

K.I.N. Care Services QLD Pty Ltd

Innovate Reconciliation Action Plan [January 2025] – [January 2027]

Our vision for reconciliation

Our vision for reconciliation is a future where there is an end to systemic disadvantage in Aboriginal and Torres Strait Islander Communities through fair and equitable access to health and community services that will prevent and/or reduce the over representation of Aboriginal and Torres Strait Islander peoples in statutory child protection services. This will include opportunities within the NDIS sector to encourage access, choice, control and self-determination.

Our business

Kids in Need Care Services (QLD) (K.I.N. Care Services QLD) has been operational since February 2017. It originated as a small owner/operator business contracting a team of three people to complete foster care assessments for the Department of Child Safety, Youth and Women as well as several non-Government organisations. In February 2019, K.I.N. Care Services commenced In-Home Family Support (IHFS) and, in August 2021, became registered NDIS providers. In 2023, K.I.N. Care Services opened their first Therapeutic Residential Care Service (TRCS) for young people.

K.I.N. Care Services provide direct support to children, young people, families, clients, and participants, and we do this through four streams of business:

1. In Home Family Support (IHFS)
2. National Disability Insurance Scheme (NDIS) – Registered Provider
3. Therapeutic Residential Care Services (TRCS)
4. Specialist Services

We provide support in the following areas (including but not limited to):

- Domestic and family violence
- Youth justice
- Drug and alcohol dependency
- Childhood trauma
- Parenting skills
- Eating disorders
- Self-harming
- Assisting families on how to navigate NDIS
- Household and domestic tasks
- Future planning
- Community connections

K.I.N. Care Services' goal is for children and young people to live safely in a warm and caring home where their needs are met. It is our belief that all children should feel loved, accepted, and feel a sense of belonging, not only with their immediate family, but also within their community. Our program is unique and can

be tailored to meet the individual needs of children, young people, families, clients, and participants that we support. Therefore, we have both Family Support Workers (FSWs), and Case Managers (CMs) linked with a family (where requested) for the duration of the support. We also have a team of qualified Counsellors and a Family Therapist available to support families who may require additional support, in accordance with their individual goals.

It is important that families are being connected with community-based supports for their social, emotional, and cultural health and wellbeing as these services can provide ongoing long-term care and support to families once our support concludes.

K.I.N. Care Services strives to offer culturally fit services. Team members who identify as an Aboriginal or Torres Strait Islander person have the ability and are encouraged to provide education to other contractors and employees to ensure that all areas of our work are completed in a culturally sensitive and culturally appropriate way. This guidance and lived experience assist in the incredibly important role of caring for Aboriginal and/or Torres Strait Islander children, families, participants, and communities. We currently have no team members that identify as Torres Strait Islander peoples; however, all past and future recruitment has expressed that Aboriginal and/or Torres Strait Islander peoples are strongly encouraged to apply.

K.I.N. Care Services currently have a team of contractors and employees who support the business. Our business is comprised of the following roles:

- Director
- Operations Manager (currently one OM per service stream, with IHFS and Specialist Services combined)
- Business Support
- Administrative Support
- Cultural Practice Advisor (CPA)
- Case Managers (CMs)
- Family Support Workers (FSWs)
- We currently have one First Nations Representative who is in the role of CPA for our organisation.
- The number of Case Managers and FSWs will fluctuate due to the nature of the work that we do.
- K.I.N. Care Services' geographical reach is currently at a Queensland State Level. We provide services to Southeast Queensland, Moreton Bay, and the Sunshine Coast. Many of the team work remotely within the community however there is also a Head Office for the team based in The Redcliffe Community Hub in Richens Street, Redcliffe, Queensland, 4020.

Our RAP

As an organisation, the Director has a genuine commitment to embedding K.I.N. Care Service's Reconciliation Action Plan (RAP) within all facets of the business. Over the past 12 months, K.I.N. Care Services has committed to meeting every three months to complete our Reconciliation Working Group (RWG), including the development of a Terms of Reference (TOR) for this meeting which was developed and endorsed within one of the RWG gatherings. The RWG endeavours to review TOR annually, or on a needs basis to ensure that it is current.

