridge University.

COMMITTEE ROLES:

- Chair, People and Culture



Jenni Hutchins

Appointed April 2022

Jenni has an extensive background in the child and family sector, governance, service delivery, executive leadership, fiscal management and asset and facility management.

She is skilled at advocacy and engaging with State and Federal governments and key stakeholders to assist in the development of effective policies and regulations to aid the early childhood landscape.

Jenni has over 30 years' experience working across Not-For-Profits (NFPs) and organisations in the child and community services sectors. She is currently the CEO of Warrigal, a community-based organisation that operates community, retirement, and aged care services.

Prior to this she was the CEO of Big Fat Smile, a not-for-profit organisation providing quality early learning and care, out of school hours care and community services for children and families, as well as national and statewide inclusion services.

For five years until 2022, Jenni was the co-Chair of the Early Learning and Care Council of Australia (ELACCA) and was an active member of both the NSW Early Childhood Education and Care Directorate (ECECD) and the Federal Government's Advisory Committee.

Jenni also chaired the NSW Safeguarding Committee for Early Childhood Education and Care Directorate. All these committees focused on developing the best outcomes for children through social policy, advocacy, and collective action.

She is currently the Chair of Tresillian Trust. In 2022 she received a Churchill Fellowship to study Best Practice Models in Out of School Hours Care. Jenni is a registered Psychologist and has a Bachelor of Arts (Welfare Studies) and a Post Graduate Diploma in Child and Family Psychology from Western Sydney University

COMMITTEE ROLES:

- Chair, Quality Practice and Safeguarding



Calum Sawford

Appointed 2023

Calum is a Non-Executive Director and joined the Key Assets Australia Board in 2023.

Calum is the Chief Executive Officer of the Martin James Foundation (MJF). Calum is passionate about the theory of change and business transformation and is always seeking innovative ways to empower staff to achieve long lasting change and development.

Calum has a range of experience delivering successful outcomes in both the public and private sectors, specialising in hybrid project management methodologies. Before joining MJF, Calum worked within the Martin James Network as the Programme Director to support Network Programme Management and the successful delivery of all project based workstreams.

Prior to this, Calum worked across both private and public sectors as a Programme Management and Business Transformation consultant, successfully delivering in a range of settings from Children's Social Services to privately owned Small and Medium Enterprises (SMEs) with a constant focus on the realisation of tangible outcomes and measurable benefits for end-users & clients.

Calum has a Bachelor of Arts (1st class honours) in Ancient History from the University of Nottingham. He also has a PRINCE II Certificate in Project Management and is a Member of the Institute of Leadership.

COMMITTEE ROLES:

- Member, Finance, Risk and Audit



Jessica Oostenbroek

Appointed 2023

Jessica Oostenbroek is a proud Aboriginal woman from the Yuggera peoples of South-East Queensland, bringing over 14 years of experience in leading strategy and reform in health and human services.

As a respected executive in the Queensland Health system, she has played a key role in co-designing the Health Equity Reform Program and advancing initiatives for the First Nations workforce and sector development.

Jessica's expertise extends across health, mental health, and youth justice, where she has focused on improving access and outcomes for Aboriginal and Torres Strait Islander children and families in the child protection sector.

She has been dedicated to implementing policies and strategies that uphold the rights of First Nations peoples and address the overrepresentation of Aboriginal and Torres Strait Islander children in Out of Home Care.

Jessica holds a Bachelor of Psychological Science, a Graduate Certificate in Policy Analysis, and an Executive Master of Business Administration.

COMMITTEE ROLES:

- Member, People and Culture



Financial Summary

Statement of Profit & Loss for the year ended 30 June 2025	2025	2024
	30 June 2025	30 June 2024
Revenue	\$	\$
Total revenue	115,144,872	89,415,542
Expenses		
Fostering allowances	9,806,410	9,030,894
Service delivery and support costs	14,035,009	12,484,141
Recruitment and placement costs	1,495,266	1,870,916
Employee benefits expense	69,694,090	50,575,142
Depreciation and amortisation expense	4,660,506	3,145,582
Occupancy	718,830	1,341,169
Administration	8,167,875	7,290,936
Finance costs	848,001	478,307
Total expenses	109,425,987	86,217,087
Total comprehensive income for the year attributable to the members of Key Assets The Children's Services Provider(Australia) Limited	5,718,885	3,198,455

Balance Sheet Extract as at 30 June 2025	2025	2024
	30 June 2025	30 June 2024
Assets	\$	\$
Total current assets	40,209,597	29,310,703
Total non-current assets	14,111,988	11,055,959
Total assets	54,321,585	40,366,662
Liabilities		
Total current liabilities	22,177,949	15,104,083
Total non-current liabilities	6,968,880	5,806,708
Total liabilities	29,146,829	20,910,791
Net assets	25,174,756	19,455,871
Equity	\$	\$
Total equity	25,174,756	19,455,871

The figures presented are extracted from the audited financial statements of Key Assets The Children's Services Provider (Australia) Limited for the twelve months ended 30 June 2025. 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

KAA acknowledges and appreciates
the funding support of the following
Government Departments:



**Communities
& Justice**



Government of **Western Australia**
Department of **Communities**



Government of South Australia
Department for Child Protection



**Tasmanian
Government**
Department for Education, Children and Young People



**Queensland
Government**



Families,
Fairness
and Housing



ACT
Government



Australian Government



Registered
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