BERRY STREET

We're for Childhood

SINCE 1877

2016

# ANNUAL REPORT

# CONTENTS


PRESIDENT & CEO'S REPORT 4

A SNAPSHOT 5

GOVERNANCE & ACCOUNTABILITY 7

KNOWLEDGE DEVELOPMENT & ADVOCACY 17

- Berry Street Childhood Institute 17
- Advocacy 22

PROVIDING SAFE HOMES 24

HEALING CHILDHOOD TRAUMA 32

STRENGTHENING & EMPOWERING FAMILIES 36

ADVANCING CHILDREN'S LEARNING & DEVELOPMENT 39

OUR PEOPLE 43

MARKETING, DEVELOPMENT & FINANCE 47

THANK YOU 59

CORPORATE SUPPORTERS 62

# PRESIDENT & CEO'S REPORT

**Each** year, as we reflect on past achievements, it is harder to do justice to the breadth, depth and impact of our work.

As the largest independent child and family services organisation, our committed and capable staff and volunteer foster and kinship carers, tackle some of society's most 'wicked' problems – child abuse, family violence, substance abuse and intergenerational disadvantage.

Every day they demonstrate what Berry Street stands for – by their courage, in the way they build relationships, connect, advocate and earn trust, and in their openness, always questioning how we can do things better.

While providing services is the core of what we do – and what governments and our supporters expect – it's not sufficient.

That's why we established the Berry Street Childhood Institute, why we take a leadership role in advocacy and why we invest in innovation.

These pillars of our work are captured in our new Strategic Plan, a summary of which is on page 10.

**OUR THREE KEY GOALS ARE:**

- To strengthen and deepen the impact of our work
- To expand our service responses to better meet needs
- To extend our leadership, influence and advocacy

We have the people, ideas, knowledge and capability to do so much.

But we also need the support of our wonderful donors, philanthropic foundations, corporates and community partners who provide the independent funds which enable us to achieve even more.

We thank all who make up the Berry Street community for your belief in the importance of our Vision – *that all children have a good childhood, growing up feeling safe, nurtured and with hope for the future.*

*Sandie de Wolf AM*
*Chief Executive Officer*

*Paul Wappett*
*President*

# BERRY STREET SERVICE MAP

### NORTHERN

| | | |
|---|---|---|
| Community | — | 101 |
| Education & Training | — | 376 |
| Family Support | — | 1,702 |
| Family Violence | — | 2,708 |
| Foster Care & Kinship Care | — | 151 |
| Residential Care | — | 75 |
| Youth (incl Disability) | — | 0 |
| **Total** | — | **5,309** |

### HUME

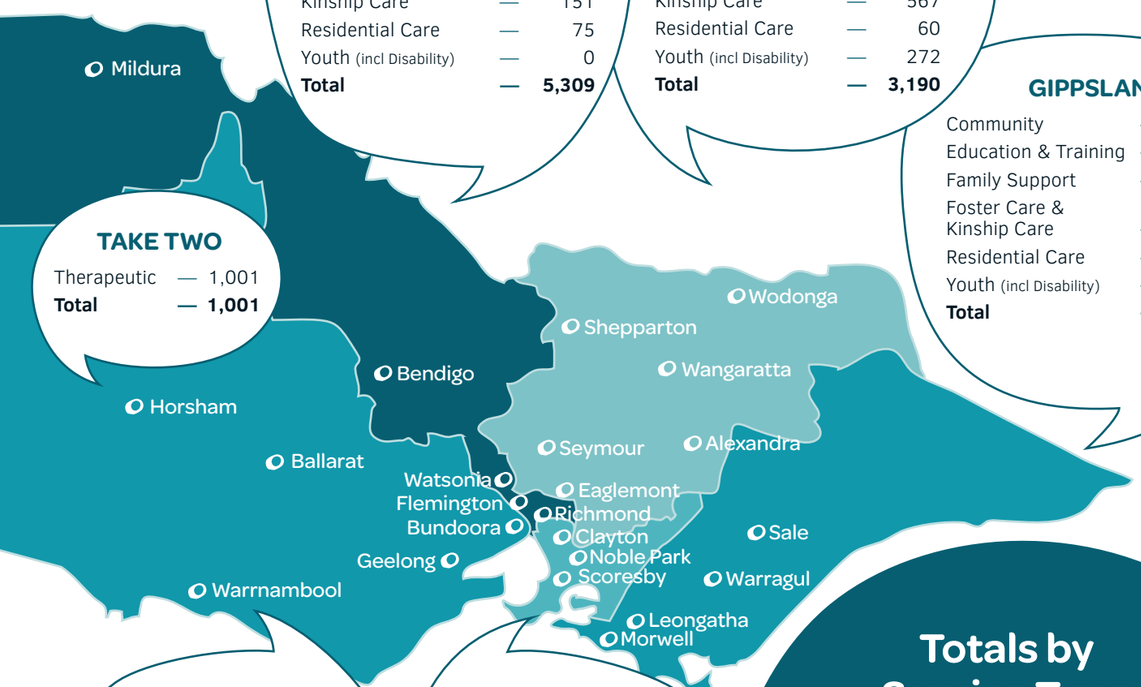
| | | |
|---|---|---|
| Community | — | 1,552 |
| Education & Training | — | 376 |
| Family Support | — | 363 |
| Foster Care & Kinship Care | — | 567 |
| Residential Care | — | 60 |
| Youth (incl Disability) | — | 272 |
| **Total** | — | **3,190** |

### GIPPSLAND

| | | |
|---|---|---|
| Community | — | 332 |
| Education & Training | — | 139 |
| Family Support | — | 184 |
| Foster Care & Kinship Care | — | 299 |
| Residential Care | — | 44 |
| Youth (incl Disability) | — | 224 |
| **Total** | — | **1,222** |

### TAKE TWO

| | | |
|---|---|---|
| Therapeutic | — | 1,001 |
| **Total** | — | **1,001** |




### WESTERN

| | | |
|---|---|---|
| Education & Training | — | 102 |
| Family Support | — | 49 |
| Family Violence | — | 1,850 |
| Foster Care & Kinship Care | — | 193 |
| Residential Care | — | 29 |
| Youth (incl Disability) | — | 314 |
| **Total** | — | **2,537** |

### SOUTH-EAST

| | | |
|---|---|---|
| Education & Training | — | 137 |
| Foster Care & Kinship Care | — | 143 |
| Residential Care | — | 53 |
| Youth (incl Disability) | — | 206 |
| **Total** | — | **544** |

### Totals by Service Type

| | | |
|---|---|---|
| Community | — | 3,833 |
| Education & Training | — | 1,103 |
| Family Support | — | 2,988 |
| Family Violence | — | 4,558 |
| Foster Care & Kinship Care | — | 1,353 |
| Residential Care | — | 266 |
| Therapeutic | — | 1,001 |
| Youth (incl Disability) | — | 1,239 |
| **Total** | — | **15,651** |





# BERRY STREET A SNAPSHOT

**15,651**
**SERVICE USERS**

**1,068** Staff at 30 June 2016

**1,124** Mentors and Volunteers

**454** Foster and Kinship Carers

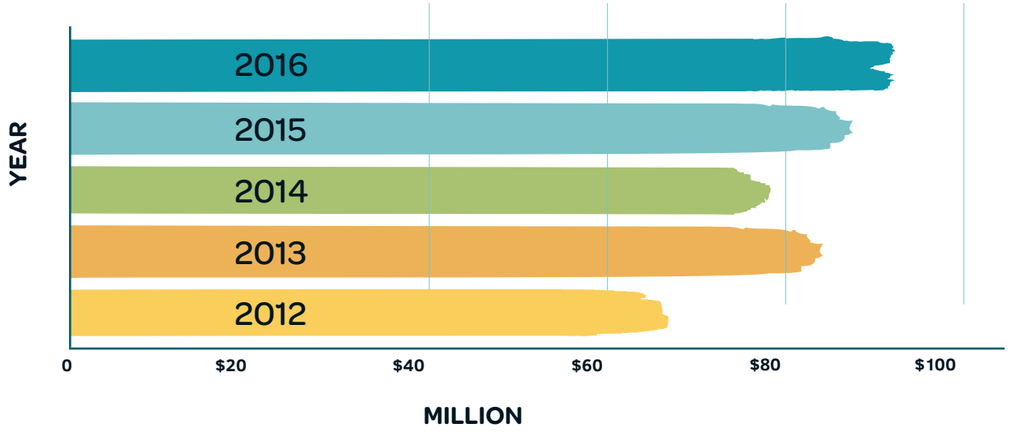
**25** Offices including co-locations

**34** Residential Units including contingency & therapeutic units

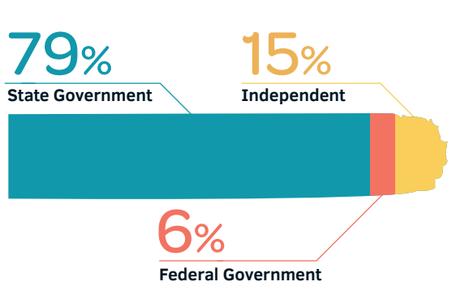
**3** School Campuses

**18** Other Properties

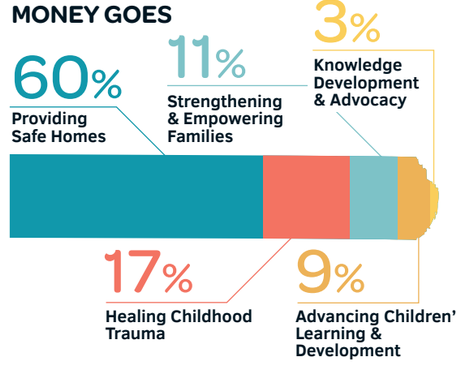
## TOTAL INCOME




## 2015/16 GROSS INCOME BY FUNDING SOURCE




## WHERE THE MONEY GOES



# GOVERNANCE

## & ACCOUNTABILITY

**We** are fortunate to have such a capable and committed Board of Directors and Executive Management Team.

Together, we are determined to ensure:

- We are accountable to all our stakeholders – clients, staff, carers, supporters, funders and the community within which we work
- We provide the stewardship which protects and strengthens our reputation, resources and legacy

### OUR COMMITTED AND EXPERT BOARD OF DIRECTORS

Our Board voluntarily commits their time, experience and knowledge to govern Berry Street. They respectfully challenge our Executive Management Team to better demonstrate the impact of our work, set our strategic priorities and oversee our financial and risk management systems and advocacy agenda.

Our Board met 11 times in 2015.

**Kate Jenkins** resigned after 15 years of outstanding service when she moved to her new role as the Australian Sex Discrimination Commissioner

**Brian Watson** resigned after eight years, and leaves such a strong legacy through our finance and investment systems and strategies

**Tim Cartwright** (former Acting Chief Commissioner of Victoria Police) joined in March 2016 after over 40 years of service with Victoria Police

**Kate Roffey** (former CEO of the Committee for Melbourne) joined in May 2016

### BOARD COMMITTEES

Our seven Board committees provide a deeper perspective on key organisational priorities. Chaired by a Board member, they include a number of knowledgeable external advisors and senior staff:

- **Berry Street Childhood Institute**
  Special thanks to external advisors Professor Marie Connolly (University of Melbourne), Georgie Ferrari (YACVIC), Dr Debby King-Rowley (Burlington Group Melbourne), Taryn Lee (DHHS), Dr Michael Liffman (Philanthropy & Social Investment, Swinburne University), Chris Pierson (AMES), Sue West (Centre for Community Child Health)
- **Berry Street School Committee**
  We are yet to appoint external advisors
- **Finance and Investment Committee**
  Special thanks to external advisors Jonathan Clark (Winslow Investment Management Pty Ltd) and Mark Nicholson (Skye Capital Pty Ltd)
- **Independent Income Committee** *(Discontinued in March)*
  Special thanks to Dr Alice Hill (The Antipodean Family Foundation) and Andrew McPhee (Australia Post)
- **Governance Committee**
  Consisting of President, Vice President, Immediate Past President, Chair of Finance and Investment Committee, CEO, Deputy CEO/Director of Services and Director Office of the CEO
- **Public Policy & Advocacy Committee**
  Special thanks to external advisors Mary Clark (Mary Clark & Associates Pty Ltd), David Griffiths (ACIL Allen) and Judge Samantha Marks
- **Quality and Risk Management Committee**
  Special thanks to external advisors Paul Broderick (State Revenue Office) and Dr Neil Coventry (Chief Psychiatrist, DHHS)

# A NEW STRATEGIC PLAN

**The** Board renewed its commitment to our 2027 Strategic Directions. Berry Street will be 150 years young in 2027.

To achieve our Vision – *that all children have a good childhood* – we need to continue to drive change, both within and through Berry Street, but also the policies, systems and resources that children and families need.

