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SERVING CHILDREN, FAMILIES & COMMUNITIES

NSW Carer Support Action Plan 2026/2028

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.

Priority Area 1
Enhancing carer satisfaction, support, and wellbeing



What we heard from carers

Carers want to be part of an OOHC system that recognises the wellbeing of them and their household, as a vital part of giving children the best possible care.
Carers want support that is tailored to their individual circumstances, acknowledges the complexity of their role, and is available proactively before issues arise, not only in response to issues.

What we are working towards

Supporting carer wellbeing, retention, and outcomes for children in care, through:

- Peer support networks and carer connection activities.
- Accessible and flexible mental health and wellbeing support.
- Access to advice, support and advocacy services.
- Responding to individual carer support and development needs in a holistic way, considering the cultural, social, and emotional components of wellbeing.
- Specialised support for relative/kin carers that acknowledges their unique circumstances.

Actions we will take

- Promote and encourage peer support networks and opportunities for carers.
- Ensure carers and their households can access flexible wellbeing support, including grief and loss support post placement.
- Ensure carers have access to, and information about, dedicated support and advice lines.
- Establish clear processes to identify and respond to the individual needs of each carer and their households, including tailored wellbeing support, training opportunities and preferred communication, with built-in opportunities for carers to provide feedback on the support they receive.
- Provide support and training that meets the unique needs of relative and kin carers.

How will this improve carer experience?

- Carers will feel **supported and connected**, increasing carer satisfaction and placement stability for children.
- Carers will have access to **practical resources** that help them build skills and knowledge to manage the challenges of caring.
- Carers and their households can access **wellbeing** advice and support whenever they need it, in ways that are flexible and responsive to their circumstances.
- Carers will feel **emotionally supported** when a child leaves a placement.

How will this improve experiences for children?

Children will feel **safe and secure** in a home environment that offers consistency and stability.
Children will have well supported and **resilient carers** who can meet their needs with patience and understanding.

Priority Area 1: Enhancing carer satisfaction, support and wellbeing				
Action	Actions we will take		When will it happen	Who will lead this
1.1 	**Promote peer-support networks and opportunities for carers.**	1. Prospective carers attend group Shared Lives training and are encouraged to build ongoing informal connections with other carers. 2. KAA facilitates regular online Carer Hubs, local face-to-face Carer Catch Ups and statewide face-to-face opportunities for peer support and networking. Carers also organise and facilitate local catch-ups. 3. KAA continues local and statewide social events for children and carers to connect, support one another and network. 4. "Cuppa with the Director" events connect carers with the director, in local offices and online for accessibility. 5. Regular KAA carer/staff training connects carers in person and online. 6. KAA promotes and supports carer attendance at relevant conferences and training.	**Start Date: July 2026** **End Date: June 2028**	**Lead:** • NSW Retention and Carer Support and Retention Team (NSW CSRT) **Partners:** • External professionals
1.2 	**Ensure flexible wellbeing support for carers and households, including post-placement grief and loss support.**	1. Initial assessment and carer reviews consider how carers manage wellbeing including the development & review of the Household Safe Care Plan (HSCP) 2. Regular Support and Coaching Sessions (S&C) include ongoing wellbeing support discussions. 3. KAA provides carers with EAP access, promoted through regular communications and during high stress. 4. The Carer Support and Retention Team (CSRT) offers additional targeted carer support.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW Senior Leadership Team (SLT) **Partners:** • NSW CSRT • NSW Recruitment team

		5. End of Placement (EOP) meetings provide reflection and recommendations, including additional household support. 6. KAA supports carers to access DCJ "Ending and beginnings" training. 7. KAA Carer Hubs connect carers with wellbeing support. 8. KAA encourages formal and informal peer-support networks. 9. KAA's CSRT and social work (SW) teams provide flexible support for carer wellbeing. 10. KAA offers Grief and Loss training to all authorised kinship and foster carers, in separate sessions recognising each group's needs. 11. KAA promote carers networks being supportive by offering trauma informed training including Virtual Reality (VR)		• External providers
1.3 	**Ensure carers can access dedicated support and advice lines and information about them.**	1. All carers receive the monthly KAA Families Update by email or in print where preferred. 2. All carers can access KAA's online learning platform, Absorb. 3. All carers can access current KAA Carer Information Sheets (CIS) via Absorb or in print where preferred. CIS are regularly updated to maintain currency and meet all legislative requirements. 4. All KAA carers receive induction and thorough onboarding covering required information and how to access it. 5. KAA is developing a Carer Portal, available from March 2027, for easy, secure access to all required carer information. 6. KAA facilitates six Lunch and Learn sessions annually. 7. KAA support and encourage access to Carers for Kids for independent carer support.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW CSRT **Partners:** • NSW Business Support team • NSW Quality & Service Improvement (QASI) Team • KAA National Support Services (NSS)

1.4	**Identify and respond to individual carer and household needs through clear processes for tailored wellbeing support, training and preferred communication, with built-in feedback opportunities.**	1. Meet individual needs through recommendations from Carer Reviews, EOP meetings, Assessments and/or the initial authorisation Agency Decision Maker (ADM) forms. 2. KAA develops a Household Safe Care Plan (HSCP) with each caring family during assessment, reviewing it at Carer Reviews and as required. 3. Use current, accessible CIS throughout the carer journey (action 1.3). 4. CSRT referrals provide additional, time-limited support during transitions or increased pressure. 5. Carer Portal information and support for carers' success and responsibilities from March 2027: see action 1.3. 6. The Carer Journey project continues to improve every carer's experience from first engagement with KAA. 7. KAA's Annual Carer Survey informs responses to carer experience and the annual Carer Action Plan. 8. All carers regularly receive KAA's Complaints Brochure, with reminders in the monthly Families Update. 9. All carers are offered monthly Support and Coaching sessions to provide ongoing feedback and development opportunities. 10. KAA refers carers to external services for support as required. 11. KAA promote external training opportunities including through DCJ and Carers for Kids NSW, with carers to attend and connect with other local carers	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW Recruitment and CSRT **Partners:** • NSW QASI Team • KAA NSS • NSW Social Work (SW) Teams
1.5	**Provide support and training tailored to relative and kin carers' unique needs.**	1. KAA has developed a Kinship care model, now being piloted nationally before implementation. 2. KAA offers ongoing kinship-specific Carer Hubs and training.	**Start Date:** Ongoing	**Lead:** • NSW CSRT

