

Strong carers, stronger children

12-month action plan 2021–22

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About the action plan

The *Strong carers, stronger children: 12-month action plan 2021–22* is the next step in the Victorian Government’s *Strong carers, stronger children* (‘the carer strategy’) plan to deliver improved outcomes for carers and children and young people in care.

Our vision is that kinship, foster and permanent carers are supported and empowered to respond to the dynamic and varied needs of children and young people in care. Importantly, kinship, foster and permanent care are acknowledged as distinct and unique care types. They are a critical enabler of the child and family system.

Children and young people’s right to safety, permanency and wellbeing remains central to all actions progressed against the carer strategy. This includes their right to connection with family, culture and community, and with opportunities to thrive.

The action plan builds on actions designed in collaboration with the Carer Strategy Working Group and other key stakeholders including:

- carers
- young care leavers
- peak bodies
- community services organisations
- Aboriginal community-controlled organisations (ACCOs).

The action plan seeks to showcase and highlight innovation, best practice and commitment across the community, sector and government to achieve the shared goals outlined in the carer strategy. The action plan features priorities across six goal areas to be progressed between July 2021 and June 2022. It also lays the foundations for preparing subsequent action plans. The action plan includes new and pre-existing initiatives and actions that will progressively see better outcomes for carers, children and families.

Guiding principles

The following principles guide delivery of the action plan, supported by collective commitment and effort:

- support children’s development
- accommodate and celebrate diversity
- implement evidence and outcomes-based approaches
- embed cultural safety and responsiveness
- facilitate reunification
- advance Aboriginal people’s self-determination
- recognise and support carers’ needs
- design and implement collaboratively through shared governance.

Consultation approach and collective effort

The Department of Families, Fairness and Housing (the department) and the Roadmap Implementation Ministerial Advisory Group and its associated working groups will continue to communicate and engage with kinship, foster and permanent carers, lived experience representatives and other key stakeholders in relation to the carer strategy and action plans. Within the department's Children, Families, Communities and Disability Division, care services, child protection and system reform teams lead policy and program development and work in partnership with Community Services Operations Division teams. This includes Child Protection Strategic Design and Operations, who help implement practice and programs.

The Carer Strategy Working Group and Divisional Carer Advisory Groups (CAGs) will continue to provide strategic advice and feedback on themes and issues arising for carers and children in care.

The department continues to fund three key carer peak organisations who are critical advocates for the voice of our valued kinship, foster and permanent carers to be heard. These organisations include Kinship Carers Victoria (KCV) governed by Grandparents Victoria, the Foster Care Association of Victoria (FCAV) } and Permanent Care and Adoptive Families (PCAF). Similarly, the CREATE Foundation and the Victorian Aboriginal Children and Young People's Alliance (the Alliance) provide advocacy and promote the rights, voice and perspectives of children and young people with an experience in care through direct engagement in consultative and advisory group processes to influence positive change in care services.

The Centre for Excellence in Child and Family Welfare (CFECFW) and the Victorian Aboriginal Community Controlled Health Organisation are the peak advocacy bodies for child and family services organisations delivering funded care services. The Victorian Aboriginal Child Care Agency (VACCA) provides statewide service delivery and advocacy for Aboriginal children, families and communities.

Centre for Excellence in Child and Family Welfare

Kinship Carers Victoria

Foster Care Association of Victoria

Permanent Care and Adoptive Families

CREATE Foundation

Victorian Aboriginal Community Controlled Health Organisation

Victorian Aboriginal Child Care Agency

Victorian Aboriginal Children and Young People's Alliance

Lived experience, data and research evidence

In the past, limited demographic and attitudinal information has been collected on Victoria's home-based carer population. As a priority, the department and care sector agreed to conduct a census to collect data on the demographic and attitudinal characteristics of kinship, foster and permanent carers in Victoria, preferably on an ongoing basis. The data and insights gained from the census will provide a deeper understanding of the characteristics, needs and experiences of Victorian carers. Access to this knowledge will ensure supports can be better targeted, with benefits for both carers and the children and young people in their care.

The initial census was conducted between November 2020 and February 2021. The timing allowed the opportunity to capture the experiences of carers during the coronavirus (COVID-19) pandemic. From this first census we have gained valuable lessons on how to improve participation and refine the questions, and what issues to explore in accompanying work. These will be built into future census data collections.