We used our annual Board and Executive Retreat to focus on our 2016 – 2019 Strategic Plan. Kym Peake (Secretary of the Department of Health and Human Services [DHHS]), a number of Y-Change young people and feedback from over 25 external interviews with colleagues within DHHS and the sector, provided valuable insights and helped shape our thinking.

This work was overseen by our Strategic Planning Task Group, consisting of Board and senior staff and external advisor, Graham Hubbard, former Professor of Strategic Management, University of Adelaide.

**Our Purpose**

To enable lifelong wellbeing for children, young people and families affected by violence, abuse and neglect, and to pursue the conditions necessary for children to have a good childhood

**Our Vision**

All children should have a good childhood, growing up feeling safe, nurtured and with hope for the future

**2027** — By Our 150th Anniversary

**2016 – 2019 STRATEGIC PLAN**

**Our Core Business**

- PROVIDING SAFE HOMES
- HEALING CHILDHOOD TRAUMA
- STRENGTHENING & EMPOWERING FAMILIES
- ADVANCING CHILDREN'S LEARNING & DEVELOPMENT
- KNOWLEDGE DEVELOPMENT & ADVOCACY

**Our Approach**

STRENGTHENING OUR IMPACT ◄ ► EXTENDING OUR IMPACT

**Our Goals**

- Strengthen and deepen the impact of our work
- Expand our service responses
- Extend our Leadership, Influence and Advocacy

| Our Priorities | Key Projects |
|---|---|
| Transform our Safe Homes & Healing Childhood Trauma services | Use best local and international knowledge & evidence to provide a greater range of OOHC options<br>• Introduce the Secure Base Model<br>• Redesign residential care<br>• Expand clinical and therapeutic offerings<br>• Build on our case management expertise<br>Develop our workforce to meet new challenges |
| Better demonstrate our service impact | Implement Outcomes Star across core programs<br>Implement the Client Information Management system that informs service design and planning<br>Embed evaluative processes at every level of the organisation<br>Introduce implementation frameworks to enhance client outcomes |
| Play a leading role in the response to children impact by Family Violence | Develop a therapeutic service for infants & children impacted by family violence<br>Develop integrated service models for working with families experiencing family violence who are at risk of entering, or have just entered, the statutory Child Protection system.<br>Expand our work to include a strong focus on fathers who use violence |
| Actively pursue growth opportunities that support vulnerable children & families | Implement a business development framework<br>Test innovative models of service delivery to improve outcomes for vulnerable children and families<br>Pursue place-based initiatives<br>Partner with universal and early intervention services |
| Play a leading role in the implementation of Beyond Good Intentions | Build our cultural competence<br>Establish formal partnerships with Aboriginal Community Controlled Organisations (ACCOs)<br>Transfer resources to ACCOs |
| Strengthen the voice of children and young people | Optimise opportunities for young people to have a say in how services are provided to them and how they can be improved<br>Support young people to influence the systems that impact them |
| Increase our influence and the impact of our experience, knowledge and advocacy | Leverage the work of our Berry Street Childhood Institute<br>Through our Public Policy and Advocacy Agenda, use our knowledge of factors which increase individual and community resilience to advocate for systemic reforms.<br>Raise public awareness of the importance of a good childhood |
| Grow the investment in, and impact of, our innovation, knowledge development, advocacy and service enhancement | Build and diversify our independent income<br>Leverage our Intellectual Property to generate new income sources<br>Expand the reach of the Berry Street Education Model |

### PAUL WAPPETT

**President Berry Street,**
**CEO Open Universities Australia**
*Since 2007 | B.COMM, LL.B, MBA.*

I've always been acutely aware of what a privilege it is to have had the childhood I did, unencumbered by the anxiety, pain and trauma that many children face. Berry Street allows me to try to change the conditions of childhood for all children, and to give hope and support to those kids for whom childhood is a tough road.

### LYN ALLISON

**Former teacher & former**
**Leader of the Australian Democrats**
*Since 2009 | B.ED, MAICD.*

Berry Street works hard at the coalface for our kids, but also sees the bigger picture. Society needs to change and evidence needs to drive improvement in services so young people in care do not keep missing out on life's opportunities. Berry Street gets that.

### LORENZO BRESCIANI

**Brand Consultant**
*Since 2014 | BA(Hons).*

Right from my very first interactions with Berry Street, I have been inspired by the commitment of its staff and by the resilience of the children and families they work with every day.

### PENNY ARMYTAGE

**Partner, Government Advisory Services**
**Advisory, KPMG**
*Since 2014 | BA. Social Science.*

I have had the privilege of working with Berry Street from early in my career as a child protection worker. I have always been impressed with Berry Street's commitment to work with clients to prevent harm to children, or if that is unable to be achieved to work tirelessly to try to ameliorate the impact of that harm on their future lives. Playing a role on the Board allows me to contribute to this effort and commitment.

### TIM CARTWRIGHT

**Former Acting Chief Commissioner,**
**Victoria Police**
*Since 2016| BA. Criminal Justice, Grad. Dip. Public Policy and Management.*

Berry Street is an organisation that does good, that makes a difference to children and families, and has a deserved reputation for innovation. I find their values a very nice fit with my own, and I have always worked with people who love a challenge, especially when that involves helping others. I was delighted to be invited onto the Board.

### LAURINDA GARDNER

**Berry Street Vice-President,**
**Consultant and Executive Coach**
*Since 2000 | BA(Hons).*

The work that Berry Street does every day is even more important in today's complex world. I continue to be inspired by the great work of our staff and volunteer carers and am proud to contribute what I can to this great organisation.





# OUR COMMITTED BOARD OF DIRECTORS

### DR DAVID MUSHIN

**Child Psychiatrist (retired)**
*Since 2012 | MBBS, FRANZCP, Dip.Child Psychiatry (Toronto).*

As a former child and adolescent psychiatrist, I am well aware of children's need for a secure and nurturing environment. Berry Street is dedicated to providing for such childhood needs and so I appreciate being a member of its Board of Directors.

### PAUL MANN

**CFO, Future Fund**
*Since 2015 | B.COMM, CA, CFAC.*

The passion of the people who work for and with Berry Street made me want to get involved. Their mission is important.

### ERIC PASSARIS

**Partner, Audit and Assurance,**
**Grant Thornton Australia**
*Since 2013 | B.EC, CA, CPA, RCA.*

Lots of things keep me involved with Berry Street. The challenges and complex issues that the staff deal with every day, and their professionalism and passion for what they do is inspiring. The stories we hear from some of our young people and their gratitude for the assistance Berry Street has given them is rewarding. Working with the calibre of the management team and my fellow Board members, I learn and grow as an individual. Berry Street has opened my eyes to real world issues in our own back yard that I never knew existed. This work is worth supporting.

### KATE ROFFEY

**Kontakt Strategic Agency**
*Since 2016 | B.APP.SC. Sports Science, B.SC. Psychology, Grad Dip. AICD.*

Berry Street is not just an organisation – it is part of the heart and soul of Melbourne and Victoria. Being part of Berry Street is more than just a great opportunity, it is a privilege.

### DAVID GREEN AM, PSM

**Lecturer and former Associate Professor,**
**School of Social Work, La Trobe University**
*Since 2002 | BA, Dip. Social Studies, MA(Hons).*

Berry Street has long been distinguished by its Values, its dedicated staff and volunteers, and its commitment to a good childhood for all children. Today it is also confronting the key challenge of what a good childhood means in the 21st Century.

# OUR EXECUTIVE TEAM

### CHIEF EXECUTIVE OFFICER
**Sandie de Wolf AM**
*Since Jul 1991*
*BA(Hons), Dip Soc Stud, MSW, FAIM, FAICD*

## REPORTING TO THE CEO

### DEPUTY CEO/ DIRECTOR OF SERVICES
**Fran O'Toole**
*Since Aug 2012*
*BA, BSW, Dip ED(ADULT ED), MPH*

### DIRECTOR BERRY STREET CHILDHOOD INSTITUTE
**Marg Hamley**
*Since Oct 2003*
*BA(Hons-Psychology), MSW, Dip Ed*

### DIRECTOR MARKETING, COMMUNICATIONS & DEVELOPMENT
**Heidi Reid**
*Since June 2015*
*B.Bus (Marketing)*

### DIRECTOR FINANCE & BUSINESS DEVELOPMENT
**Emmanuel Tsakis**
*Since Jun 2010*
*CPA, MBA*

### DIRECTOR PEOPLE, CULTURE & INFORMATION SYSTEMS
**Jackie Mead**
*Since Jan 2006*
*B.Comm*

### DIRECTOR PUBLIC POLICY & PRACTICE DEVELOPMENT
**Julian Pocock**
*Since Jan 2010*
*MSocSc (Policy & Mgmt)*

### DIRECTOR - OFFICE OF THE CEO
**Jacqui Riters**
*Since Feb 1993*
*Dip. Bus*

## REPORTING TO THE DIRECTOR OF SERVICES:

### DIRECTOR GIPPSLAND
**Dr Trish McCluskey**
*Since Sept 2008*
*D.S.W., BA, LL.B, BSW, M.Crim, MSW, Cert IV T&A, Dip Bus*

### DIRECTOR HUME
**Patrice Jackson**
*Since Aug 2002*
*BA (Social Science), Dip. Bus*

### DIRECTOR NORTHERN
**Jenny McNaughton**
*Since Jun 2014*
*BSW, MSW, Dip. Bus, Cert IV Assessment & Training*

### DIRECTOR SOUTH EASTERN
**Meaghan Holden**
*Since Aug 2012*
*BA Human Services, MAPP, Cert IV in Assessment & Training*

### DIRECTOR TAKE TWO
**Annette Jackson**
*Aug 2003 to Jan 2016*
*BSW, MSW, Dip. Bus.*

### DIRECTOR TAKE TWO
**Ric Pawsey**
*Since Jan 2016*
*BA (hons), Grad Dip Mgmt, MBSc, MAPS*

### DIRECTOR WESTERN
**Steve Johnson**
*Jun 2014 to Jul 2016*
*Dip Community Service Work, Grad Dip Business Admin.*

### DIRECTOR WESTERN
**Andrew Lowth**
*Since Jun 2016*
*BSW, Grad Dip (Psychotherapy)*







# QUALITY, RISK & COMPLIANCE

**As** a large organisation that is responsible for very vulnerable children, young people, women and families, we understand and support the need for external scrutiny.

At the same time, we know that the best work will occur in organisations where learning is valued and promoted, where staff are competent and supported, and where the right management systems and infrastructure supports are in place.