		3. KAA facilitates specific Kinship Shared Lived training during assessment. 4. Relative and kinship carers complete a specific Kinship assessment tool during authorisation. 5. All KAA carers can access eLibrary resources, reviewed to meet kinship carers' needs. 6. KAA has developed a Kinship care menu of supports. 7. KAA promotes and encourages access to Carers for Kids NSW for independent support.	**End Date:** Ongoing	**Partners:** • NSW Recruitment team • KAA Learning and Development

Priority Area 2

Strengthening our communication, transparency and accountability with carers

What we heard from carers	Carers said they want better communication and access to information, including clear updates, quick responses, and consistent, transparent decisions. They need practical details about the children they care for, the supports available, and help navigating government systems and programs. Carers also want more support, advocacy and guidance in relation to complaints and reportable conduct processes.

What we are working towards

Strengthening communication, transparency and accountability by:

- Improving access to critical information about the child that helps the carer understand and respond to the child's needs.
- Creating an online platform that centralises information for carers about their role.
- Establishing clear pathways for carers to provide feedback on their experience as carers.
- Ensuring carers have clear, accessible information about complaints and reportable conduct processes, including the support and advocacy available to them, and the relevant schemes and legislation.
- Consistent, safe, and accountable local complaints processes with clear escalation pathways for unresolved complaints.

Actions we will take

- Develop a checklist of key information to be shared with a carer when a child enters or exits the placement.
- Implement consistent use of the NSW Government issued *Code of Conduct for Authorised Carers*.
- Launch the *Carer Connect NSW* digital solution to provide carers with easy access to information and resources.
- Provide accessible ways for carers to share feedback and ensure clear accountability by communicating how feedback informs decisions, actions and service improvements.
- Ensure carers receive clear, easy-to-understand information about the reportable conduct scheme and agency processes, including their rights, responsibilities, and are aware of the support and advocacy available to them during reportable conduct and complaints processes.
- Ensure systems and processes are in place to respond to, and resolve complaints made by carers in a fair, safe and transparent way.

How will this improve carer experience?

- Carers will receive **clear and consistent communication**, with information that is easy to find and access when needed.
- Carers will feel they have the **information** they need to understand and provide for the child's individual needs and feel confident in their role to help the child thrive.
- Carers will have clear **guidance on complaints** and reportable conduct processes, know their rights and responsibilities, and can access support when needed.

How will this improve experiences for children?	Children will feel **safe, cared for and supported** by carers who have all the important information about them and their needs. Children will have the **advocacy and support** that they need to access the right services.

Priority Area 2: Strengthening our communication, transparency and accountability with carers				
Action	Actions we will take		When will it happen	Who will lead this
2.1	Develop a key-information checklist for carers when a child enters or exits a placement.	1. Carers receive a comprehensive induction. 2. The First Night of placement CIS lists required information (CIS 24 & 24a). Carers can check it to confirm receipt. 3. Develop a placement-endings CIS **by Dec 2026**. 4. The new KAA Carer Portal, being developed for **March 2027**, will give carers all required information, including direct system access to relevant child/young person information, improving security and access.	**State Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW CSRT • NSW QASI Team **Partners:** • KAA NSS project team (Carer Portal)
2.2	Implement consistent use of the NSW Government issued *Code of Conduct for Authorised Carers*.	1. Ensure that all agencies across the sector are using the same Minister approved *Code of Conduct for Authorised Carers (COC)*. 2. Carers sign the COC during their initial Assessment and Carer Reviews. The COC is explained to carers when signing. 3. COC is also highlighted annually by the allocated worker in line with topics raised during KAA Focus Months. Promotion of the COC's purpose and role is included in Families update at regular intervals.	**Start Date:** Jan 2026 **End Date:** Jan 2027 Ongoing (KAA)	**Lead:** • DCJ Child Protection and Permanency **Partners:** • NSW CSRT • NSW Recruitment team • NSW SW teams
2.3	Launch the *Carer Connect NSW* digital solution to provide carers with easy access to information and resources.	1. DCJ to design, develop and deliver the *Carer Connect NSW* digital solution, allowing carers to access in one centralised place: • training opportunities, • practical resources and fact sheets,	**Start Date:** Aug 2026 **End Date:**	**Lead:** • DCJ Child Protection and Permanency • NSW CSRT

		• available services and supports, multimedia content and live events. 2. KAA has promoted and will continue promoting Carer Connect NSW through Families Update and authorisation letters to new carer households. 3. KAA has distributed DCJ's Carer Connect NSW flyers to households and discussed them with carers. 4. KAA has promoted DCJ training to carers and staff to encourage use of the Carers Connect resource. 5. Newly authorised carers receive the Carers Connect NSW resource. 6. All KAA Staff sign a Code of Conduct at commencement of employment	Jan 2027 Ongoing (KAA)	• NSW Carer Recruitment Team
2.4	**Provide accessible ways for carers to share feedback and ensure clear accountability by communicating how feedback informs decisions, actions and service improvements.**	1. Conduct the *Biennial OOHC Carer Survey* based on metrics that have been developed through consultation with carers. 2. Collect and analyse carer survey feedback to identify the main themes, trends and carers' experiences. 3. KAA's annual Carer Survey informs its annual Carer Action Plan (see action 1.4). 4. KAA welcomes feedback at any time and formally through meetings, EOP meetings, Carer Reviews, S&C sessions, home visits (H/V) and End of Caring discussions. 5. KAA's Complaints Brochure and Decision Appeal CIS (8.c) are provided regularly to carers/service users and all formal complaints are investigated. 6. Regular "Cuppa with the Director" sessions generate an action list to ensure responses to carer feedback.	**Start Date:** Sept 2026 **End Date** June 2028 (Ongoing)	**Lead:** • DCJ Child Protection and Permanency **Partners:** NSW CSRT KAA NSS NSW Recruitment Team NSW SLT