The Director and the Cultural Practice Advisor (CPA) are the nominated 'RAP Champions,' with the Cultural Practice Advisor (CPA) facilitating the RAP process in collaboration with, and final approval from, the Reconciliation Working Group (RWG). We currently have eight (8) K.I.N. Care team members who actively participate in our RWG's, with representation from those in leadership positions to front line team members, as well as one (1) representative from an external organisation. Two participants in our RWG identify as First Nations Representatives and, the chair of our RWG, the K.I.N. Cultural Practice Advisor (CPA), was accepted onto the board with QLD South Native title service – First Nations Mapping and Services in 2023. Our RWG's are held four times per year.

K.I.N. Care also introduced Yarning Circles which are led by the Cultural Practice Advisor (CPA) and can be attended by anyone in the team. There are no minutes for this gathering as this is a safe space for all people to sit with curiosity and the hope of gaining knowledge. An attendance record is kept for each Yarning Circle, and meetings have been held directly after our RWG.

In keeping with our Reflect RAP, K.I.N. Care Services have achieved what we set out to achieve in terms of gaining essential cultural knowledge and furthering our opportunity to align our practice with culturally safe and trauma informed practice. This has included the implementation of Cultural Competency Training organisation wide. In addition, the commitment to our RAP has continued to be demonstrated through our work alongside vulnerable children, young people, families, clients, and participants in the community, as well as our collaboration with the many government and non-government agencies and services that we work alongside.

In addition, our team are supported to engage in supervision with their direct line manager every 4-6 weeks, with opportunities to engage in discussions about relevant policies, procedures, practice frameworks, networking, and continuous improvement opportunities that may impact on the children, young people, families, clients, and participants with whom we support. This allows a safe space for our team and organisation to explore gaps and implement strategies and solutions to deliver culturally safe and appropriate practice.

Our Journey

K.I.N. Care Service's journey towards developing and embedding a RAP within the organisation commenced in August 2019

In early August 2019, the development of a RAP was discussed at a management meeting. It was agreed that K.I.N. Care Services has a genuine commitment towards reconciliation and would commence working on the development of a *Reflect* RAP. Our journey is further highlighted below:

- On the 28th of August 2019, the following policies were completed:
 - *K.I.N. Care Guide to Supporting Aboriginal and Torres Strait Islander Children in Placement Policy 22*
 - *K.I.N. Care Cultural Competency Guideline Policy 23*
- On the 4th October 2019, contact was made with *Reconciliation Australia* and a registered interest in completing a RAP was completed.
- K.I.N. Care Services engaged a local Aboriginal artist *Aboriginal Creations by Jordana* to design and produce a painting depicting the core business of K.I.N. Care, incorporating their commitment towards reconciliation. The painting was completed on the 17th of December 2019 and is displayed on K.I.N. Care marketing material and will be included in the final RAP. The artwork story noted: *'this artwork represents K.I.N. Care Services commitment to providing consistent positive long-term outcomes for families by supporting the emerging generation. The work shows how important it is to work with and withing our Indigenous and non-Indigenous community to create a shared goal of connecting and keeping families together, in safe and happy environments'*.
- On the 20th February 2020's team meeting, information provided to the team regarding K.I.N. Care Service's commitment to reconciliation and the development of the RAP. The team were encouraged to participate in the Reconciliation Working Groups (RWGs).
- On the 3rd March 2020 the Cultural Practice Advisor attended the RAP starter workshop in Brisbane.
- In April 2020, the first draft of our RAP was submitted to Reconciliation Australia.
- In October 2020, Courtney Hala (initial Cultural Practice Advisor) resigned from K.I.N. Care Services and so the position of Cultural Practice Advisor was taken over by Cultural Practice Advisor (CPA), Dianne McCormick until January 2025.
- The process of editing continued for several months with the final draft being sent for consideration to Reconciliation Australia in November 2021.
- Since 2021, the implementation of our Reflect RAP was discussed and reviewed with acknowledgement that there continues to be much work to do. More specifically, we have learnt that –
 - ***Building meaningful relationships and partnerships takes time***