Victorian government investment in care services

The Victorian State Budget 2021–22 delivers a \$1.2 billion boost to the child and family system. This will support improved outcomes for children, young people, families and carers, the workforce and child and family services sector.

This includes \$101.7 million over four years to better support carers and the children and young people in their care and build an effective, outcomes-focused care services system. It includes \$38.9 million to expand the Better Futures and Home Stretch programs to eligible young people subject to permanent care orders. This will help them to either remain living with their carer until they turn 21 or transition to independence, including education and employment advice and life-skills coaching.

Funding outcomes for the below initiatives will support continued progress towards the carer strategy and action plan in 2021–22.

- **Home-based care:** Ongoing funding for 408 new placements and ongoing funding of 2,773 care service placements (foster, kinship and permanent care), including Care Allowance, agency placement funds, client expenses and carer supports.
- **Respite:** Expansion of respite placements to kinship carers.
- **Training:** Expansion of the Carer KaFE training program to permanent carers to equip them with the skills, confidence and support to meet the needs of the children in their care.
- **Permanent Care Helpline:** Continuation of funding to ensure support through providing advice and information and linkage with other services.
- **Treatment Foster Care Oregon model:** Ongoing funding to embed the model of a professionalised foster care approach and integrated wraparound supports to assist children with complex behaviours to live in long-term home-based care placements.

In addition, the Victorian Government has committed to undertaking an independent review of the Care Allowance and a price review of residential care services. These reviews will provide recommendations to government during 2021–22 to inform further reform in care services in 2022–23.

Governance and reporting on progress

The department remains committed to the carer strategy and actions. We will implement the following revised action plan over a 12-month period from July 2021 to June 2022.

Updates on implementation of the action plan will be provided to the Roadmap Implementation Ministerial Advisory Group and its Implementation Steering Group.

The department will release regular progress summaries against the action plan for 2021–22. This will include progress made by the community, sector and government in partnership across the agreed actions and deliverables.

Developing the next action plan

Development of the *Strong carers, stronger children action plan 2022–23* will start from February 2022 alongside consideration of refinements to the carers strategy for the following five years.

Year 2 action plan 2021–22

1 July 2021 to 30 June 2022

GOAL 1

Finding children a home

Aim: Finding a safe, nurturing kinship carer or foster carer and ensuring connection with family is maintained.

1.1 Victorian Home-Based Carer Census to understand the carer population and better meet their needs

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Understand Victoria's kinship, foster and permanent carers to improve program development and service delivery to carers	(a) Share findings of the Victorian Home-Based Carer Census with key stakeholders to inform service delivery and identify opportunities for improvement.	Target: Published findings and data are used by the sector and researchers to enhance and improve carer support and services Deliverable: Publication of the Victorian Home-Based Carer Census report 2020–21 and datasets	Lead: System Reform, Children, Families, Communities and Disability Division (the department) Partners: CFECFW, FCAV, KCV, PCAF, VACCA	July 2021
	(b) Provide infographics for each carer type, and release data to peak bodies to enable further research.	Deliverable: Infographics and summary data pack for kinship, foster and permanent carer types	Lead: System Reform, Children, Families, Communities and Disability Division (the department) Partners: CFECFW, FCAV, KCV, PCAF, VACCA	July 2021
	(c) Develop approach for future carer census cycles to inform ongoing policy, program and service improvements.	Deliverable: Review all information and data gathered to refine the methodology for conducting the next carer census at the end of 2022	Lead: System Reform, Children, Families, Communities and Disability Division (the department) Partners: CFECFW, FCAV, KCV, PCAF, VACCA	February 2022

1.2 Evidence-informed models of care

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Learn from Care Hubs and the impact on child outcomes of alternative home-based care models	(a) Engage the CAG in the trial site for co-design of the role of carers for Care Hubs.	Deliverable: Role statement for carers	Lead: Community Services Operations Division (the department) Partner: Trial site	June 2022
	(b) Continue to implement the evidence-based Treatment Foster Care Oregon model to build evidence of structured foster care approaches designed to support children aged 7–11 years with complex needs and behaviours.	Deliverable: Continued testing of evidence-informed models of care and dissemination of results Target: Evidence of improved outcomes for children accessing the Treatment Foster Care Oregon model	Lead: South Division, Community Services Operations Division, (the department) Partner: OzChild	Quarterly throughout 2021–22

GOAL 2

Preparation for caring

Aim: Carers understand their role, are ready and have what they need to care and provide for the specific needs of the children placed with them.