## SOME OF THE HIGHLIGHTS INCLUDE:

- Achieving White Ribbon workplace accreditation, one of 45 organisations nationally and only nine not-for-profits
- Commencing the implementation of Outcomes Star, which will help guide our work with clients and measure impact both for the individual and in aggregate
- Successfully completed the Australian Council on Healthcare Standards mid-year and Registered Training Organisation reviews
- Reviewing how we best provide supervision to our residential staff and implementing a new framework
- Engaging external consultants to review our IT security
- Twenty-six DHHS spot audits of our residential homes across the State
- In August 2015, Berry Street undertook its second agency-wide survey of adult service users. The survey collects data on service satisfaction, as well as seeking feedback about the impact of Berry Street programs for individual clients. It also seeks suggestions for improvements and enhancements to service delivery. This year, the project was expanded to include Open Place (the Support Service for Forgotten Australians) clients.

> *I feel a lot safer, happier, healthier and more organised*
>
> *Financial counselling client*

- The largest numbers of responses came from clients who had used Berry Street's family violence services, parenting support services, and post-care services
- Pleasingly, levels of satisfaction were extremely high

## ACKNOWLEDGING

# OUR PAST

**Since** 1877, we have played a role in the lives of tens of thousands of children.

We hope that this was a positive experience overall, but know that it wasn't for all and that questions about identity may be lifelong. This is why we commit our own resources to our Heritage Information Service, which helps people access and understand whatever information we may have about their past. In 2015/16, 160 people used our service and 85 people were provided with their information.

Using learning from the Royal Commission into Institutional Responses to Child Sexual Abuse, we redeveloped the way we respond to allegations of past abuse. The Policy is available on our website. We provide all information we have to an independent person who meets with the person making the allegation. The independent person determines what redress should be made, including any financial reparation, and the complainant receives a copy of the report prepared by the independent person. Nine people (two new people and seven previous claimants who were offered reassessment under our new policy) were supported through this process in 2015/16.

> *I thought this person had disappeared off the face of the earth, I found this person actually did exist!*
>
> *– Max*

> *I can't thank Berry Street enough for their generosity [for both the information and the way it was provided]. It has reaffirmed my trust in the goodness of others.*
>
> *-Judy*

**160 people received support through our service**

160

## BERRY STREET CHILDHOOD

# INSTITUTE

One of the features which differentiates Berry Street in the community services sector is our strong commitment to building and sharing knowledge. Using our independent funds, and supported by a number of generous supporters and philanthropic foundations, our focus in 2015/16 was:

- Through our exciting Berry Street Education Model – taking this model to scale and, in doing so, intervening earlier in educational achievement and preventing disadvantaged students from dropping out
- Strengthening our ability to engage young people, especially through the development of Y-Change, which provides opportunities for young people who have experienced disadvantage to become change-makers and leaders
- Extending our reach through training and events

### BERRY STREET EDUCATION MODEL

2015/16 was a remarkable year of achievement, where our small team greatly exceeded the business development targets that we set.

The Youth Research Centre Graduate School of Education (University of Melbourne) evaluated the two pilot programs in Mt Ridley College in Craigieburn and Morwell Primary School.

Following implementation of the Berry Street Education Model (BSEM), there were: significant gains in learning in literacy and numeracy (an average of 2 years growth in one year at Morwell Primary School); more positive attitudes from students, especially in motivation and learning confidence; increased teacher effectiveness; improved classroom behaviour; and an 88% reduction in suspensions in one school and 47% in the other.

### SOME OF THE HIGHLIGHTS INCLUDE:

- The team working with 25 schools across Australia, in addition to our own Berry Street School
- The Catholic Education Office contracting us to deliver BSEM to 337 of their wellbeing and school leaders
- Being one of eight organisations nationally selected for a National Impact grant from Perpetual
- Publishing five resource books for teachers
- Securing funding from Helen Macpherson Smith Trust and Newsboys Foundation to develop a BSEM Alumni so the model can be sustained through a learning portal and annual event

**Reduction in suspension in a school** 88%

**Worked with Schools** 25

*I have been here 16 years and my staff have a terrible and well-known reputation for being a rude audience in professional learning. In 16 years, I have never seen them the way they were today. They were engaged, focussed, proactive and grateful.This was the best professional learning in my school's history.*

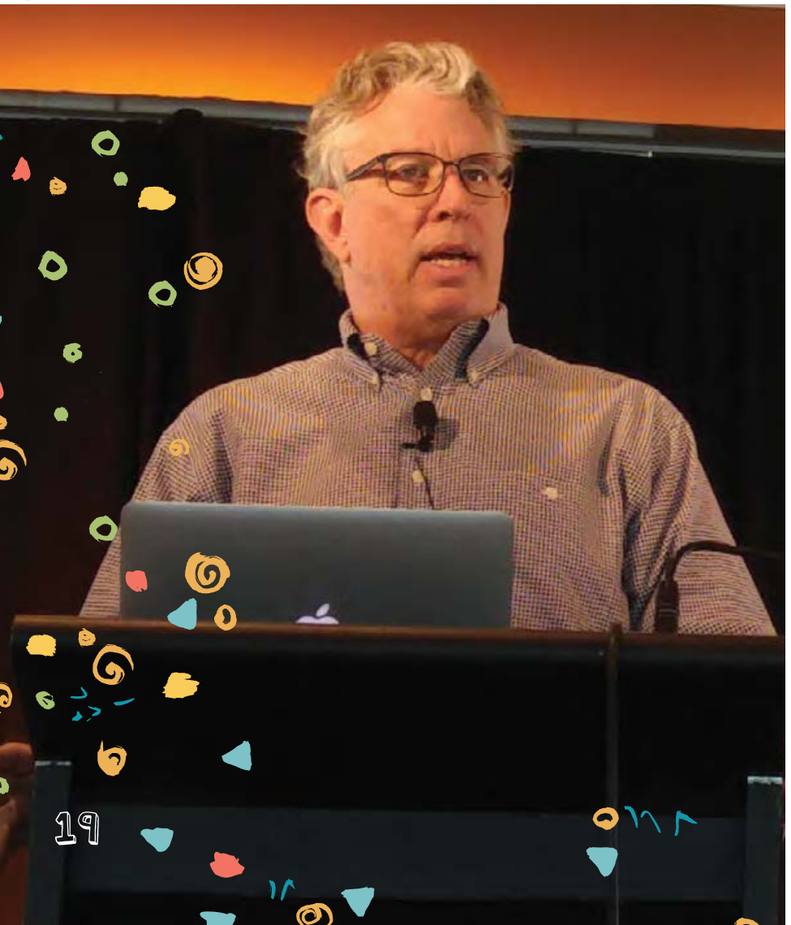
*Principal*

## INTERNATIONAL CONNECTIONS

We continue to share with, and learn from, international colleagues through presentations at conferences and building collaborations.

## SOME OF THE HIGHLIGHTS INCLUDE:

- Dr Trish McCluskey (Director Gippsland) visiting the USA to understand alternative residential care models
- Professor Annette Jackson (Senior Advisor Healing and Trauma) presenting in Canada on the Neurosequential Model of Therapeutics
- Dr Nicole Milburn (Senior Manager for Infant Mental Health and Developmental Consultancies, Take Two) presenting on challenges for professionals at the 15th World Congress of the World Association for Infant Mental Health Conference in Prague
- Our Home Based Care staff giving five presentations at the International Foster Care Conference in Sydney
- Our Berry Street Childhood Institute Fellows from the United Kingdom – Professor Gillian Scholfield, Dr Mary Beek, Richard Rose and Clark Baim – all visited Berry Street and shared their knowledge.



## DR BRUCE PERRY TOUR

On his 4th tour with us, Dr Bruce Perry (Founder of the Child Trauma Academy in the USA) presented on Transforming Childhood Trauma in Melbourne, Perth and Sydney. Like previous tours, we arranged for Dr Perry to meet with government officials, provide master classes and deliver a number of keynote addresses. Over 5,000 people learned from him over the two weeks and the feedback was again overwhelmingly positive.





## Y-CHANGE

We believe that young people are the experts of their own story and have much to teach us.

With philanthropic support, we brought together 11 young people who have experienced disadvantage and provided a 10-week program to build their confidence and develop skills in advocacy and leadership. Seven of the young change-makers successfully completed the program and have been offered opportunities for casual employment. Some of their projects include: presenting to the Berry Street Board, at our Senior Manager/EMT Retreat, at the Berry Street Childhood Alliance lunch; discussion with the Secretary of DHHS; assisting with staff interviews for the Shepparton Youth Foyer; and participating in the Police Chief Commissioner's Youth Summit in July.

*It was really heartening to know that for all harm they have experienced, such resilient young people prevail. They really are a credit to themselves as individuals. I hope that their road ahead in life is easier than it has been until now.*

*Berry Street Regional Director*

*What the young people taught me...we all need good people to believe in us, to grow and know they can dream, belong and be loveable.*

*Berry Street Senior Manager*

## FOSTER CARE

It is pleasing that Minister Jenny Mikakos is keen to better support foster and kinship carers and grow the number of people willing to take on this critical work. The $20 a week increase in January 2016 was the first in over 10 years and the support of the sector's foster carer recruitment campaign – Fostering Connections - is most welcome.

But there is so much more to do...

- Over the last five years, Victoria has lost more foster carers (696) than it has gained and the decline is growing. The loss of 620 in 2014/15 was the highest number yet and the 392 commencing is lower than the three previous years
- Foster care now makes up only 17% of placements in Out of Home Care in Victoria, compared with 59% in Queensland

This is why we continue to advocate for a Professionalised Model of Foster Care, where carers are properly supported and receive some remuneration for their invaluable work.

In addition to sponsoring the National Foster and Kinship Care Conference, we:

- Based on Anita Pell's Churchill Fellowship, published 'Solving the Foster Care Conundrum: A Call to Action'
- Joined with Gillian Schofield and Mary Beek (University of East Anglia in the UK) to start implementing their Secure Base model of care
- Provided training for 523 foster carers across Victoria on 'Life After Loss', in partnership with the Foster Care Association of Victoria
- Developed a new program with UK consultant, Richard Rose, on 'Caring for Carers'

## SOME OF THE OTHER BERRY STREET CHILDHOOD INSTITUTE HIGHLIGHTS INCLUDE:

- With philanthropic support from the Late John Brunner, commencing a community strengthening project 'Morwell4Kids', to engage all the community in improving outcomes for children
- Introducing the first therapeutic Life Story Work professional diploma in Melbourne and Sydney, in partnership with UK consultant, Richard Rose
- Commencing the pilot of a successful American program, Family Finding, with our own resources, which will provide children and young people in Out of Home Care with lifelong connections to family
- Having four case studies included in the Department of Health and Human Services' Good Practice Guide in 2016
- Redeveloping our Aboriginal Yarning Up on Trauma program in partnership with the Bouverie Centre
- Providing consultancy advice to the WA and NSW Governments and seconding Dr Sarah Wise (our Good Childhood Fellow) to DHHS for six months to provide advice on the reform agenda

**Training provided for 523 foster carer's across Victoria**

Knowledge Development & Advocacy

# ADVOCACY

**Advocating** for our clients is part of the DNA of all Berry Street staff.

Across a range of policy areas and through regional, state, national and international forums, Berry Street is often the only child and family services organisation from Victoria that is strongly engaged in public policy debates and issues.

We choose to pursue policy change in response to historical failings in child welfare and to be an active player in Royal Commissions and Parliamentary and Government Inquiries. We do this because the insights from our work with vulnerable children and families need to be shared if we are to see all children enjoy a good childhood.