		7. Carer Hubs invite carers to share their views. 8. Families Update publishes the KAA Carer Action Plan. 9. The KAA website provides an opportunity for carers to provide feedback and accountability at a national level.		
2.5 	**Give carers clear, accessible information on the reportable conduct scheme and agency processes, including rights, responsibilities, support and advocacy during reportable conduct and complaints processes.**	1. Shared Lives training, induction and onboarding cover reportable conduct for carers. 2. All carers and household members receive KAA's Reportable Conduct (RC) CIS (29). 3. KAA provides additional reportable conduct (RC) information when a matter arises. 4. KAA offers Lunch & Learn sessions on RC. 5. Families Update promotes external training, including Carers for Kids NSW RC training.	**State Date:** Ongoing **End Date:** Ongoing	**Lead:** • Assistant Director (AD) **Partners:** • NSW SLT • NSW CSRT • NSW Recruitment Ream • NSW QASI Team • External providers
2.6 	**Maintain systems and processes to respond to and resolve carer complaints fairly, safely and transparently.**	1. Undertake activities to support implementation of the published *Complaint Management Policy Framework – Child Protection and Out-of-Home Care* (finalised December 2025). This policy framework outlines how DCJ manages complaints about child protection and OOHC matters that: • Embeds fairness, transparency and accountability, • Outlines clear timeframes for complaint processes, • Supports complaints being raised in a safe and accessible way, without fear of retribution,	**Start Date:** Jan 2026 **End Date:** Dec 2026	**Lead:** • DCJ Child and Family **Partners:** • NSW Director • NSW Assistant Director • NSW SLT

		• Outlines clear escalation and review pathways, including internal and external reviews, • Enables DCJ to retain authority to review, intervene, or respond directly to complaints where necessary, particularly when complainants do not feel safe or comfortable approaching their contracted service provider, Includes complainant satisfaction mechanisms. 2. KAA follows its complaints procedure: internal resolution and independent investigation of unresolved complaints. All service users receive the procedure, also available on KAA's website. 3. Carer and staff induction/onboarding cover complaints management. 4. Families Update regularly provides complaints information to carers. 5. KAA provide carers with information to access individual support and advocacy from Carers for Kids NSW.		• NSW QASI Team • KAA NSS • External investigators

Priority Area 3

Elevating carer voice through genuine partnerships

What we heard from carers	Carers told us that they want to be treated as genuine partners in the child's care team. They want to be listened to, and their experiences and expertise to be considered when making decisions about the children they care for. Carers want the chance to be consulted about programs and policies that impact them, their families, and the children they care for.

What we are working towards

Elevating carer voices through:

- Policies and practices that support carer choice and genuine partnership including participation and decision making, clear and accessible information, and providing opportunities for feedback.
- Providing opportunities for carers to be involved in shaping programs and initiatives that impact them and the children they care for.
- Partnering with carers, family, kin, and community to make decisions for Aboriginal children that respect and protect children's right to stay connected to family, community, country, and culture.
- Partnering with Culturally and Linguistically Diverse (CALD) families and carers to understand the cultural identity and needs of the child and ensuring culture is represented in decision-making and case planning.

Actions we will take

- Ensure carers have access to clear and accessible information about their role, rights and responsibilities.
- Provide carers with information about decision making roles and responsibilities, including delegations and approvals.
- Strengthen guidance for caseworkers and carers on when and how to include carers in decision-making.
- Create structured feedback opportunities for carers to share their views and help in the development and improvement of programs and initiatives related to out-of-home care carers.
- Strengthen partnerships with carers, family, kin and community members to ensure service delivery and planning for Aboriginal and Culturally and Linguistically Diverse (CALD) children reflect the voices of those who know the child and their culture best.

How will this improve carer experience?

- Carers will feel recognised as **partners** in the child's care team, and valued for their knowledge, skills, and experience.
- Carers will be actively **involved in decisions** that affect the child's wellbeing and daily life.
- Carers will see more opportunities to be involved in **shaping programs** and initiatives that impact their role, and the children they care for.

How will this improve experiences for children?	Children will feel **cared for and supported** by everyone involved. Children will see the important adults in their life **connecting** with one another. Children will have **positive relationships** with their carer, care team, family and people that are important to them.

Priority Area 3: Elevating carer voice through genuine partnerships				
Action	Actions we will take		When will it happen	Who will lead this
3.1	Give carers clear, accessible information on their role, rights and responsibilities.	1. DCJ will undertake a comprehensive review and update of the *Caring for Kids Guide* to ensure it is accurate, relevant, and accessible for carers. 2. KAA Carer Information Sheets (CIS - 7) provide clear guidance via Absorb. 3. Carers sign KAA's Care Agreement at authorisation; it sets out their role, rights and responsibilities. 4. KAA Carer Induction and onboarding process cover the role, rights and responsibilities of carers and KAA. 5. The Carer Portal, due live March 2027, will streamline information access for carers and household members (see action 1.3). 6. All carers receive the COC to review and sign at authorisation and regularly throughout their carer journey.	**Start date:** May 2026 **End date:** December 2026 (Ongoing reviews)	**Lead:** • DCJ Child Protection and Permanency **Partners:** • NSW CSRT • NSW Recruitment Team • NSW QASI team • KAA NSS
3.2	Explain decision-making roles and responsibilities, including delegations and approval, to carers.	1. KAA provides carers with CIS (9.b) on decision-making roles and responsibilities, reviewed and updated from feedback and as required. 2. Carers are encouraged to participate in Case Meeting decisions, with ongoing discussion during Home Visits and Support & Coaching sessions. 3. Carers receive DCJ consent and delegation factsheets.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • NSW QASI Team • NSW SW Teams