2.1 Important information and documentation for the child or young person's care

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Improve the consistency and timeliness of information and document sharing, particularly critical identity documents that support children and young people's care needs	(a) Review and update policy materials to reflect critical information and documentation to be provided to carers about the children or young people when establishing care arrangements. Refine checklist previously developed by East CAG.	Deliverable: <i>Child protection manual</i> advice update, home-based care program requirements, updated checklist for carers	Lead: Child Protection Policy, Children, Families, Communities and Disability Division (the department) Partners: CAGs	June 2022
	(b) Develop a communication plan for disseminating the checklist to support implementation.	Deliverable: Child protection, service providers and practitioners use the checklist to ensure consistency in sharing information and critical documentation with carers	Lead: Child Protection Strategic Design and Operations, Community Services Operations Division (the department) Partners: CFECFW, FCAV, KCV, PCAF, VACCA, CAGs	November 2021

2.1 Important information and documentation for the child or young person's care *(continued)*

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Improve the consistency and timeliness of information and document sharing, particularly critical identity documents that support children and young people's care needs <i>(continued)</i>	(c) Monitor to ensure critical identity documentation is provided to carers in a timely way and address any delays. Report regularly to provide Central Division with a systemic view.	Deliverable: Share monitoring data with peak bodies and CAGS to drive operational improvements to timeliness and consistency of identity documentation to carers Target: Increase number of carers who receive the information they need to provide quality care for the child or young person, including important identity documentation	Lead: Community Services Operations Division (the department) Partners: Child Protection, Kinship Engagement Teams, child and family practitioners CFECFW, FCAV, KCV, PCAF, VACCA, CAGs	Quarterly throughout 2021–22
	(d) (i) Develop policy and practice advice on how to obtain original or certified copies of birth certificates for children in care. (ii) Develop streamlined administrative arrangements to enable children who do not have their births registered to be identified upon entry to care and to register their birth as soon as practicable.	Target: All children and young people have their birth registered Target: Children, young people and their carers have access to an original or certified copy of the child or young person's birth certificate Deliverable: Child protection manual advice update, CRIS record enhancements	Lead: Child Protection Policy, Children, Families, Communities and Disability Division (the department) Partner: Registry of Births, Deaths and Marriages	June 2022

2.1 Important information and documentation for the child or young person's care *(continued)*

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Improve the consistency and timeliness of information and document sharing, particularly critical identity documents that support children and young people's care needs <i>(continued)</i>	(e) Develop streamlined administrative processes to obtain: <ul style="list-style-type: none"> • Medicare number immediately upon a child's entry to care, as an interim measure • a Medicare card for children entering care as soon as possible. 	Target: Carers have access to the Medicare number and card for children or young people in their care	Lead: Child Protection Policy, Children, Families, Communities and Disability Division (the department) Partner: Services Australia (Medicare)	June 2022
	(f) Develop policy and practice advice on how to obtain a passport for a child who may lack other foundation identity documents (such as a birth certificate) or has plans for travel.	Target: Carers have access to the passport for children and young people in their care who lack other documentation or for whom there are travel plans	Lead: Child Protection Policy Children, Families, Communities and Disability Division (the department) Partner: Department of Foreign Affairs and Trade	June 2022

GOAL 3

Valuing, informing and empowering carers

Aim: Carers are valued and empowered to participate in decision making affecting the children they care for.