## OUR ADVOCACY PRIORITIES INCLUDED:

- Together with the Office of the Public Advocate, Law Institute of Victoria, Mental Health for Young People and Their Families and the Victorian Aboriginal Child Care Agency, we highlighted some of the unintended consequences of the new Permanent Care Legislation, which commenced in March 2016. We were pleased that Minister Mikakos asked the new Commissioner for Children and Young People to undertake a review of the legislation six months after its commencement
- Leading the sector's commitment to empowering Aboriginal Community Controlled Organisations (ACCOs), which was encapsulated in the Beyond Good Intentions agreement. This was subsequently endorsed by the Aboriginal Children's Forum and a working group was established to progress implementation
- Developing a major submission focussing on the impact of family violence on children for the Victorian Royal Commission into family violence with Emma Toone (Program Manager, Infant & Child Therapeutic Responses) providing testimony. We were pleased that recommendation 23 specifically cites our work in Take Two as needing to be expanded
- Using our findings from our very successful leaving care pilot program, Stand By Me. Although the Victorian Government did not extend its coverage beyond 18 as we argued, the Commonwealth has committed to a trial through the National Framework for Protecting Australia's Children and the South Australian Government is considering introducing it
- Continuing our contribution to the Royal Commission into Institutional Responses to Child Sexual Abuse, particularly around fair and equitable redress for survivors
- Understanding the harm the 'debate' on Marriage Equality means for children, we developed a statement on Marriage Equality which was sent to all Federal MPs and promoted widely through social media
- Using the opportunity of the Royal Commission into Family Violence to raise awareness of the damage caused by family violence, especially to children

## GEORGE'S STORY

George never knew his father. His mother had her own traumatic childhood, having been removed from her family because of sexual abuse. George was left to fend for himself much of the time, refused to go to school and had joined up with some older boys who were stealing cars – and he was only 11. In the 12 months George has been in one of our residential homes, his progress has been remarkable. He is starting to make some friends at school and has made really strong gains in his academic achievements. George's cricket team made the finals and he sees his siblings regularly. Johnathon, one of our residential care workers, took George to the Grand Prix. In his own words "I couldn't have been more proud of him".

# PROVIDING SAFE HOMES

**Providing Safe Homes** is one of Berry Street's key activities.

It includes foster and kinship care, residential care, targeted care packages, leaving care, a number of supported housing programs for young people and our crisis accommodation for women escaping family violence in Ballarat.

> *"I know Berry Street has amazing foster carers and professional people who are extremely dedicated and understanding in their efforts to intervene in practical and effective ways to turn lives around for the better"*
>
> *Supporter Feedback*

Wherever possible, children should enjoy their childhood – feeling safe, nurtured and with hope for the future – at home with their parent(s).

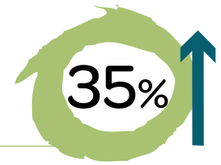
Sadly, for an increasing number of children, this isn't possible.

The Australian Institute of Health and Welfare Child Protection statistics for 2014/15 paint a worrying picture:

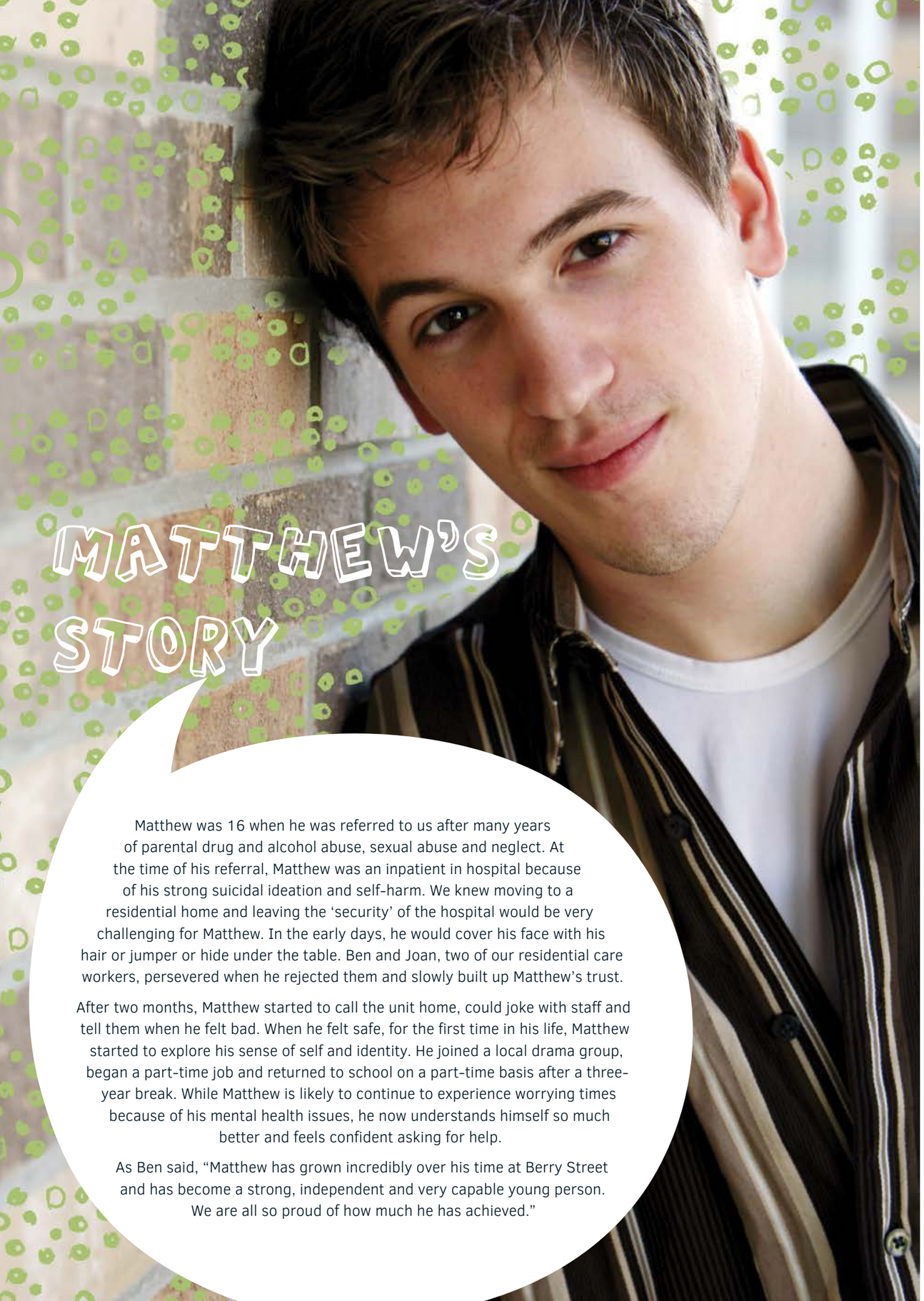
- Since 2010/11, notifications to Child Protection authorities have increased by 35% to 320,169
- 54,025 children were removed from their parents and placed in Out of Home Care; 46% of whom were under five
- Aboriginal children are ten times more likely to be removed

Each of these statistics means, at best, a child doesn't feel safe and, at worst, may have suffered terrible physical, emotional or sexual abuse and/or neglect.

**Notifications to Child Protection authorities have increased to 320,169**




**Aboriginal children are more likey to be removed**



## MATTHEW'S STORY

Matthew was 16 when he was referred to us after many years of parental drug and alcohol abuse, sexual abuse and neglect. At the time of his referral, Matthew was an inpatient in hospital because of his strong suicidal ideation and self-harm. We knew moving to a residential home and leaving the 'security' of the hospital would be very challenging for Matthew. In the early days, he would cover his face with his hair or jumper or hide under the table. Ben and Joan, two of our residential care workers, persevered when he rejected them and slowly built up Matthew's trust.

After two months, Matthew started to call the unit home, could joke with staff and tell them when he felt bad. When he felt safe, for the first time in his life, Matthew started to explore his sense of self and identity. He joined a local drama group, began a part-time job and returned to school on a part-time basis after a three-year break. While Matthew is likely to continue to experience worrying times because of his mental health issues, he now understands himself so much better and feels confident asking for help.

As Ben said, "Matthew has grown incredibly over his time at Berry Street and has become a strong, independent and very capable young person. We are all so proud of how much he has achieved."



## RESIDENTIAL

# CARE

**Berry Street** is known as the organisation that chooses to focus on the children, young people and families with the most complex needs and has the knowledge, skills and infrastructure to manage this extremely challenging work.

While ideally we would want all children and young people to be living in a family, this simply isn't possible for most of the young people we work with through our residential care program.

We share the Government's desire to create more 'family like' options for these young people, but also believe a form of residential care will continue to be needed for some young people.

- Last year, we provided care for 266 children and young people through 28 permanent houses and six temporary ones
- Ideally, no child under 13 should be placed in residential care. However, because there aren't enough foster carers and because of the complexity of some of these children, we cared for 37 children under 13
- Less than half of our permanent houses have the extra funding to be designated as 'therapeutic houses'. However, we train all our staff in therapeutic care and supplement additional clinical input where we can
- We welcomed the additional investment announced by Minister Mikakos, which enabled us to have active staff at night. New processes also improved our ability to get maintenance done on our homes in a timely way, which is so important for the young people whose home it is
- Our committed staff are always looking for ways to improve what we can offer these young people
- In Ballarat, we engaged an art therapist who helped the young people decorate their bedrooms and the common spaces, and a nurse who assists the young people to access appropriate health services.
- In the North, we are piloting the delivery of a Certificate I in Developing Independence. While early days, there have already been improvements in school attendance, family reconnection, the young people's positivity and behaviours

**Provided care for 266 children and young people through 28 permanent homes**

# JANE AND SARAH'S STORY

Jane (7) and Sarah (6) were finally removed from their parents after years of physical abuse, family violence and severe neglect. There were many challenges for foster parents, Leah and Jan, as Sarah was still in nappies, unable to use the toilet, drinking milk from a bottle, had no language and was diagnosed with Autism Spectrum Disorder and Global Developmental Delay. We organised weekly speech and occupational therapy and a clinician helped the foster parents to plan activities that would nurture her development and minimise stress. Six months on, Sarah can now engage, comprehend and communicate what she needs, follow instructions and show affection to the special people in her life. The focus for Jane was to let her be a child and not feel responsible for her sister as she had been. Jane has just joined her local netball club, is making friends and was so excited recently when she was invited to two birthday parties! None of this would have been possible without the love, care, attention and commitment that Leah and Jan provide.

## FOSTER & KINSHIP CARE

**When** children can't live safely with their parents, the next preference is for them to live with extended family.

However, this isn't always possible, so foster care (volunteers who take children into their homes and hearts), is a critical plank in responding to child abuse and neglect.

We have been advocating for resources to strengthen foster care for many years. In the lead up to the last State Election, together with the Foster Care Association of Victoria, we ran the Save Foster Care Campaign.

Following Anita Pell's Churchill Fellowship (Senior Advisor, Home Based Care) in 2009, we invested our funds to build our pool of foster carers and ensure they have the resources and support they need to continue providing the care these children so desperately need.

While Victoria as a whole continues to lose more foster carers than it gains, we have built our own foster care pool from 292 in 2009/10 to 519 2015/16. We have done this through investing our own funds in promoting the need for, and value of, foster care to attract more people and then ensuring they have the support they need.

While all our programs generally operate above their funded performance targets, we still couldn't meet demand, e.g. in Shepparton, referrals doubled to 1,423 and we were only able to successfully match one third of these children because we didn't have any carers available.

### SOME OF THE OTHER HIGHLIGHTS INCLUDE:

- Our 651 wonderful foster and kinship carers providing a home for 1,353 children and young people, 200 more than last year
- Recruiting and accrediting 118 new foster carers
- Our terrific foster care camps, where 119 children & young people and 80 foster carers from Hume and the North enjoyed a week's beach holiday
- Being asked by the Department of Health and Human Services to take over a number of children and foster carers when another agency closed
- The holiday programs, playgroups, carer reward and recognition days and support groups we run
- The *Icare2* training we developed and run for the biological children in foster families

### BEYOND THE CALL...

When 16 year old Tracey had her baby early, it was suggested that she could return to the residential home which had been her home for the last three years. This wouldn't have been a good option for her or her baby. So one of our wonderful foster carers offered to take both mum and baby. For the first time in her life, Tracey experienced what good mothering was and realised that she couldn't provide the full-time care her baby needed.