3.3	**Strengthen caseworker and carer guidance on when and how to involve carers in decisions.**	1. KAA's implemented practice framework guides staff on including carers in decisions and is being reviewed for continuous improvement. 2. KAA CIS (9.b)which outlines decision making to support carers. Decisions are reviewed and discussed during regular Home Visits and Support & Coaching sessions. 3. KAA CIS (9.b) supports carer decision-making. Review and discuss decisions during regular Home Visits and Support & Coaching sessions.& Coaching sessions. 4. KAA CIS (9.b) supports carer decision-making. Review and discuss decisions during regular Home Visits and Support & Coaching sessions. 5. KAA encourages carers to use its complaints process when local resolution is not possible (see action 2.6). 6. KAA's Casework Decision & Risk Record captures carers' views.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • NSW SW Teams • NSW QASI Team
3.4 	**Create structured opportunities for carer feedback to shape and improve carer programs and initiatives.**	1. Carers can provide feedback through: • Cuppa with Director sessions • Support and Coaching (S&C) sessions (monthly) • Carer hubs • Annual Carer survey • Engagement with the Carer Support and Retention Team (CSRT) • Carer reviews and End of Placement (EOP) meetings • KAA's website, social workers, team managers and operations managers	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • KAA NSS

		2. KAA's National Carer Advisory Group supports carer voice. 3. Carers are consulted during resource and program development.		
3.5	**Strengthen partnerships with carers, family, kin and community members to ensure service delivery and planning for Aboriginal and Culturally and Linguistically Diverse (CALD) children reflect the voices of those who know the child and their culture best.**	1. KAA has committed to employing a NSW Cultural Practice Lead (CPL), with national support through the KAA National Cultural Collective. 2. KAA has local and national RAP committees and is refining a Stretch RAP. 3. Every CYP requiring a Cultural Support Plan has one; carers receive ongoing training and support to implement it. 4. KAA's eLibrary provides culturally specific carer resources. 5. Families Update shares resources and information. 6. KAA recognised NAIDOC Week with events for staff, CYP and carers. 7. KAA's developed Kinship care model is in pilot (see action 1.5).	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW Director **Partners:** • KAA RAP committee • KAA Cultural Collective • NSW CPL • NSW CSRT • KAA NSS • NSW QASI Team

Priority Area 4

Embedding relational approaches



What we heard from carers

Carers told us they want to be treated with respect and to be part of the care team. They said they want a relationship with the child's caseworker that is genuine and built on honesty and trust. Parents, young people and many carers said it is important for families, carers, and caseworkers to have good relationships because these connections help children.

What we are working towards

Focusing on relationships, rebuilding trust, and strengthening support for carers through:

- Casework that is skilled, consistent, explainable and responds to both carers and children's needs.
- Casework that actively involves carers and families, valuing their role and input in the child's life and helps to build strong connections with these and other significant people.
- Casework and leadership teams that understand and promote the importance of culture and make sure cultural connections are formed and/or continue.

Actions we will take

- DCJ will develop and implement a sector-wide Partnership Agreement, co-designed with carers and OOHC agencies, that sets out a shared commitment to working with carers in alignment with the Guiding Principles.
- Provide new and existing caseworkers with specific training that equips them with the knowledge, attitude and skills required to better support carers.
- Strengthen caseworker and leadership cultural capability.
- Organise carer appreciation events and recognition activities.
- Ensure carers know how to contact their local leadership teams and increase opportunities for carers to connect with them.
- Help children and carers safely maintain connections with the child's family and other important people, including previous carers, and when needed, organise activities that promote healing, and help create or strengthen relationships.
- Support all carers of Aboriginal children to build and maintain strong relationships that help the child stay connected to their culture, Country, and community.

How will this improve carer experience?

- Carers will feel **respected, valued, and included** as an important member of the child's care team and have trust and confidence in their relationship with the casework team.
- Carers will see **open and honest** communication with the child's caseworker and care team.
- Carers will feel supported and confident to **build relationships and connections** with the child's family in ways that meet the unique circumstances of each child.

How will this improve experiences for children in out-of-home care?

Children will feel **cared for and supported** by everyone involved.
Children will see the important adults in their life **connecting** with one another.
Children will have **positive relationships** with their carer, care team, family and people that are important to them.

Priority Area 4: Embedding relational approaches				
Action	Actions we will take		When will it happen	Who will lead this
4.1	DCJ will develop and implement a sector-wide Partnership Agreement, co-designed with carers and OOHC agencies, that sets out a shared commitment to working with carers in alignment with the Guiding Principles.	1. DCJ will lead the development of a co-designed sector wide Partnership Agreement between agencies and carers. 2. KAA's practice framework guides staff on including carers in decisions and is under review for continuous improvement (see action 3.3). 3. Continue the practice framework for carer inclusion in decisions and its continuous-improvement review (action 3.3). 4. KAA remains committed to implementing the Carer Journey Project (CJP), improving carers' experience through a person-centred approach.	**Start Date:** Sept 2026 **End Date:** Aug 2027	**Lead:** • Child Protection and Permanency **Partners:** • Carers • OOHC agencies • Association of Children's Welfare Agencies (ACWA) • State Aboriginal Reference Group (ARG) • NSW Child, Family and Community Peak Aboriginal Corporation (AbSec)
4.2	Provide new and existing caseworkers with specific training and resources that equips them with the knowledge, attitude, and skills required to better support carers.	KAA develops staff through: 1. Regular Social Work summits 2. Group supervision 3. Quality staff induction 4. Access to Absorb learning platform 5. KAA Annual Learning Fund applications	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW Leadership Team

		6. Ongoing training opportunities 7. Regular Staff Supervision and annual PDRs 8. Exploring access to clinical supervision 9. Regular staff Community of Practice sessions 10. Development of the KAA Focus Month framework 11. Regular quality audits aligned with the KAA Focus Months 12. An updated CMS system in development to support compliance, staff knowledge, and work-task tracking and organisation 13. A Beam Notes AI pilot to reduce administration and increase capacity for relational engagement with carers 14. Staff meet with carers as part of their induction, providing an opportunity to hear from Carers on their experience of working in partnership.		• KAA NSS
4.3	Strengthen caseworker and leadership cultural capability.	KAA builds cultural capability through: 1. Engagement of the National Cultural Collective 2. National and local RAP committees. Including the development of a stretch RAP 3. Commitment to employing a NSW CPL (see action 3.5). 4. Staff, carer and CYP events recognising significant cultural dates and events	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW Leadership team • KAA NSS