3.1 Care Teams are built around the needs of the child or young person, inclusive of carers

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Empower carers to participate in decision making that impacts on providing quality care for children	(a) CAGs to share local practices and creative approaches for care teams, including recommended policy and practice amendments to Central Division.	Target: Carers can provide feedback on their role and participation in Care Teams Deliverable: Summary findings	Lead: CAGs, Community Services Operations Division (the department) Partners: CFEFCW, FCAV, KCV, PCAF, VACCA	Quarterly throughout 2021–22
	(b) Review Care Teams policy and practice advice to improve and empower carer participation.	Deliverable: <i>Child protection manual</i> update, CRIS/CRISP enhancements, improved carer participation	Lead: Community Services Operations Division (the department) Partners: CFEFCW, FCAV, KCV, PCAF, VACCA	June 2022

3.2 Develop a companion piece for carers of Aboriginal children as part of *Wungurilwil Gaggapduir: Aboriginal Children and Families Agreement strategic action plan (Action 2.12)*

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Develop an Aboriginal carer addendum to the department's carer strategy to better support the needs of carers of Aboriginal children	(a) Supporting carers of Aboriginal children to be connected to their culture and community.	Target: Aboriginal carer addendum developed and is being implemented	Lead: Wungurilwil Gaggapduir Working Group Partner: ACCOs	June 2022

3.3 Divisional CAGs co-design local solutions to support carers and promote improved outcomes for children, families and carers

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Increase the focus of workers, agencies and the department on the carer experience	(a) CAGs provide a mechanism for carer representatives in local departmental areas and divisions to raise and collaborate in designing solutions to emerging system and operational issues and themes.	Target: Increased kinship and foster carer representation on Divisional CAGs Target: Carers' voices, experiences and perspectives are promoted and harnessed through CAGs to influence system and operational change through collaborative solution design	Lead: CAGs	Bi-monthly meetings

3.4 Information and advice for children, young people and carers regarding court proceedings

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Make planning and decision-making processes more transparent and inclusive of carers and young people	(a) Develop information and advice to support kinship, foster and permanent carers to understand their rights, roles and responsibilities and the support available in court proceedings for children in their care.	Deliverable: Update the <i>Child protection manual</i> , publish an accessible information sheet for children, young people, families and carers	Lead: Child Protection Policy, Children, Families, Communities and Disability Division (the department) Partners: CFEFCW, FCAV, KCV, PCAF, VACCA	September 2021
	(b) Ensure children, young people and carers are involved in decision making and planning and receive information, advice and support in relation to court proceedings.	Target: Children, young people and carers are provided with information to enable them to understand their rights, roles and responsibilities in decision making that affects them and in court proceedings	Lead: Child Protection, Community Services Operations Division (the department) Partners: Kinship Engagement Teams, child and family practitioners, VACCA	June 2022

GOAL 4 Training

Aim: Carers are effectively trained to provide safe, stable, quality and culturally connected care.

4.1 Improve information and training supports for carers

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Develop more tailored training for carers of Aboriginal children, and culturally diverse children	(a) Make cultural safety training available through Carer KaFE for kinship, foster and permanent carers, to support caring for culturally diverse children.	Target: Increase in number of cultural safety training sessions delivered to carers	Lead: Carer KaFE Partner: Governing Reference Group, VACCA	June 2022
Continuously improve the suite of training packages so it is comprehensive and contemporary	(b) Explore and learn from trauma-informed and evidence-informed training models for carers.	Deliverable: Capture and share examples of trauma-informed and evidence-based training modules throughout Victoria	Lead: FCAV, KCV, PCAF, VACCA Partner: CAGs	Quarterly throughout 2021–22

4.2 Expand training and support of the Carer KaFE Program to support permanent carers

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Make more training available to permanent carers	(a) Expand Carer KaFE training to enable access by permanent carers.	Target: Permanent carers can access Carer KaFE training to support the needs of children in their care	Lead: Care Services Children, Families, Communities and Disability Division (the department) Partner: Carer KaFE and Governing Reference Group	July 2021

GOAL 5

Supporting carers

Aim: Carers have access to responsive, high-quality systems of support.

5.1 Accessible telephone/online support for carers

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Improve telephone/online carer supports	(a) Bolster carer peak agencies' information, advice and support for carers.	Deliverable: Independent support phone lines providing professional advice on a range of carer queries and providing proactive contact early in placement	Leads: Relevant peak bodies: FCAV, KCV, PCAF Partner: Care Services Children, Families, Communities and Disability Division (the department)	July 2021