# ALYSA'S STORY

Growing up in a refugee camp for the first four years of her life was not the sort of childhood any child should experience. Sadly, violence continued to be a big part of Alysa's life and she was removed from her parents and went to live with her brother. When Alysa was referred to our White House leaving care program, she had left her brother's house because of his substance use issues, was couch-surfing and struggling to continue her education. Twelve months on, Alysa's remarkable resilience has enabled her to blossom. She is now working part-time to support herself while she completes a nursing qualification.

## TARGETED CARE PACKAGES

We have taken up the flexibility that individualised Targeted Care Packages provide to develop tailored responses for 24 children and young people. This means that we were able to: provide support to a young woman to prevent her six siblings being separated; wrap-around services, including accommodation, for a number of young people leaving care; and create special packages of support for foster carers to enable them to take on some particularly complex young people, who otherwise would have remained in residential care.

## LEAVING CARE

We all know how challenging it can be for most of us leaving home and becoming independent. For the young people with whom we work, it's even more challenging as they usually don't have families to fall back on, may not have finished school and don't have the community networks to find work and help them in the tough times.

We continue to advocate for changes in legislation to make it mandatory for the Government to support these young people until they are 21 and up to 25 if they need it. Apart from the responsibility to act as a 'good parent' would, the longer-term social and economic costs are significant if these young people aren't properly supported to transition into adulthood.

# KELVIN'S STORY

Eight year old Kelvin often looked cold and didn't bring lunch to school. When the school saw him eating apple peel or cigarette butt sandwiches, Child Protection became involved. His mother was struggling with her own mental health and substance use issues and the boarding house she was living in wasn't safe for Kelvin. When our staff first met Kelvin, he spent most of the day hitting, kicking, biting, damaging property and running off and refusing to go to bed at night. The only constants in his life were school and his paternal grandmother. Our clinicians assessed his needs and developed a plan for our residential care staff and teachers to ensure there was a consistent approach. His grandmother loved him, but was very worried how she would cope on her own. Nine months later, Kelvin's behaviour has settled, he sleeps at night and loves his bedtime stories. We are working towards him living full-time with his grandmother by Christmas. Through an individualised Targeted Care Package, Kelvin's grandmother will have someone after school two days a week for support and to help him catch up on his school work, Kelvin will continue his counselling and she will receive additional financial support.

Jodie was 14 when she came into our therapeutic residential care program in Shepparton. Her relationship with her father had broken down completely and she had been assaulting her younger siblings. Initially, Jodie's anger was demonstrated by being physically and verbally aggressive with staff, but she also engaged in sexualised behaviour and needed constant attention and reassurance. Amanda, the Take Two clinician, slowly earned Jodie's trust and developed a plan to meet her developmental needs and to help the staff understand her behaviour and be consistent in the way they responded to her. Over time, Jodie and her father actively participated in the care team responsible for her care. Her father made some life-changing decisions, including reducing his drinking, so that he and Jodie could start to rebuild their relationship. Jodie now attends school regularly and feels proud of the progress she has made. Although seemingly impossible four years ago, Jodie is about to return home a much happier girl.



## HEALING CHILDHOOD

# TRAUMA

**It's** now widely acknowledged that the trauma of violence, abuse and neglect in childhood can have life long impacts.

Research tells us that child abuse and neglect are often associated with mental health problems, learning difficulties, relationship difficulties, substance abuse problems, sleep issues and difficulties in forming friendships. Research has also found long-term implications of childhood trauma into adult life, such as autoimmune disease, heart problems, diabetes and other health problems.

But we also know that the potential ramifications of child abuse and neglect are not inevitable.

Our skilled clinicians work directly with these children and young people, build trusting relationships, help them make sense of their experience and develop new ways of dealing with their anger, pain and grief.

We also work with their parents or carers to help them look beyond the behaviour to its meaning and give them new strategies which foster their development.

### SOME OF THE HIGHLIGHTS INCLUDE:

- The work of our Take Two clinicians with 1,001 children and young people
- Our second therapy dog, Neon, joined Koda to help engage our children
- The insight of our small Aboriginal team in Take Two and how they remind us all about the importance of connection to culture
- The individual family work and groups for parents struggling with their adolescent's aggression provided by our Northern team to 364 parents and young people
- A Community Wellbeing project in Bairnsdale, in partnership with UnitingCare, to improve school involvement of Aboriginal children and young people through therapeutically informed interventions
- Through the generosity of the Kelly Family, piloting sensori-motor interventions for children referred to Take Two
- The training (With Care) we provided in partnership with Westcare to help residential care workers across Victoria understand the impact of trauma

**Support provided for 364 parents and young people**

364

**Take Two clinicians helped 1001 children and young people**

1001

## TUNE-IN BUSHFIRE COUNSELLING

Our Take Two program finished a five year post-bushfire program which focussed on engaging young people who were struggling following the fires. In its last year, 180 people received personal counselling and we ran 72 community-based healing programs across eight areas.

> *Listen to the cues and clues that the client provides and respond accordingly. Often these clues are to do with identity: ruptured identity and interrupted identity formation. To move forward we first must visit the past, with words and drawings, and with patience and curiosity. Many of our clients will never regain their before-disaster naivety, but overtime, they can regain their hopefulness, when they can view the disaster as a part of their lived experience rather than as defining their lived experience.*
>
> *Former counsellor*

## OPEN PLACE

Open Place is the Victorian Support Service for Forgotten Australians, established in Victoria in response to the 500,000 children across Australia who grew up in institutions. Whilst most Forgotten Australians went on to have successful lives, too many still carry the scars from being separated from their siblings and parents, lack of education and the neglect and abuse they suffered as children.

We now have over 3,000 registered service users, up from 455 when we commenced in 2010, and the numbers continue to grow.

In addition to the 13 social support groups which meet monthly across Victoria, we:

- Organised nearly 5,000 counselling sessions
- Supported 47 people through private sessions with the Royal Commission into Institutional Responses to Child Sexual Abuse
- Helped 800 people to access their records
- Provided more intensive support to 1,526 people (1267 episodes)
- Published 'We Remember You' to commemorate the 5th anniversary of the Victorian Memorial to Forgotten Australians and Former Child Migrants

Open Place continued to be actively involved in the Royal Commission into Institutional Responses to Child Sexual Abuse and advocacy for a national redress scheme.

**Open Place provided more intensive support to 1526** — 1526

**Counselling Sessions** — 5000

**Registered services** — 3000

**BERRY STREET**

# SARAH'S STORY

When two year old Sarah's father died from an overdose, there was no family to care for her. Her mother had her own mental health and substance use issues and her father had been the one constant in her life. Our Take Two clinician arranged for a developmental assessment from our neuropsychologist to evaluate the impact of her poor and disrupted care. Using play therapy, she helped Sarah express her worries and sadness about the loss of her dad. Her foster carers, Paul and Jo, needed help to understand how very young children, like Sarah, experience loss and how to build her sense of security. After six months, Sarah was settled and started to laugh and was secure enough with her foster carers for Take Two to finish working with her.

## A FAMILY'S STRUGGLE

The Morris family sought family therapy because the high level of conflict with their 14 year old daughter, Heidi, had reached a breaking point. Heidi was self-harming and attacking her siblings. Our counsellor worked with the family over three months. Initially the focus was on providing a safe place where family members could share what was happening from their point of view. Although some of the conversations were painful, they could also be healing. Heidi felt heard and the narrative of Heidi as 'the problem child' began to change. After three months, the family found a new sense of optimism and felt confident to work through any issues that might arise.

## STRENGTHENING & EMPOWERING

# FAMILIES

**Most** families go through some tough times.

For the families with whom we work, these problems are compounded by violence, intergenerational trauma, precarious housing, unemployment, mental health and substance use issues.

Our approach is to build on the family's strengths, to help them understand the impact of what's happened to them and to develop new strategies.

We do this through counselling, family mediation, intensive family support, children's contact services and building financial literacy.

### SOME OF THE HIGHLIGHTS INCLUDE:

- Working intensively with 522 children and their parents through our intensive family services programs in the North and Gippsland
- Providing safe and hopefully healing contact for 460 children separated from a parent through our Richmond, Shepparton and Watsonia Children's Contact Services
- Helping 354 young people and their parents work through problems which might otherwise lead to the young people leaving home
- Providing financial counselling to 101 people and supporting 727 people through the matched savings program, Saver Plus
- Using intentional learning playgroups, working with 127 women and 165 children from refugee and disadvantaged communities, to link them into services and assist the mothers to help their children to learn

**Children supported through our children's contact services** 460

**Children and mothers engaged in play groups** 292

## FAMILY VIOLENCE

The Victorian Royal Commission into Family Violence handed down its Landmark Report in March. The Victorian Government immediately confirmed it would implement all of the 227 recommendations. $572 million was committed through the State Budget as the first instalment. The spotlight on family violence shone by the Royal Commission and the Victorian Government's positive response, vindicates the efforts of advocates like Rosie Batty (2015 Australian of the Year) and many other courageous women.

We welcomed all of the Report, but especially the overdue recognition that children are the "silent victims" of family violence. We were also pleased that our Take Two program was one of only two programs named as needing to be extended help more children.

## SOME OF THE HIGHLIGHTS INCLUDE:

- The commitment and resilience of our family violence staff who managed a huge increase in demand without additional resourcing. Our Northern and small Ballarat team responded to 10,411 and 2,089 referrals respectively from the Police through 'L17s' and another 5,802 referrals from the community
- The innovative work our staff continue to do through the high risk panels, multi-agency triage, outreach with Child Protection and to other locations which women will go to for help, and a pilot men's engagement program
- Working with 2,119 women and 1,755 children to help keep them safe and rebuild their lives
- Supporting 155 women and 71 children through our refuge in Ballarat

## TURTLE PROGRAM

The Turtle Program works with infants and young children soon after family violence incidents, by engaging with children directly and supporting their mothers to be more attuned to and able to meet their children's needs. Over a twelve-month period, the program assisted over 60 mothers and their children in their recovery from family violence.

Berry Street is now developing proposals to expand this work by including fathers where it is safe to do so and have family violence interventions for young children available across the State.

## GOOD THINGS COME TO AN END.... FAREWELL CONNECT FOR KIDS AND OUR ALEXANDRA OFFICE

This year saw us having to close our Alexandra office after 15 years.

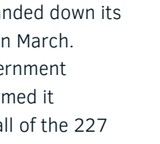
In March 2001, we formed a partnership with The Dara Foundation to look at what we could do to prevent young people dropping out of school early. From its humble beginning, our wonderful partnership with the Foundation and the Murrindindi Shire enabled us to work with the community on the issues that they identified as critical for their children.

Over the years, Connect for Kids acted as a vital centre for the community, an early example of collective impact and also an incubation hub for Berry Street.

It meant that we were already working in, and trusted by, the community when the devastating 2009 Black Saturday bushfires hit - this gave us the opportunity to make a really significant contribution to recovery and healing through the Victorian bushfire case management and counselling services.

In 2012, we engaged the Murdoch Children's Research Institute to write up the project so learnings could be shared.

Our most sincere gratitude to the Trustees of the Dara Foundation for their trust and generosity, and to all the staff and volunteers who worked with us.