		5. Support for staff and carer attendance at relevant conferences 6. An established Diversity, Equity & Inclusion (DEI) Committee		
4.4 	**Organise carer appreciation events and recognition activities.**	1. An annual carer appreciation event and gift with a personalised card. 2. An end-of-year event and gift with a personalised card. 3. Carer of the Month recognition and a voucher at each NSW office. 4. Recognition of carer birthdays and milestones, and household members' birthdays. 5. Annual Easter events for carer households and children/young people. 6. Support for carer attendance at conferences/events. 7. Encouragement of nominations for carer of the year awards.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • NSW SW Teams • NSW Business Support Team
4.5	**Ensure carers know how to contact their local leadership teams and increase opportunities for carers to connect with them.**	1. Families Update provides staff profiles, the NSW organisational chart, and significant staffing changes and updates. 2. Operations Managers introduce themselves by calling carers at authorisation. 3. Regular "Cuppa with the Director" sessions connect carers with senior management.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • NSW SW Teams

		4. Carer induction covers KAA contacts. 5. The Carer Portal, commencing March 2027, will provide current local leadership information. 6. KAA informs carers of changes to their SW, TM or OM. 7. Team Managers join SW home visits when required.		
4.6	**Help children and carers safely maintain connections with the child's family, previous carers and other important people. Where needed, organise activities that promote healing and create or strengthen relationships.**	1. KAA offers training on managing family relationships, including family time arrangements. 2. KAA CIS (13. & 13.a) supports carers to maintain children/young people's connections. 3. KAA shares PSP hub and Caring for Kids NSW resources to support connections with children's networks. 4. The Carer Agreement sets out expectations and available support. 5. KAA provides Caring Life access for life story work, supporting children/young people's connection and belonging.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • NSW QASI Team • NSW SW Teams
4.7	**Support all carers of Aboriginal children to build and maintain relationships connecting children to culture, Country and community.**	KAA supports First Nations children's strong relationships through: 1. Current Cultural Support Plans for all First Nations CYP, with support for carers to implement them. 2. Commitment to a NSW CPL and guidance from the National Cultural Collective (see action 3.5).	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • KAA NSS • NSW SLT **Partners:** • KAA Cultural Collective • NSW SW teams

		3. Ongoing family finding, especially when a CYP needs support to confirm First Nations heritage. 4. Cultural events, including kids on country and local office events. 5. Culturally specific eLibrary resources (see action 3.5). 6. Links with the LLC for carers and support for children to return to Country.		• KAA RAP committee

Priority Area 5

Improved financial assistance

What we heard from carers

Carers want clear, easy-to-understand information about the financial support available for the children in their care. This includes information about the payments and benefits they receive for the child and what they can access as carers from both state and federal systems. They also told us they need faster reimbursement for eligible and approved out-of-pocket expenses.

What we are working towards

Making it easier for carers to find and understand financial information and options by:

- Sharing information about care allowances and financial support.
- Having financial information in a centralised location and making sure carers know where to find it.
- Being transparent about reimbursements, including the approval process and associated timeframes.
- Guiding carers to identify the payments and benefits available for the child and themselves across state and federal systems.

Actions we will take

- Send carers an annual letter, aligned with the timing of the child's case plan meeting, outlining a breakdown of the care allowance they receive for the child, other financial support, and where applicable, the specific packages they receive.
- Increase awareness of the published information about financial assistance, including state and commonwealth information, as outlined on the NSW Government website and in the *Caring for Kids Guide*.
- Improve information to carers about the reimbursement process for eligible expenses, including expected timeframes.
- Advocate for carers via the Safe and Supported: National Framework for protecting Australia's Children 2021-2031.

How will this improve carer experience?

- Carers will have **clarity about allowances** for the child, their agency's reimbursement processes, and potential commonwealth benefits and payments.
- Carers can **plan effectively** with transparent timeframes and centralised financial information, helping them manage household budgets and prepare for extra expenses.
- Carers receive financial support through **streamlined systems** that minimise delays and confusion.

How will this improve experiences for children?

- Children will have their everyday **needs met** while also benefiting from the State and Commonwealth financial support they are entitled to.
- Children have access to **opportunities and experiences** that promote their wellbeing and development.

Priority Area 5: Improved financial assistance				
Action	Actions we will take		When will it happen	Who will lead this
5.1	Send an annual letter aligned with each child's case plan meeting, itemising their care allowance, other financial support and, where applicable, specific packages.	1. Carers receive an annual letter outlining finances for each CYP in their care. 2. Carers and applicants receive CIS (11, 11.a & 11.b) explaining allowances. 3. All carers' onboarding includes induction covering finances. 4. Families Update regularly includes financial information. 5. KAA case plans include a financial plan. 6. Carers receive remittance advice for every payment, including allowances and contingencies.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • **NSW SLT** **Partners:** • NSW Leadership Team • NSW SW Teams • NSW CSRT • NSW QASI Team • NSW Recruitment Team
5.2	Increase awareness of available financial assistance, including state and commonwealth supports, as outlined on the NSW Government website and in the *Caring for Kids Guide.*	1. DCJ will make financial information clear and easy to find on the DCJ and NSW government website and the *Carer Connect NSW* digital solution platform, including links to available commonwealth supports (*see action 2.3*). 2. DCJ will ensure the sites provide clear and accurate information on: • child related payments and allowances for DCJ carers, • what the care allowance covers, • the supports available from the Commonwealth Government, including the grandparents, foster, and relative kin carer advice line, • where OOHC carers can go if they need additional assistance with navigating and understanding financial aspects of their role.	**Start date:** Aug 2026 **End date:** May 2027 (Ongoing updates)	**Lead:** • DCJ Child Protection and Permanency **Partners:** • NSW SLT • NSW CSRT • NSW SW Teams