- ***Due to the nature of our work (human services), there will be a natural attrition rate in our team/across our organisation, and we have continued to refine our recruitment and induction processes – including opportunities for team members to engage in mandatory Cultural Competency training, as a part of induction***

Ways in which K.I.N.'s commitment to reconciliation is currently being demonstrated is further outlined below:

- Acknowledgement of Country is completed at the beginning of all our meetings and gatherings. Where Welcome to Country is appropriate, we will seek this through recognised custodians of the land on which we meet. This is also documented on all meeting notes.
- The K.I.N. Care Reconciliation Working Group (RWG) meet three times per calendar year. We also invite the whole team to a 'Yarning Circle' led by the Cultural Practice Advisor (CPA) three times per year where there is no agenda or minutes taken but rather, it is a safe space whereby curiosity and knowledge is openly shared. Yarning Circles take place directly after an RWG.
- All team members have an Acknowledgement to Aboriginal and Torres Strait Islander peoples in the signature of their emails.
- All recruitment processes strongly encourage Aboriginal and Torres Strait Islander peoples to apply for all positions.
- The organisation has a Cultural Practice Advisory (CPA) role, and we are looking to expand this to a Cultural Practice Advisory Group.
- Wherever possible, a team member who identifies as an Aboriginal person is matched with Aboriginal and/or Torres Strait families that we support; however, clients and their families are free to opt for a preferred First Nations (or not) care team. If this is not possible due to availability of team members, then the Cultural Practice Advisor (CPA) provides education and advice on how to best support the family. This is to ensure that the family is provided a service that is understanding of their cultural needs, and this is embedded in our Supplier Responses.
- The Cultural Practice Advisor has shared the following training with the RWG www.ccca.com.au and this has been explored and implemented organisation wide. Team members working in our organisation have completed this Cultural Competency Training as a part of their personal and professional development.
- At this stage of business development, K.I.N. Care Services aims to focus on key areas outlined by the CTG strategy, in particular:
 - Children are born healthy and strong.
 - Children thrive in their early years.
 - Youth are engaged in employment or education.
 - Young people are not overrepresented in the criminal justice system.
 - Children are not overrepresented in the child protection system.
 - Families and households are safe.
 - People enjoy high levels of social and emotional wellbeing.


These key areas are supported in the work that we do in each of our four (4) business streams.

- There is key therapeutic work and practical support being carried out across our organisation in all service streams, with the IHFS, NDIS and TRCS Programs working alongside Aboriginal and Torres Strait Islander children, young people, families, clients and participants, Child Safety, Support Coordinators and other government and non-government organisations and agencies to bridge the gap and work towards reducing systemic disadvantage. Our team work collectively and holistically to ensure the delivery of person-centred, trauma informed and culturally safe practice. Our team are guided by the families in which we support, as well as their supporting agencies and support plans.

	Relationships		
Building and maintaining sustainable relationships with local community members and community-controlled organisations across South East Queensland (SEQ) relevant to the regions that we currently work in, including, South East Region, Moreton Bay Region and the Sunshine Coast Region, which would increase service accessibility and increase social connectedness for the families we work with. This includes trust between service providers and young people, children, families and participants that we support.			
Focus area: Building and maintaining relationships with individuals, families and community-based organisations and agencies.			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, core community members and organisations.	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2026	Director and CPA
	• Engage Aboriginal and Torres Strait Islander stakeholders and organisations within our local area through shared meetings, discussions, and community-based opportunities (e.g. events).	March 2026 July 2026 November 2026	OM and CPA
	• Research and share best practice principles that maintain partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. This information can be distributed during RWGs, Yarning Circles (Cora Chat), Management Meetings, Team Meetings and/or individual supervision sessions to increase knowledge and awareness.	March 2026 June 2026 September 2026	CPA
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s National Reconciliation Week (NRW) resources and materials to our team.	March 2025 April 2026	CPA
	• RWG members to participate in an external NRW event.	27 May-03 June 2025 and 2026	CPA
	• Encourage and support the team to participate in at least one external event to recognise and celebrate NRW.	May 2025, 2026	CPA
	• Register all our NRW events on Reconciliation Australia’s NRW website (if hosting an event ourselves).	27 May-03 June 2025 and 2026	CPA