**Supported 155 women and 71 children through our refuge in Ballarat** 226

**Supported 60 mothers and their children in their recovery from family violence** 60

# MELISSA'S STORY

Melissa and Peter have two children, Sally (3) and Jackson (6). Our Northern Family Violence team initially received a referral for Melissa in October 2015. At first we were unable to contact her, but after five more referrals and escalating violence, Melissa agreed to being presented to the multi-agency Risk Assessment Management Panel. Melissa disclosed that she had experienced extreme violence from Peter over many years. He had threatened to kill her, tried to choke her and breached an intervention order. Melissa didn't believe that there was any way to stop the violence. Following another violent attack, the Police arrested Peter. Our family violence worker helped Melissa get legal advice and find a new place to live. Because Melissa didn't trust anyone, our worker was determined to show her that she could rely on her. Once the immediate crisis had passed, through our Turtle program we helped Melissa understand the impact of family violence on her and the children and her relationship with them. While Melissa is still fearful that Peter might find her, she knows she has people who will stand with her now.

## ADVANCING CHILDREN'S

# LEARNING & DEVELOPMENT

**In** everything we do at Berry Street, we endeavour to build children's attachment, development and learning.

Sometimes this is through education-focussed settings like our Berry Street School or Vocational training. But it's also the focus of our four Intensive Case Management Services, our Adolescent Support Service and Leaving Care programs, our Wilderness Program, Berry Big Adventure and Deb Ball in Gippsland.

### SOME OF THE HIGHLIGHTS INCLUDE:

- Being successful in tenders to provide:
  - A crime prevention program in Gippsland for Aboriginal young people, which was supported by all the local Aboriginal Community Controlled Organisations
  - A Transition to Work employment program in Gippsland
  - A new Navigator program to reconnect young people who have dropped out of school in Ballarat
  - Reconnect: Engagement and Learning Support (REALS) programs in Gippsland and Shepparton
- The 236 young people with very complex needs who we case managed and the 78 young people with a disability who we supported in the North and South East
- The growth and confidence that 54 young people gained from our 6 Gippsland Wilderness Camps and Berry Big Adventure in Western Australia
- The 139 generous mentors in Gippsland, Ballarat and Shepparton who helped 263 young people through the L2P/ Safe Driver programs
- 155 young people who gained qualifications through our Registered Training Organisation
- 255 young people who we tutored and supported in mainstream schools or found other education options
- The work we did with 64 schools and over 500 students in Hume and the North through our School Focussed Youth Services
- The 40 children and young people who were supported through our Positive Memory Bank to build happier memories

**Young people gained qualifications through our RTO** 155

**Young people learning to drive** 263

### BERRY STREET SCHOOL

We established our Berry Street School 12 years ago at our first campus in Noble Park. Education is vital if our young people are going to be able to provide themselves with the life opportunities they want and deserve.

All of the students have experienced some trauma and violence, have often been suspended or excluded from mainstream school and have significant gaps in academic achievement.

Our Berry Street Education Model helps provide a structured vision of wellbeing, including individual case management. Through building strong relationships and restorative practices, we help students build their capacity for self-regulation, as the basis for improving learning outcomes.

> *Berry Street has been the best school for his problems in life. He struggled with life before going to Berry Street but in the one year he has been there he went from being bullied at his old school to being the most improved student at Berry Street...I can't thank the teachers and staff at Berry Street enough for getting my son back on track and happy with life and he actually loves going to school again. What a brilliant amazing place Berry Street has been for my son.*
>
> *Father of student*

Our Principal oversees our three campuses in Noble Park, Morwell and Shepparton and ensures our committed teachers have the support and professional development they need to successfully connect with and teach the young people.

163 students were enrolled at our School, with seven completing their VCAL.

### SHEPPARTON YOUNG PEOPLE BENEFIT FROM NEW EDUCATION FIRST YOUTH FOYER

We were delighted to be chosen to operate the new Foyer in Shepparton in partnership with GOTAFE and Rural Housing.

This is the 3rd Foyer in Victoria and will provide supported accommodation for 40 young people while they continue with their education.

*"I can't believe I am reading every day."*

*"I have been given a second chance to get an education."*

*"I feel safe and able to learn without distractions."*

*Feedback from students at the Berry Street School*

*"I love the Berry Street School and will miss it when I leave next year."*

*"I am very proud to be at the Berry Street School."*

**163 Students at Berry Street School** 163

When Lucy, aged 14, was referred to our Intensive Case Management Service, she was at extreme risk. Her family relationships were fractured and the one person she did see had sexually exploited her. Not surprisingly, given the childhood trauma she had suffered, Lucy craved affection, which made her an easy target for older men. Lucy tested Jessica, her case manager, with her chaotic lifestyle, substance use, running away and moving in with men who used her. At 16½, Lucy became pregnant. Jessica helped her return to her hometown and connected her to local services. Being the best mother she could for her child motivated Lucy to make massive changes in her life. She settled in Ballarat, kept her appointments, stopped her substance use and started to reconnect with her grandmother. When Lucy's daughter was born, the Court ordered 24/7 support for Lucy until she could obtain a parenting assessment. This meant our residential care workers actually moved in with her. Lucy completed the parenting assessment with flying colours and her Guardianship Order was allowed to lapse. Her daughter is thriving and Lucy tells us how she knew we would always be there for her.



## MOVING TO

# INDEPENDENCE

**We** all know how challenging it is to move from being an adolescent to becoming an adult.

When your childhood hasn't provided a solid foundation and you don't have family support, it's particularly hard. We are determined to do everything we can to help young people leaving care. That's why we secured philanthropic support to pilot Stand By Me.

### STAND BY ME

Our three-year Stand By Me pilot program finished in December.

Based on the personal advisor model in the UK, we demonstrated that it is possible to prevent these very vulnerable young people from becoming homeless and to get the supports they need.

We were very pleased that the Federal Government has adopted our model for a national trial, but disappointed that our budget bid to extend it in Victoria wasn't successful.

### SOME OF THE HIGHLIGHTS INCLUDE:

- With the very generous support from Malcolm Chestney and the Peter and Lyndy White Foundation, which enabled us to purchase Wallands Place and the White House, 17 young people had a secure and supportive home
- 57 young people benefitted from mentors and 159 young people were supported through our leaving care services in Hume and the North
- Enabling 191 young people and their 20 children to be in safe accommodation while we helped them deal with issues which could get in the way of a successful adult life

> *If I didn't have access to Jo (my SBM worker) and Stand By Me and their help, I would not be in a proper house, I would not have proper clothes, or be eating, or be healthy as I am now or anything. I'd be staying at someone's house, or couch surfing, or something. My back would be stuffed up. My knees would be horrible, because I have pre-existing conditions with those, but I've been able to get lifts to doctors to keep me on track and be healthier... It's made a lot of impact to my actual health and safety and everything.*
>
> *Young person*

**159 Young people supported through leaving care services**

# OUR PEOPLE

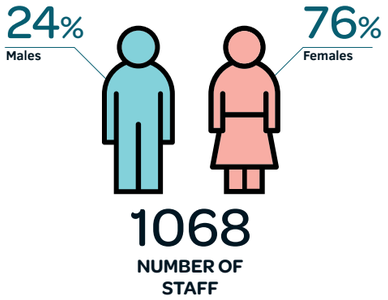
**The** children, young people and adults with whom we work have been let down far too often in their past. To earn their trust takes enormous determination and underlines our commitment to WE NEVER GIVE UP.

Bearing witness to their fear, pain, hurt and grief is emotionally draining.

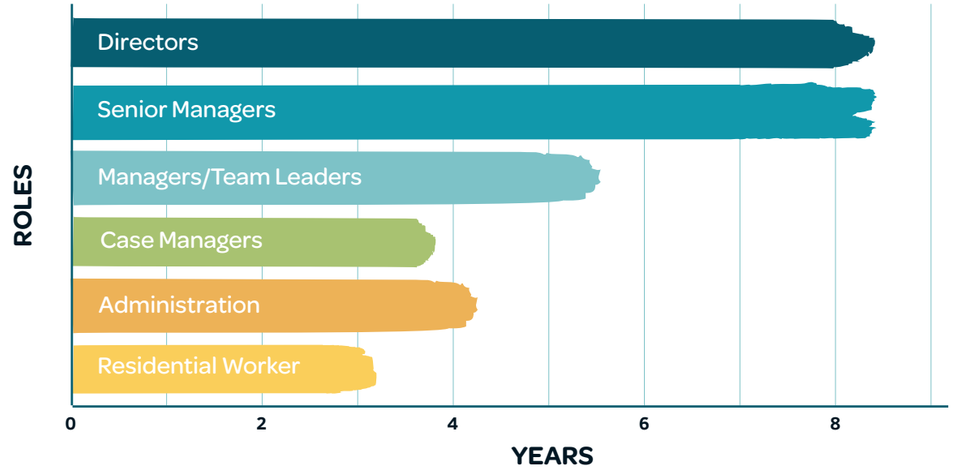
Our staff, foster and kinship carers need to be resilient, to believe that change is possible and to keep this hope present, especially through the tough times.

To ensure our staff and carers are equipped to do this complex work demands a whole-of-organisational approach.

This includes: how we attract, recruit and induct new people; the support, coaching and supervision we provide; how we equip our staff and carers with the knowledge and skills to meet changing needs; the access we provide to debriefing and our Employee and Carer Assistance Program; and how we live our commitment to be a learning organisation where initiative, reflection and knowledge-building drive innovation.




## AVERAGE LENGTH OF SERVICE




## SOME OF THE HIGHLIGHTS INCLUDE:

- Continuing the investment of 1.8% of our salary expenditure on professional development
- Developing the curriculum of a new Certificate IV in Child, Youth and Family Interventions, which better meets the needs of today's workforce
- Psychological screening of all applicants for residential care positions to ensure they have the right emotional and cultural attitudes
- 154 residential care workers successfully completed our two day orientation and five shadow shifts, and 179 participants completed our Therapeutic Crisis Intervention training
- Introducing two new compulsory online modules to our Learning Management System on Human Development and Administering Medication
- 62 staff (almost double last year) were supported with up to five hours a week of study leave to improve their qualifications and we provided a contribution towards fees for two staff
- Supporting 22 staff to successfully achieve the Diploma of Community Services/Case Management – making a total of 154 staff over the past 5 years
- 95% of our residential care supervisors now hold the Diploma qualification
- Implementing our Leadership Development Strategy for managers and team leaders in conjunction with the Australian Institute of Management
- 17 staff successfully completing the Diploma of Management (making a total of 154 over 12 years) and another 18 currently enrolled, with all reporting that they are implementing what they have learned in the workplace

> *The training was easy to understand, the materials were great...it explained the theory behind my work.*
>
> *Staff*

- In partnership with UK expert, Clark Baim, providing advanced supervision for 14 senior staff
- 37 students and 16 staff were supported with student placements, with one in five students securing paid work
- 199 staff took advantage of learning from our four international colleagues – Clark Baim, Dr Bruce Perry, Richard Rose, Gillian Schofield/Mary Beek
- Our six-monthly training calendar is now online, which facilitates easier registration for staff

## BUILDING OUR REGISTERED TRAINING ORGANISATION (RTO)

While we have provided a number of certificate qualifications to young people in regional areas, we decided to invest our funds to extend our registration to deliver better qualifications to our staff and the sector.

The Certificate IV in Child, Youth and Family Interventions was prioritised because of the high risk nature of residential work and because it will become the minimum qualification that all residential care workers in Victoria will need to complete within 12 months of starting work.

Together with UK consultant, Richard Rose, the Certificate IV we developed is designed specifically for residential care workers, is therapeutically informed, delivered by experienced and qualified residential care practitioners and combines classroom learning and work-based delivery.

53 staff have commenced the nine-month course. We are particularly pleased to have been funded by the Department of Education and Training to open up two courses to other residential providers, as a pilot program, before delivery is rolled out statewide.