		3. DCJ to ensure the financial section of the *Caring for Kids Guide* is updated with contemporary advice. 4. KAA financial CIS cover Medicare (30.b) funded supports and Centrelink (11.a) supports. 5. Families Update regularly provides financial information (see action 5.1). 6. Continue Families Update financial information (action 5.1). 7. KAA's allowance is in line with the DCJ rates including the increased rate for the +1 and +2 allowance		
5.3	Clarify reimbursement processes for eligible expenses, including expected timeframes.	1. The KAA Carer Portal, due live March 2027, is designed to provide all information carers need (see action 1.3). 2. All required carer information through the Carer Portal, due live March 2027 (action 1.3). 3. Absorb provides the Expenses Claim process and all forms. 4. Provide the annual financial letter in action 5.1.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW Leadership Team **Partners:** • KAA NSS • KAA Business support team • KAA QASI Team
5.4	Advocate for carers via Safe and Supported: The National Framework for protecting Australia's Children 2021-2031.	1. DCJ will advocate for the needs, supports, and entitlements of NSW OOHC carers through the *Safe and Supported National Framework for Protecting Australia's Children 2021–2031* working group. 2. KAA will support this initiative for all carers.	**Start date:** April 2026 **End date:** April 2028 (Ongoing)	**Lead:** • DCJ Child Protection and Permanency **Partners:** • NSW Leadership Team

Priority Area 6

Building carer capability through accessible and responsive training

What we heard from carers	Carers said training is essential for preparing new carers for the role and should start during recruitment and onboarding to build confidence and capability. Carers want ongoing, practical, and relevant training that adapts to the changing needs of children and carers and is delivered in flexible, accessible ways.

What we are working towards

Helping new and existing carers to build skills, confidence, and capability by offering:

- Early and ongoing access to practical and relevant training delivered in ways that are flexible and accessible.
- Training that demonstrates how to recognise and respond to the effects of trauma (trauma-informed training).
- Training to build understanding and respect for diverse cultural backgrounds, identities, and experiences, to support the child's identity.
- Support to facilitate Family Time and help to keep children connected with their families, building and maintaining positive relationships with people that matter to them.

Actions we will take

- Ensure carers have access to relevant, flexibly delivered training that meets their needs, and those of the children in their care, and is available at all stages of the caring journey.
- Ensure carers understand and are committed to meeting the minimum training requirements to fulfil their role and meet the needs of children in their care.
- Provide carers with access to training on:
    - recognising the signs and impact of trauma and providing trauma-informed care,
    - developing cultural capability – supporting them to understand and meet the cultural needs of children in their care,
    - building relationships with families,
    - facilitating Family Time,
    - supporting children to return to family.

How will this improve carer experience?

- Carers will have access to **flexible, ongoing training opportunities** that build skills, confidence, and cultural capability, helping them provide trauma-informed and child-centred care.
- Carers will build **confidence** in responding to children's behaviours and emotions in practical and supportive ways and be better prepared for everyday and unexpected challenges.
- Carers will help children **maintain important bonds** and support safe reunification when possible.

How will this improve experiences for children?	Children will have **care** that responds to their individual behaviours and emotions in supportive ways and adapts to their changing needs. Children will see the important adults in their life **connecting** with one another. Children will be **connected** to the people that matter to them. Children will **feel safe** knowing their culture and identity is respected.

Priority Area 6: Building carer capability through accessible and responsive training				
Action	Actions we will take		When will it happen	Who will lead this
6.1 	**Provide relevant, flexible training throughout the caring journey, meeting carers' needs and those of children in their care.**	KAA invests in supportive, relevant carer training through: 1. Absorb online training access for all carers and household members. 2. Delivering a KAA Annual Carer development training (full day of training) 3. Monthly Carer Hubs. 4. Regular Lunch and Learn sessions. 5. CSRT referrals for additional support as required. 6. Ongoing eLibrary access. 7. Promotion of DCJ and Carers for Kids resources and training. 8. Initial Shared Lives and Virtual Reality training, plus detailed induction/onboarding at the start of the carer journey.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW Leadership Team • NSW CSRT • KAA NSS
6.2	**Ensure carers understand and commit to minimum training requirements for their role and children's needs.**	1. Detailed induction/onboarding for all newly authorised carer households. 2. Carer Reviews and reflections address needs and development. 3. All carers receive CIS at commencement, with the COC and KAA Care Agreement explained before signing. 4. All carer households are offered Absorb access and ongoing training throughout the year (see action 6.1). 5. New carers are offered four additional months of CSRT support when their initial placement starts.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW CSRT **Partners:** • NSW SW Teams

6.3 	**Provide carers with access to training on:** • **recognising the signs and impact of trauma and providing trauma-informed care.**	KAA provides ongoing trauma-informed training through: 1. Absorb for all carers and household members, ongoing eLibrary resources, regular Virtual Reality sessions and monthly Carer Hubs (see action 6.1). 2. Use action 6.1's channels: Absorb for all carers and household members, ongoing eLibrary access, regular Virtual Reality sessions and monthly Carer Hubs. 3. Induction/onboarding for all carer households to prepare for the next stage of their journey. 4. Regular Support and Coaching sessions offered to all households by their allocated Social Worker. 5. Initial Shared Lives training for every household during authorisation, with refresher attendance available at any stage. 6. CSRT referrals for one-to-one trauma-informed training as required.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW Leadership Team **Partners:** • NSW CSRT • NSW SW Teams • KAA NSS
6.4 	**Provide carers with access to training on:** • **developing cultural capability – supporting them to understand and meet the cultural needs of children in their care.**	1. All KAA carers receive children's Cultural Support Plans (CSP) and ongoing implementation support. 2. KAA's CPL reviews all CSPs and provides further guidance as required. 3. All carers have ongoing Absorb access, including culturally specific modules.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT • NSW CPL **Partners:** • NSW CSRT • NSW SW teams
6.5 	**Provide carers with access to training on:**	1. Regular training on managing family relationships and family time (see action 4.6). 2. CIS access for all carers.	**Start Date:** Ongoing	**Lead:** • NSW Leadership Team

	• building relationships with families. • facilitating Family Time. • supporting children to return to family.	3. Resource sharing, including DCJ and PSP hub resources. 4. Support for all carers to understand the Care Agreement's expectations and available support. 5. Caring Life access for Life Story Work, family connection and relationships (see action 4.6). 6. Monthly Carer Hubs and regular Lunch and Learn sessions covering family relationships, Family Time and supporting children's return to family. 7. KAA promote training opportunities through external agencies including Carers for Kids NSW and DCJ. 8. One-to-one KAA staff training to develop carer households where needed.	**End Date:** Ongoing	**Partners:** • NSW CSRT • NSW SW Teams • NSW QASI Team

Priority Area 7

Creating an agile recruitment and onboarding experience



What we heard from carers

We need a diverse range of carers to meet the varied permanency needs of children in OOHC. This includes carers who can provide respite placements, help children return to family, and offer emergency care when needed.
The recruitment process should be transparent, streamlined, and respectful of culture. It should be accompanied by training and onboarding that gives carers the knowledge, skills, and confidence to care for children in OOHC.