5.2 Kinship carers receive timely access to support upon children's entry to care arrangement

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Assist carers to navigate supports available for children in their care	(a) Increase access to Kinship First Supports Program through communication, implementation and monitoring of performance in Operational Divisions.	Target: Increased visibility of the Kinship Care First Supports Program for new and existing kinship carers who may not be accessing these supports	Lead: Child Protection, Strategic Design and Operations, Community Services Operations Division (the department) Partner: KCV, Kinship Engagement Teams, sector	Quarterly throughout 2021–22
	(b) Child Protection and Kinship Engagement Teams work collaboratively to identify and activate children, young people, families and carers' access to the First Supports Program under the Kinship Care Model.	Target: Increased number of eligible kinship carers are engaged with the First Supports Program and receive supports based around the needs of the child or young person	Lead: Child Protection, Communities and Disability Division (the department) Partners: Kinship Engagement Teams, KCV	Quarterly throughout 2021–22

5.3 Carer support for incident management and quality of care

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
<p>Provide carers with information and support to understand relevant investigation processes</p>	<p>(a) Publish information to assist organisations and carers to understand the relevant incident investigation processes including CIMS, the Reportable Conduct Scheme and the Suitability Panel.</p>	<p>Target: All carers have access to information on investigation processes of CIMS, the Reportable Conduct Scheme and the Suitability Panel</p>	<p>Lead: Community Services Quality and Safety Office, Children, Families, Communities and Disability Division (the department)</p> <p>Partners: CFECFW, FCAV, KCV, PCAF, VACCA</p>	<p>October 2021</p>

GOAL 6

Stability and permanency

Aim: Carers provide nurturing lifelong relationships, enabling family preservation or reunification or providing a permanent care arrangement.

6.1 Information for permanent carers

Objective	Recommended action	Target/deliverable	Lead/partner	Key dates
Improve supports for permanent carers	(a) Develop an information package for permanent carers that outlines relevant roles and responsibilities, the assessment process, available supports and key information during the planning stages and once permanent care has been granted.	Target: All permanent carers have access to information about their roles, rights and responsibilities and supports available at each stage of the permanent care process	Lead: Care Services and Child Protection, Children, Families, Communities and Disability Division (the department) Partner: PCAF	June 2022
	(b) Expand Better Futures and Home Stretch eligibility to include young people subject to permanent care orders (and their carers where relevant).	Target: All young people subject to permanent care orders are referred to Better Futures at 15 years and nine months and to Home Stretch immediately prior to their 18th birthday and experience a gradual and supported transition to adulthood	Lead: Transitions from Care – Child Protection, Children, Families, Communities and Disability Division (the department) Partner: PCAF	July 2021

Appendix 1: Sector-led initiatives

The following sector-led initiatives have been provided by the out-of-home care providers forum as examples of sector-led activity that contributes to desired outcomes of the Strong carers, stronger children carer strategy and action plan for 2021–22.

Goal 1: Finding children a home

No.	Initiative	Lead agency
1	Fostering Connections	Centre for Excellence in Child and Family Welfare
2	Review of foster care strategy through lens of lived experience	Berry Street
3	Digitise and create interactive recruitment and support activity	
4	Exploration of the Teaching Family Model in foster care	
5	Advertising campaign to recruit prospective carers, both locally and across the state	
6	Appointed a project worker to analyse what is working well across our Uniting programs, and what can we improve to attract and retain carers	
7	Segmentation Project <ul style="list-style-type: none"> • Reviewing foster carer profiles • Motivations, triggers and trends for particular cohorts • Across-agency approach 	MacKillop Family Services
8	Foster Care Spotlight <p>The project will focus on foster carer experiences at MacKillop. The overarching goal of the project is to better understand how we support, develop and retain our carers, which ultimately leads to sustained positive outcomes and stability for the children and young people in our care. Throughout the project, more objectives and strategies may be identified, but ultimately the focus is on how MacKillop supports carers to support the children in their care.</p>	
9	Carers Corner <p>A virtual support platform developed during the COVID-19 pandemic in an attempt to connect carers. This platform will continue to develop including:</p> <ul style="list-style-type: none"> • face-to-face events • specialised topics for carers for improving practice • carer training • resource platform. 	