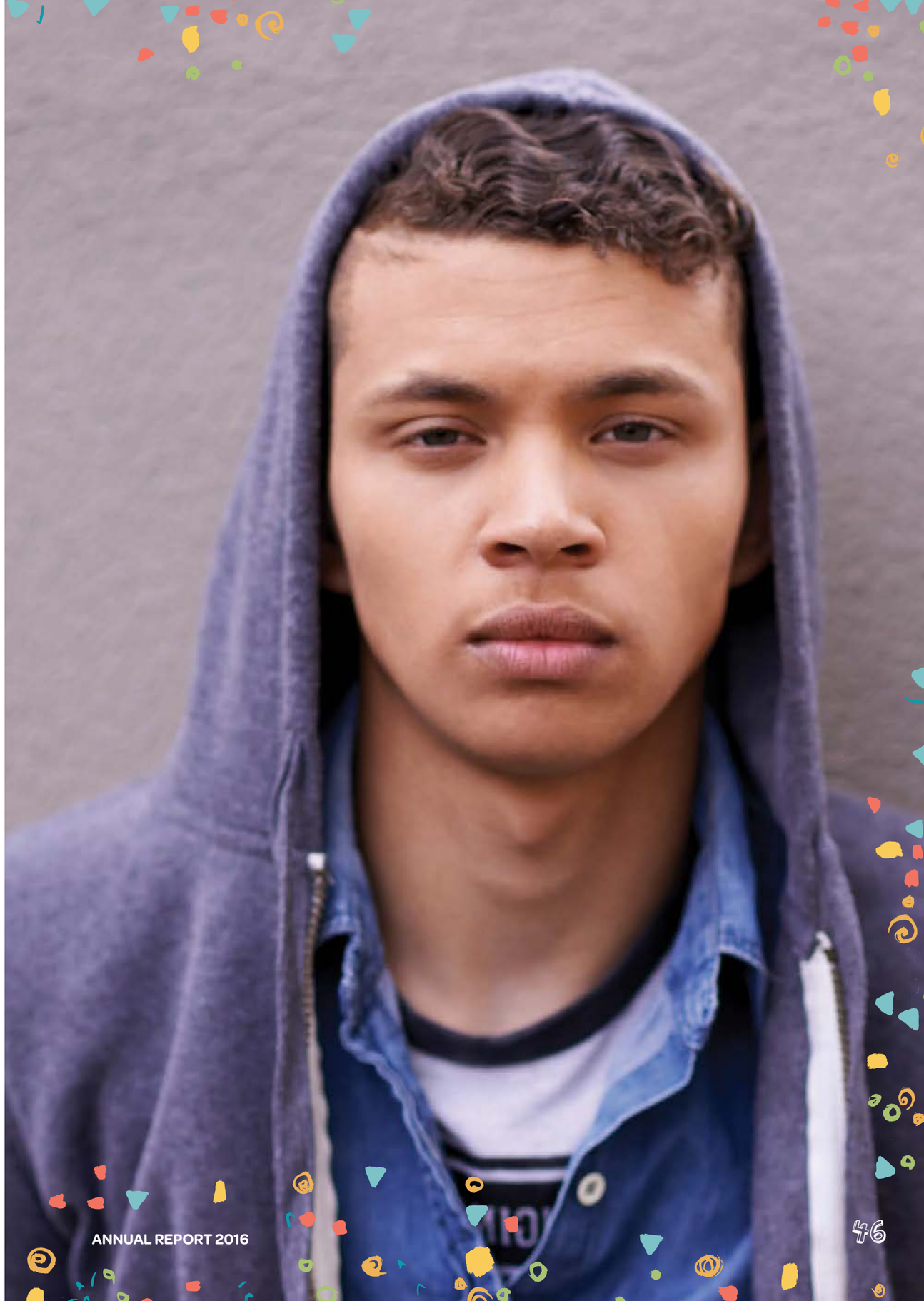
## WE CELEBRATED THE SUCCESS OF:

- Kate Jenkins' appointment as Australian Sex Discrimination Commissioner and as one of Westpac/Australian Financial Review's 100 Women of Influence
- Warrick Remilton (Senior Manager of Child, Youth and Family Services in the West) who received the Resi ROCKS Leadership Award from Minister Mikakos. One of our Shepparton residential teams was also nominated for the Team Award at Resi Rocks
- Pat Clinton (Deputy Director in the South East), who retired after 32 years of exceptional service to residential care
- Jenny McNaughton (Director in the North), who was a State finalist in the AIM Excellence Awards
- Award recipients at our Annual Celebration in 2015:
  - Selina Sutherland Award for Outstanding Foster Carers – Pam Nelson (Northern) and Samantha Parsons and the late Julie Parsons (Hume)
  - Deb Kearsey Award for Outstanding Staff Members – Yola Armstrong (Senior Manager Marketing & Communications) and Sharon Clark (Senior Manager Family Violence, now Residential Care)
  - Early Career Award – Poppy Booth (Teacher, Berry Street School, Noble Park Campus) & Luke How (Residential Worker in Ballarat)

**Investment of salary expenditure for professional development** **1.8%**

**Residential supervisors with a Diploma qualification** **95%**





## MARKETING, DEVELOPMENT

# & FINANCE

**To** achieve our ambitious Vision, we must have the right resources and partnerships and ensure that our business systems and processes are efficient.

Our Business Operations and Marketing, Communications & Development teams provide critical support to our operations and continually seek out new partnerships and ways to engage the community in our work.

### FINANCIAL MANAGEMENT

Our Concise Financial Reports follow on the next few pages. It is always a challenge to stretch our income to meet growing demand. Growing and diversifying our independent (non-government) income is a key priority and we have set ourselves some ambitious targets.

In 2015/16, our independent income grew by 9% to nearly $10M, as we leveraged our intellectual property and extended our professional leadership through fundraising and our investment income. More detailed information is available on request.

### MARKETING, COMMUNICATIONS & DEVELOPMENT

We are fortunate to have the trust and credibility that comes from our long and successful history. However, in an increasingly competitive and 'time poor' world, we need to do everything we can to both attract new supporters and retain our loyal friends.

Our new branding 'We're for Childhood' has been positively embraced both by our staff and external stakeholders.

**Increase in donations on previous year**

38% ↑

**Perpetual Social Impact Grant for BSEM**

$765,000

> *I can trust that you deliver on your promises.*
>
> *Supporter*

### SOME OF THE HIGHLIGHTS INCLUDE:

- The launch in October of our Berry Street Childhood Alliance with 2015 Australian of the Year, Rosie Batty, at a lunch hosted by ANZ. We then held a follow up event, hosted by Herbert Smith Freehills, where the 2016 Australian of the Year, David Morrison spoke
- Our partnership with ABC to deliver the Giving Tree Appeal, which tripled our media stories and helped provide over 22,000 Christmas gifts to the children, young people and families with whom we work
- The generous bequest of $320,000 from the estate of the late Lois Pitman, who worked as a social worker with Berry Street in the 1970s and was on our Board for 15 years
- Our Berry Street Education Model receiving a Perpetual Social Impact Grant of $765,000
- A 38% increase in donations from the previous year
- The film 'Unspoken Traditions' generously produced probono by 50 Kaliber, which highlights the damage caused by family violence, particularly around Christmas-time
- The 136 'good sports' who raised over $65,000 from participating in Run Melbourne. We were humbled by 90 year old Roger who completed his 6th Run and said he supported Berry Street because "I am inspired by the work of Berry Street because of the vital work you do in helping children lead better lives."

> *I strongly believe that every child needs a chance to reach their potential mentally, physically and spiritually. I want to be part of that.*
>
> *Supporter*

## INFORMATION ON BERRY STREET VICTORIA INC FINANCIAL SUMMARY

The financial summary presented in this Annual Report has been derived from the Financial Report of Berry Street Victoria Inc. for the year ended 30 June 2016.

The discussion, together with the financial summary, has been included to provide members with an overview of the financial performance of Berry Street Victoria Inc. for the year ended 30 June 2016 and of its financial position at 30 June 2016.

A copy of the full financial report and auditor's report is available, free of charge, upon request.

## OVERVIEW

2015–2016 was another demanding year resulting in a surplus from continuing operations of $177,000 compared to a deficit from continuing operations of *$1.2 million* the previous year.

While there was an increase in operating income throughout the 2015-16 financial year, there was also an increase in both program activities and expenditure. The main source of the increase in operating income was an additional $3 million in Government funding.

Significantly we continued to invest in our Strategic Initiatives and in the 2015-16 financial year the investment increased to $3.7 million. Our key focus still continues to be:

- Strengthening the quality, consistency and integration of our services
- Achieving policy and system change in our eight identified areas of: innovation — education, foster and kinship care, therapeutic care, early years, leaving care, family violence, keeping siblings together and placed-based community strengthening
- Building the influence of the Berry Street Childhood Institute
- Working with our Aboriginal colleagues and others to grow the authority and resources for Aboriginal Community Controlled Organisations
- Growing our ability to achieve our strategic goals, through better defining our distinctiveness and increasing our independent income

## INVESTMENTS

Berry Street segregates an amount of long term assets for investment (akin to an endowment) which is invested and managed to ensure that:

- 6% per annum is returned back to operations; and
- Where the endowment earns more than 6% per annum, the excess amount is reinvested to grow the endowment. This year the investment portfolio returned 5.98%.

At the end of the 2015-16 financial year the investment portfolio was at $36.9 million, up from $33.1 million at the end of the 2014-15 financial year. Factors contributing to the increase included the contribution from bequests and the sale of property.

**Additional $3 million in government funding**

**$3m**

# INCOME

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2016

| | 2016 | 2015 |
|---|---|---|
| **REVENUE FROM CONTINUING OPERATIONS** | **87,442,395** | **84,629,163** |
| **Expenses** | | |
| Program expenses | (72,252,522) | (71,607,747) |
| Fundraising expenses | (2,120,746) | (1,950,380) |
| Strategic Initiative expense | (3,714,017) | (2,922,070) |
| Administration and Infrastructure expenses | (9,177,583) | (9,357,533) |
| **Total expenses from continuing operations** | **(87,264,868)** | **(85,837,730)** |
| **Surplus/(deficit) before income tax** | **177,527** | **(1,208,567)** |
| **Income tax expenses** | **-** | **-** |
| **Surplus/(deficit) from continuing operations** | **177,527** | **(1,208,567)** |
| **Surplus/(deficit) for the year** | **177,527** | **(1,208,567)** |
| **OTHER COMPREHENSIVE INCOME** | | |
| **Items that will not be reclassified to Profit or Loss** | | |
| -Gain on revaluation of land and buildings | 361,778 | 325,731 |
| **Items that will be reclassified subsequently to Profit or Loss when specific conditions are met:** | | |
| -Revaluation increment-financial assets | 124,700 | 1,366,826 |
| **Other comprehensive income for the year, net of tax** | **486,478** | **1,692,557** |
| **Total comprehensive income for the year** | **664,005** | **483,990** |
| **Total comprehensive income attributable to members of the entity** | **664,005** | **483,990** |





# FINANCIAL POSITION

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

| | 2016 | 2015 |
|---|---|---|
| **ASSETS** | | |
| **Current Assets** | | |
| Cash and cash equivalents | 4,137,104 | 4,535,285 |
| Trade and other receivables | 1,882,508 | 1,992,890 |
| Financial assets | 10,000,000 | 9,478,250 |
| Other assets | 1,336,141 | 1,253,276 |
| Assets held for sale | 1,035,318 | - |
| **Total Current Assets** | **18,391,071** | **17,259,701** |
| **Non - Current Assets** | | |
| Financial assets | 33,315,941 | 28,235,200 |
| Property, plant and equipment | 8,749,144 | 11,667,104 |
| Intangible assets | 822,664 | 988,191 |
| **Total Non-Current Assets** | **42,887,749** | **40,890,495** |
| **Total Assets** | **61,278,820** | **58,150,196** |
| **Current Liabilities** | | |
| Trade and other payables | 11,037,643 | 11,017,379 |
| Grant obligations | 5,887,759 | 3,704,806 |
| Borrowings | 291,591 | 487,497 |
| Short term provisions | 4,224,674 | 3,670,213 |
| **Total Current Liabilities** | **21,441,667** | **18,879,895** |
| **Non Current Liabilities** | | |
| Borrowings | 42,450 | 263,149 |
| Long term provisions | 1,549,048 | 1,425,502 |
| **Total Non-Current Liabilities** | **1,591,498** | **1,688,651** |
| **Total Liabilities** | **23,033,165** | **20,568,546** |
| **Net Assets** | **38,245,655** | **37,581,650** |
| **Equity** | | |
| Retained earnings | 30,389,136 | 30,106,638 |
| Reserves | 7,856,519 | 7,475,012 |
| **Total Equity** | **38,245,655** | **37,581,650** |