What we are working towards

Finding, assessing, authorising and onboarding a range of OOHC carers through:

- Recruitment activities that look for specific types of carers, such as those to support children returning to family, children with higher needs, or those needing respite or emergency care.
- Simplified, transparent and consistent end-to-end recruitment and authorisation processes, that are easy to follow and creates a smooth and supportive experience for applicants.
- Culturally sensitive and respectful assessments.
- Onboarding for new carers that ensures they understand what being a carer involves, helps them feel prepared for the challenges and responsibilities, provides the training and support they need in their new role and connects them to other carers.

Actions we will take

- Implement targeted foster care recruitment campaigns to recruit new OOHC carers to meet the varied permanency needs of children in OOHC.
- Improve carer recruitment, assessment and onboarding processes by providing transparent steps and timeframes, reducing barriers and delays, and ensuring carers receive timely information and updates throughout the process.
- Where possible, ensure Aboriginal and CALD applicants are assessed using culturally responsive assessment processes and tools.
- Launch the *Carer Connect NSW* digital solution showing cross-sector carer availability and carer characteristics to support better placement matching.
- Ensure that carer support needs identified during assessment are clearly documented and responded to within the first 12 months of authorisation.

How will this improve carer experience?

- All carers will have a **transparent, consistent, and culturally responsive** recruitment journey from application to authorisation that is less overwhelming and keeps them engaged throughout.
- New carers will feel more **confident and supported** to take on a placement and have a better understanding of their role.

How will this improve experiences for children?

Children will have more **home-based placement options**, with carers who are better prepared and supported to meet their needs.

Priority Area 7: Creating an agile recruitment and onboarding experience				
Action	Actions we will take		When will it happen	Who will lead this
7.1	Run targeted foster-care recruitment campaigns to attract new OOHC carers for children's varied permanency needs.	1. KAA develops an Annual Marketing Strategy to recruit carers who meet CYP needs. 2. The NSW and national Marketing teams review carer recruitment monthly. 3. KAA compiles monthly statistics to track Annual Marketing Strategy progress. 4. KAA regularly reviews household authorisation terms to respond flexibly to CYP needs.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW Recruitment Team • NSW QASI Team • NSW CSRT • KAA NSS
7.2	Improve recruitment, assessment and onboarding through transparent steps and timeframes, fewer barriers and delays, and timely information and updates throughout.	1. KAA continues investing in the national Carer Journey project, underway to increase approvals of suitable households by supporting all suitable applicants through authorisation at their own pace. 2. KAA provides applicants with CIS (17) explaining recruitment and authorisation. 3. KAA's Fostering Matters booklet supports informed decisions about caring with KAA. 4. Following recruitment-process review, KAA created a Carer portal to improve security, reduce data-breach risks and help applicants complete recruitment tasks promptly.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW SLT **Partners:** • KAA NSS • NSW Recruitment Team • KAA National Marketing Team • NSW CSRT

		5. CSRT supports induction/onboarding for newly authorised households. 6. CSRT provides four months of new-placement support for newly authorised carers.		• NSW QASI Team
7.3	**Where possible, assess Aboriginal and CALD applicants using culturally responsive processes and tools.**	1. First Nations applicants are assessed by a culturally appropriate assessor. 2. KAA consults its CPL to consider all appropriate households for First Nations children or support them to develop this capacity. 3. Assessor allocation considers capacity to meet applicants' cultural needs. 4. KAA uses a culturally appropriate template for First Nations applicants; general assessment tools consider households' cultural appropriateness to care for First Nations children.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW Director • NSW CPL **Partners:** • KAA NSS • NSW RAP Committee • NSW Recruitment Team
7.4	**Launch the *Carer Connect NSW* digital solution showing cross-sector carer availability and characteristics to support better placement matching.**	1. DCJ to design, develop, and deliver the *Carer Connect NSW* digital solution to improve visibility of foster carer availability and the streamlining of carer information to support better criteria-based placement matching. 2. KAA Authorisation letters and induction/onboarding include Carer Connect NSW information. 3. Applicants receive Carer Connect NSW information, including at initial information sessions and Shared Lives Training. 4. Families Update includes Carer Connect information before launch. 5. Allocated workers receive Carer Connect information to share during visits.	**Start date:** May 2026 **End date:** Jan 2027 (Ongoing for KAA)	**Lead:** • DCJ Child and Family • DCJ Child Protection and Permanency **Partners:** • NSW CSRT • NSW Recruitment Team • NSW QASI Team

7.5	**Document support needs identified at assessment and respond within the first 12 months of authorisation.**	1. Carers are consulted during assessment and can provide feedback once it is finalised. 2. The Carer matching checklist and assessment capture support needs; authorisation paperwork summarises follow-up. 3. CSRT provides four additional months of support when a new placement starts. 4. Carer Reviews reassess required and provided support against household needs.	**Start date:** Ongoing **End date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW Recruitment Team • NSW CSRT • KAA SW Teams

Priority Area 8

Flexible and accessible respite options



What we heard from carers

Carers see respite as a part of providing quality care. They told us that the need for respite can vary depending on the child, carer and household. It might not always involve overnight stays, and they need reasonable flexibility in how respite is provided.
Carers want respite that is easy to access and proactively built into case planning so they can request it without judgement.