	We recognise that we are a small organisation, and we would love to support bigger organisations with NRW events wherever possible (e.g. through volunteering our time and resources).		
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	March 2025 (develop) March 2026 (implementation by)	Director
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation through our everyday interactions with the team, including through our internal channels (email, chat), social media and our organisational website. 	February 2026 May 2026 August 2026 November 2026	Director
	<ul style="list-style-type: none"> Collaborate with likeminded organisations to develop innovative approaches to support reconciliation. 	February 2026 July 2026 November 2026	Director and CPA
	<ul style="list-style-type: none"> The following days will be recognised both internally to our organisation and publicly, as we share our commitment to reconciliation: <ul style="list-style-type: none"> Survival Day Apology Day National Close the Gap Day National Sorry Day 1967 Referendum anniversary National Reconciliation Week Mabo Day Coming of the Light NAIDOC Week UN International Day of the World's Indigenous peoples National Aboriginal and Torres Strait Islander Children's Day Anniversary of the UN Declaration on the Rights of Indigenous People Indigenous Literacy Day 	Survival Day – January Apology Day – February National Close the Gap Day – April National Sorry Day – May 1967 Referendum anniversary – May National Reconciliation Week – May to June Mabo Day – June Coming of the Light – July NAIDOC Week – July UN International Day of the World's Indigenous peoples – August National Aboriginal and Torres Strait Islander Children's Day – August Anniversary of the UN Declaration on the Rights of Indigenous People – September Indigenous Literacy Day - September	HR Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice principles and policies in areas of race relations and anti-discrimination. Where required, update relevant policies to reflect best practice, with updates to occur annually. 	Annually in November 2026	HR Manager

	<ul style="list-style-type: none"> Conduct a review of HR Manager policies and procedures to identify existing anti-discrimination provisions, and future needs (as per research conducted above). Review to occur annually. 	Annually in November 2026	HR Manager
	<ul style="list-style-type: none"> Include a Commitment to CTG deliverables included in all intervention strategies and case planning with Aboriginal and Torres Strait Islander families. All practice with Aboriginal and Torres Strait Islander families will be mindful of the reasons behind the disadvantage in these areas, alongside of how to address these in a culturally appropriate manner, according to local service provisions and protocols. 	March 2026	OM's
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. Members of K.I.N. Care Services have access to mandatory cultural competency training, and team members and leaders are encouraged to participate in professional development opportunities, as they arise. 	Annually in March 2026	Director
	<ul style="list-style-type: none"> Provide training to all new team members on cultural capability, including the completion of our mandatory cultural competency training. 	March 2026 June 2026	HR Manager
5. Increase public awareness, understanding and support services available to Aboriginal and Torres Strait Islander children, young people and families in our local communities to promote connectedness and service access.	<ul style="list-style-type: none"> Promote services specifically for Aboriginal and Torres Strait Islander children using our social media channels 	June 2026	CPA
	<ul style="list-style-type: none"> Investigate other activities that would increase public awareness such as cross promotion with other services or local first nations focused organisations 	June 2026	CPA


	<p>Respect</p> <p>Building and maintaining sustainable relationships with local community members and community-controlled organisations across South east Queensland (SEQ) which would increase service accessibility and increase social connectedness for the families we work with. This will include learning and embedding cultures and</p>
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histories into everyday practice, listen and provide understanding, appreciation, acknowledgment, learning, success, and celebration in the support we provide families.