No.	Initiative	Lead agency
10	<p>Foster Care Plus and alternative care models</p> <p>Focus on developing an alternative care model for identified complex young people, department-funded home-based care houses, Circle, looking and actively recruiting through creative ways.</p>	MacKillop Family Services (continued)
11	<p>Foster Care Colloquia</p> <p>The purpose of the forum is ensuring consistent practice nationally across foster care programs to drive best practice in key areas of compliance, quality of care and advocacy for change. This is not a forum for operational matters but analysis, discussion and action changes required.</p>	
12	<p>Transition of new foster carers</p> <p>Project reviewing the transition of newly accredited foster carer households and a strategy developed in light of outcomes.</p>	

Goal 2: Preparation for caring

No.	Initiative	Lead agency
1	Review of Foster Care strategy through lens of lived experience	Berry Street
2	Digitise and create interactive recruitment and support activity	
3	<p>Providing carers with as much clarity and information as possible at the point of taking a child into care/placement</p> <ul style="list-style-type: none"> • Honouring the requirements/needs and confidence level of the carer • Maintaining a sound assessment of their skill level and capacity to care • Providing strong advocacy for the needs of carers (need for respite, length of placement) • Providing additional support around the placement • Providing strong support during reviews and carer supervision 	Uniting

Goal 3: Valuing, informing and empowering carers

No.	Initiative	Lead agency
1	Exploration of the Teaching Family Model in foster care	Berry Street
2	Digitise and create interactive recruitment and support activity	
3	Advocacy to include carers in Care Teams	Uniting
4	Working together with and maintaining local relationships with Aboriginal organisations and programs	
5	Adhering to, and ensuring that other professionals adhere to, agreed timeframes to address issues and needs of children and carers in a timely manner	

Goal 4: Training

No.	Initiative	Lead agency
1	Carer KaFE	Lead: Foster Care Association of Victoria Partner: Governing Reference Group
2	Providing access to cultural safety training, as well as support in attending important events within the Aboriginal community	Uniting
3	RAP Implementation Source and offer training to non-Aboriginal foster carers to support them to be culturally informed and culturally safe when caring for Aboriginal and/or Torres Strait Islander children, and to help them understand the importance of self-determination, identity, family, culture and community.	MacKillop Family Services

Goal 5: Supporting carers

No.	Initiative	Lead agency
1	Developing and providing support to staff working with carers, to be aware of reimbursements and funding procedures to ensure that financial and practical support is provided to carers in a timely manner	Uniting
2	Providing upfront information and clarity around the CIMS process, the Reportable Conduct Scheme and the Suitability Panel Ensuring staff who are responsible for providing this support have a high level of knowledge and understanding	
3	Foster Care Spotlight The project will focus on foster carer experiences at MacKillop. The overarching goal of the project is to better understand how we support, develop and retain our carers, which ultimately leads to sustained positive outcomes and stability for the children and young people in our care. Throughout the project, more objectives and strategies may be identified, but ultimately the focus is on how MacKillop supports carers to support the children in their care.	MacKillop Family Services
4	Case Managers Development Group	MacKillop Family Services

Goal 6: Stability and permanency

No.	Initiative	Lead agency
1	Information and details to carers about permanent care during annual reviews and/or carer supervision.	Uniting

Appendix 2: Working group membership summary

The following summary reflects the working group membership of those groups identified against goals and actions.

Working group name	Meeting frequency	Membership
Wungurilwil Gaggapduir Working Group Two	Six times per year	The Alliance Njernda Aboriginal Corporation Deputy CEO, Centre for Excellence in Child and Family Welfare Aboriginal Clinical Team Leader, Berry Street Executive Director Services, Berry Street Commission for Children and Young People Manager, Aboriginal Affairs Policy, Department of Premier and Cabinet CEO, Mallee District Aboriginal Service Director, Aboriginal Strategy and Oversight (the department) Central representatives (the department) Divisional representatives (the department)
Carer Advisory Groups <ul style="list-style-type: none"> • East Division • North Division • South Division • West Division 	Quarterly	Kinship and foster carers Peak organisation representatives Service providers Divisional representatives
Governing Reference Group of Carer KaFE	Every six weeks	CEO, Foster Care Association of Victoria CEO, Kinship Carers Victoria Departmental representatives Centre for Excellence in Child and Family Welfare Victorian Aboriginal Child Care Agency The Alliance Victorian Aboriginal Community Controlled Health Organisation

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In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people. 'Indigenous' is retained when part of the title of a report, program or quotation.

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