What we are working towards

Offering respite as a regular support for children and carers through:

- A range of flexible respite options.
- Clear policies and processes that help caseworkers and carers understand respite options.
- Including respite in case planning as a standard practice.
- Recruiting more respite carers, including exploring the carers support networks.
- Supporting respite carers with training specific to their role.

Actions we will take

- Ensure carers are informed about respite options, and other opportunities for the child to spend a few hours away from the carer or household to participate in a range of activities. Ensure carers also understand the steps and requirements for requesting and obtaining approval for respite.
- Ensure respite is discussed in case plan, carer review meetings and home visits, and considers the individual needs of the child, carer and household.
- Target respite carers as part of foster care recruitment activities.
- Ensure respite carers have access to relevant, flexibly delivered training that meets their needs and helps to develop their skills.

How will this improve carer experience?

- Carers will feel **heard and supported** by having access to flexible and proactive respite, helping to reduce carer and household stress and increase placement stability.
- Carers will know about respite and **how to request** and access both overnight care and other flexible respite options.
- Respite carers will **build confidence** in their skills and ability to provide respite care.

How will this improve experiences for children?

Children will have access to **new environments and relationships** in a safe, planned way, helping them build social skills and confidence. Children will benefit from **greater placement stability** and quality care.

Priority Area 8: Flexible and accessible respite options				
Action	Actions we will take		When will it happen	Who will lead this
8.1	Explain respite options, including activities giving children a few hours away from the carer or household, and the steps and requirements for requesting and obtaining respite approval.	1. KAA respite information is in CIS (5 & 5.a). 2. KAA discusses respite needs at case plan meetings, Home Visits and Carer Reviews. 3. Explore innovative respite options tailored to individual CYP and households. 4. Consider respite during placement matching. 5. Families Update includes respite options and requests. 6. Support carers to access respite through their networks.	**Start Date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW Leadership Team **Partners:** • NSW Placement team • NSW SW teams • NSW QASI Team
8.2	Ensure respite is discussed in case plan, carer review meetings and home visits (HV), and considers the individual needs of the child, carer and household.	1. KAA commits to tailored support for every carer household. 2. Include respite on case plan, carer review and HV agendas, considering both children's and households' needs.	**Start date:** Ongoing **End Date:** Ongoing	**Lead:** • SLT **Partners:** • CSRT • SW Teams • Placements Coordinator
8.3	Target respite carers in foster-care recruitment.	1. KAA commits to ongoing respite-carer recruitment through its Carer Marketing Strategy.	**Start date:** Ongoing **End Date:**	**Lead:** • NSW SLT **Partners:**

		2. KAA prioritises ongoing respite-carer recruitment through its Carer Marketing Strategy and ongoing carer development so all carers can access respite. 3. Support family finding to connect CYP with significant family members, strengthen belonging and help carers access respite.	Ongoing	• KAA NSS • KAA National marketing Team • NSW Recruitment Team • NSW SW Teams
8.4	**Provide respite carers with relevant, flexible training meeting their needs and developing their skills.**	1. Invite and actively encourage respite carers to all training and carer-support opportunities, face-to-face and online. 2. Provide respite carers with KAA and Carers for Kids eLibrary access and DCJ online training. 3. Support respite carers to attend conferences and provide resources for ongoing development.	**Start date:** Ongoing **End Date:** Ongoing	**Lead:** • NSW SLT **Partners:** • NSW CSRT • NSW SW Teams • KAA NSS

Glossary

AbSec	NSW Child, Family and Community Peak Aboriginal Corporation
ACCO	Aboriginal Community Controlled Organisation
ACWA	Association of Children's Welfare Agencies
CALD	Culturally and linguistically diverse
DCJ	Department of Communities and Justice
FACSIAR	Family and Community Services Insights Analysis and Research
HCEA	High-cost Emergency Arrangement
NGO	Non-government organisation
NSW	New South Wales
OCG	Office of the Children's Guardian
OOHC	Out-of-home care
OOHC Agency or OOHC Provider	Non-government providers funded by DCJ and accredited by the Office of the Children's Guardian to provide OOHC to children and young people in NSW. Providers may be NGOs or ACCOs and are also called Permanency Support Program (PSP) providers in other OOHC resources.
Lead	In this action plan, a lead is the individual, team, program area or organisation accountable for an action's successful completion, agreed outcomes and defined timeframes. The lead drives, coordinates and oversees delivery, ensuring progress and maintaining momentum. The lead is expected to: • **Coordinate planning and implementation:** sequence, monitor and complete tasks. • **Engage and collaborate with partners:** draw on their expertise, resources or participation as required. • **Ensure alignment:** meet broader strategic goals, policies, and legislative or organisational requirements. • **Monitor progress and risks:** identify and escalate issues affecting delivery or timelines. • **Report milestones, outcomes and impacts:** ensure transparency and accountability.

	• **Facilitate communication:** maintain clarity and shared understanding among stakeholders, partners and leadership. The lead need not deliver every component directly, but ensures all necessary work is undertaken, personally or with partners, to achieve the intended results.
Partner	In this action plan, a partner is an individual, group, organisation or agency with a meaningful role in developing, implementing or evaluating actions. Contributions range from consultation, subject matter expertise and strategic advice to active delivery or co-delivery. Partners may: • **Provide consultation:** inform planning, identify needs or validate approaches. • **Offer specialised knowledge, resources or support:** strengthen quality or impact. • **Contribute to implementation:** share responsibility, align activities or participate directly. • **Co-deliver or jointly lead initiatives:** share responsibilities, decisions and outcomes. Partners collaborate to improve outcomes, reflect diverse perspectives and coordinate effective support for carers and children in out-of-home care.
	This icon identifies an action led by DCJ on behalf of the sector, that will benefit all authorised carers. DCJ is responsible for coordinating, setting direction and delivering on these actions.
	This icon identifies an action that includes a service funded by DCJ. These services support all carers. This icon indicates to agencies areas where DCJ's action plan contains information about existing funded services and resources that agencies might consider including when developing their own actions. The icon can be left in the template or deleted.