Focus area: Actively demonstrating respect to Aboriginal and Torres Strait Islander children, young people, families, clients, and participants with whom we support.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> Increase public awareness, understanding and support services available to Aboriginal and Torres Strait Islander children, young people and families in our local communities to promote connectedness and service access. This information can be shared publicly via our social media platforms. 	March 2026	Director and CPA
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2026	Director, OM, HR Manager and CPA
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	June 2026	CPA
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our team. 	June 2026	HR Manager and CPA
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR manager and other key leadership staff to participate in formal and structured cultural learning. 	September 2026	HR Manager and CPA
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase the team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	March 2026 July 2026 November 2026	CPA
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	March 2026 (developed) April 2026 (implemented and communicated)	Director and HR
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year (If hosting an event ourselves). We recognise that we are a small organisation, and we would love to support larger organisations with events wherever possible (e.g. through volunteering our time and resources). 	May 2026	Director and CPA

	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	March 2026 July 2026 November 2026	All staff, monitored by Director and HR
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst the team about the meaning of NAIDOC Week. This can be conducted in team meetings. 	March 2026 July 2026 November 2026	CPA and OMs
	<ul style="list-style-type: none"> Introduce the team to NAIDOC Week by promoting external events in our local area. 	July 2025 July 2026	CPA
	<ul style="list-style-type: none"> RWG to participate in an external NAIDOC Week event as well as training and webinars. 	07 July-14 July 2025, 2026	HR Manager and CPA
	<ul style="list-style-type: none"> Review HR Manager policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2025 and 2026 in preparation for NAIDOC Week [July 2025, 2026]	HR Manager and CPA

	Opportunities			
Building and maintaining sustainable relationships with local community members and community-controlled organisations across South East Queensland (SEQ) which would increase service accessibility and increase social connectedness for the families we work with. This is to include assistance and empowerment around employment opportunities, professional development, retention and enabling access to systems and processes.				
Focus area: building and maintaining relationships with individuals, organisations, and agencies to work towards bridging the gap and reducing systemic disadvantage				
Action	Deliverable	Timeline	Responsibility	
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2026	HR Manager	
	• Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2026	HR Manager	

	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	March 2026	HR Manager
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	April 2026	HR Manager
	<ul style="list-style-type: none"> Review HR Manager and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	November 2026	HR Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	March 2026	HR Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members. 	June 2026	HR Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	November 2026	HR Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	November 2026	HR Manager

<div></div> <div>Governance</div>				
Action		Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RWG to drive governance of the RAP.		<ul style="list-style-type: none">Continued participation of K.I.N. Care team members and/or external representative(s) in the Reconciliation Working Group (RWG) to govern the RAP implementation. Meetings occur four times per year.	February 2026 May 2026 August 2026 November 2026	Director
		<ul style="list-style-type: none">Refer to the Terms of Reference (TOR) for the RWG to ensure that they are current (initially completed in 2023, will be reviewed annually).	March 2025	Director and CPA

	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation in the RWG – (initially established in 2023, will be reviewed annually or on a needs basis e.g. if RWG members leave). 	Annually in November 2025 Annually in November 2026	Director
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. This will be achieved through monthly supervision with the general team (Section: <i>'Cultural Reflections'; 'Continuous Improvement'</i>), team meetings and management meetings. 	February 2026 May 2026 August 2026 November 2026	CPA
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. This will be achieved through monthly supervision with the management team (Section: <i>'Cultural Reflections'; 'Continuous Improvement'</i>) and/or management meetings and/or RWG meetings (held four times per year). 	February 2026 May 2026 August 2026 November 2026	Director
13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. This can be established in the RWG, which is held four times per year. 	February 2026 May 2026 August 2026 November 2026	HR
	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence. 	July annually	CPA
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia – completed and ongoing – completed as part of the RWG. 	Annually in September	Director
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP – review of Reflect RAP completed and sent to Reconciliation Australia to extend dates - email sent November 2023; review of Innovate RAP for implementation commenced January 2024. 	September 2026	Director

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