Financial Summary

# EQUITY

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

| | RETAINED EARNINGS | LAND & BUILDINGS REVALUATION SURPLUS | FINANCIAL ASSETS REVALUATION RESERVE | TOTAL |
|---|---|---|---|---|
| **BALANCE AT 30 JUNE 2014** | **31,315,205** | **3,594,185** | **2,188,270** | **37,097,660** |
| **TOTAL COMPREHENSIVE INCOME FOR THE YEAR** | | | | |
| Deficit for the year | (1,208,567) | - | - | (1,208,567) |
| *Other comprehensive income* | | | | |
| Revaluation of land and buildings | - | 325,731 | - | 325,731 |
| Financial assets fair value adjustment | - | - | 1,366,826 | 1,366,826 |
| **Total comprehensive income for the year** | **(1,208,567)** | **325,731** | **1,366,826** | **483,990** |
| **BALANCE AT 30 JUNE 2015** | **30,106,638** | **3,919,916** | **3,555,096** | **37,581,650** |
| **TOTAL COMPREHENSIVE INCOME FOR THE YEAR** | | | | |
| Surplus for the year | 177,527 | - | - | 177,527 |
| *Other comprehensive income* | | | | |
| Revaluation of land and buildings | - | 361,778 | - | 361,778 |
| Financial assets fair value adjustment | - | - | 124,700 | 124,700 |
| **Total comprehensive income for the year** | **177,527** | **361,778** | **124,700** | **664,005** |
| **TRANSACTIONS WITH OWNERS, IN THEIR CAPACITY AS OWNERS, AND OTHER TRANSFERS** | | | | |
| Transfer on sale of assets | 104,971 | (104,971) | - | - |
| Total transactions with owners and other transfers | 104,971 | (104,971) | - | - |
| **BALANCE AT 30 JUNE 2016** | **30,389,136** | **4,176,723** | **3,679,796** | **38,245,655** |

# CASHFLOW

## STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30 JUNE 2016

| | 2016 | 2015 |
|---|---|---|
| **CASH FLOW FROM OPERATING ACTIVITIES** | | |
| Receipts from operating activities | 86,814,115 | 82,064,030 |
| Interest received | 428,012 | 451,977 |
| Dividends received | 1,719,986 | 1,468,786 |
| Payments to suppliers and employees | (84,648,607) | (80,729,003) |
| **Net cash generated from operating activities** | **4,313,506** | **3,255,790** |
| **CASH FLOW FROM INVESTING ACTIVITIES** | | |
| Proceeds from sale of property, plant and equipment | 1,303,408 | 821,496 |
| Payment for property, plant and equipment | (33,527) | (459,061) |
| Proceeds from sale of investments | 3,500,000 | 8,088,960 |
| Payment for investments | (6,956,041) | (11,255,713) |
| **Net cash used in investing activities** | **(2,186,160)** | **2,804,318** |
| **CASH FLOW FROM FINANCING ACTIVITIES** | | |
| Motor vehicle lease payments | (525,527) | (559,829) |
| **Net cash used in financing activities** | **(525,527)** | **(559,829)** |
| **Net increase / (decrease) in cash held** | **1,601,819** | **(108,357)** |
| Cash at the beginning of the financial year | 12,535,285 | 12,643,642 |
| **Cash at the end of the financial year** | **14,137,104** | **12,535,285** |





## DIRECTORS

# DECLARATION

In the opinion of the Board of Directors the summarised financial report presented in the 2016 Annual Report is consistent with the annual statutory financial report from which it is derived and:

1. Presents a true and fair view of the financial position of Berry Street Victoria Inc. as at 30 June 2016 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Berry Street Victoria Inc. will be able to pay its debts as and when they fall due.

For a more comprehensive understanding of the financial position of Berry Street Victoria Inc, the full financial report and auditor's report should be read.

This statement is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Board of Directors by:

*Paul Wappett*
*President*

*Paul Mann*
*Chair of the Investment and Finance Committee*

Dated this 4th day of October 2016.

## INDEPENDENT

# AUDITOR'S REPORT

**To** the members of Berry Street Victoria Inc.

### REPORT ON THE CONCISE FINANCIAL REPORT

The accompanying concise financial report of Berry Street Victoria Inc (the Association) consists of the Statement of Financial Position as at 30 June 2016 and the Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, derived from the audited financial report of Berry Street Victoria Inc for the year ended 30 June 2016. The concise financial report does not contain all the disclosures required by the *Australian Accounting Standards or the financial requirements of the Australian Charities and Not-for-profits Commission Act 2012.*

### DIRECTORS RESPONSIBILITY FOR THE CONCISE FINANCIAL REPORT

The directors are responsible for the preparation and presentation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports* (including the Australian Accounting Interpretations), statutory and other requirements. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; selecting and applying the appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Berry Street Victoria Inc for the year ended 30 June 2016. Our audit report on the financial report for the year was signed on 4 October 2016 and was not subject to any modification. Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### INDEPENDENCE

In conducting our audit, we have complied with the independence requirements of the Australian professional ethical pronouncements.

### AUDITOR'S OPINION

In our opinion, the concise financial report including the discussion and analysis of Berry Street Victoria Inc for the year ended 30 June 2016 complies with Accounting Standard AASB 1039 *Concise Financial Reports.*

*Shinewing Australia*
*Chartered Accountants*

*Scott Phillips*
*Partner*

Melbourne, 4th October 2016

Thank You

# THANK YOU

## BEQUESTS, PAFs, TRUSTS & FOUNDATIONS

A & A Ramsden Charitable Gift
Aussie Farmers Foundation
Australian Communities Foundation
Bell Charitable Fund
Brian M Davis Charitable Foundation
Campbell Edwards Trust
Charlotte Marshall Estate
Collier Charitable Fund
E B Charitable Trust
Eltham Rural Group Inc
Estate Lois Katrine Pitman
Estate of Henry Herbert Yoffa
Estate of John Smith Murdoch
Estate of Late Charles K Edwards Keith & Mary Edwards Trust
Estate of Margaret J Sutton
Estate of the late Jennifer Mary Stuart
Foundation for Rural & Regional Renewal
Foundation of Graduates in Early Childhood Studies
Fred J Cato Charitable Fund
G W & V Morewood Trust Fund
George and Freda Castan Families Charitable Foundation
Goodman Family Foundation
H & L Hecht Trust
Helen Macpherson Smith Trust
Igniting Change
John William & Anna Maria Ford Memorial Fund
Johnson Family Foundation
Joseph Herman Charitable Trust
Ken & Wilma Strickland Education Fund
Kilwinning Trust
Lord Mayor's Charitable Foundation
M & E Sheehan Memorial Fund
Marrich Charitable Foundation
Matana Foundation For Young People
NAB Community Grants Program
Newsboys Foundation
Norma Foster Perpetual Gift
Order of St John of Jerusalem Knights Hospitaller Charitable
Parker Foundation
Persephone Foundation Pty Ltd
Peter & Lyndy White Foundation
Pethard Tarax Charitable Trust
Phyllis Nerelle Turner Trust
RobMeree Foundation
Sir Wilfred Brookes Charitable Foundation
Stanley Heath Fund
The Alannah and Madeleine Foundation
The Alice Creswick and Sheila Kimpton Foundation
The Andrew & Geraldine Buxton Foundation
The Antipodean Family Foundation
The Bennelong Foundation
The Bob & Emma House Foundation
The Dara Foundation
The David Syme Charitable Trust
The Estate of Lindsay James Baldy
The Grosvenor Foundation
The Hoffman Foundation
The Ian Potter Foundation
The Jack and Hedy Brent Foundation
The Johnstone Family Foundation
The Kelly Family Foundation
The Kimberley Foundation
The Kulesza Family Endowment
The Marian & E H Flack Trust
The Queen's Fund
The R E Ross Trust
The SANDEL Foundation
The Scobie & Claire MacKinnon Trust
The Walter & Eliza Hall Trust
The William Angliss (Victoria) Charitable Fund
Thomas Daley Blackwood Fund
Tony Williams Foundation
Violet Norma Sanders Charity Trust
Walter Campbell Memorial Trust
Ward-Ambler Foundation
Youanmi Foundation

## PEOPLE

Betty Amsden AO
Rita Andre
Bruce & Rae Bonyhady
Mark Boughey
In memory of Christine Brolly
The late John Brunner
Malcolm & Pat Chestney
Rita Ferguson
Adrian & Candice Field
Joyce Flowers
Val & Peter Freeland
Margaret Henderson
David & Beverley Jenkins
Malcolm Kennedy
Alexander & Elizabeth Lewis-Gray
Elizabeth Long
Pam Longley
Alice Martin
Timothy McEvoy & Elizabeth Maynard
Dennis & Fairlie Nassau
Julie Nelson
Gregory Nicolau
John & Sue North
Mary O'Sullevan
Patricia & Nigel Peck
Nancy Price
Margaret & Ian Ross
Alan Shaw
Maxwell Schultz
Brian Watson & Edwina LeMaistre
June Williams

## GROUPS & ORGANISATIONS

Alex Theatre
Alliance for Forgotten Australians
Ballarat Football League
Ballarat Miners & Rush Basketball
Ballarat North Football Club
Ballarat Quilt Grans
Berwick TEC
Care Leavers' Network of Australia
Central Highlands Football League
Centre for Excellence in Child & Family Welfare
Chirnside Park Country Club
Council for Homeless Persons
Crafty Ladies
CREATE
Domestic Violence Victoria
DVE Aquatic Club
Freemasons Victoria - Brunswick United Lodge No 924
Gateway Services
Gertie's Group (Inc) Opportunity Shop
Gippsland Motorcycle Club
Grandparents Victoria
Headspace Dandenong
Horsham Football Club
Jewish Museum Melbourne
Kinship Carers Victoria
Kiwanis Club of Brighton
Kiwanis Club of Mooroopna
Kogo
Latrobe Golf Club
Law Institute of Victoria
Lions Club of Ballarat
Lions Club of Paynesville
Lions Club of Red Hill District
MCC Bowls Section
Mental Health for the Young and Their Families
Myuna Farm
Neighbourhood Justice Centre
NESAY
NIET
Reach Foundation
Redcross Ballarat
Royal Children's Hospital
Rural Housing Network
The Australian Playing Card Collectors Society
The Bridge Youth Services
The State Bank of Victoria Retired Officers' Club Inc
Toorak Ecumenical Opportunity Shop
VANISH
Victorian Aboriginal Child Care Agency
Victorian Council of Social Services
Watsonia Neighbourhood House
Watsonia RSL
Whitelion
YSAS Dandenong
Zonta Club

## BUSINESS

50 Kaliber
ABC
ANZ
Australian Institute of Management
BMG IT Services
Brighton Holden
Build-a-Bear Australia Pty Ltd
Charter Keck Cramer
Coca-Cola Amatil (Aust) Pty Ltd
Custom Service Leasing Pty Limited
Diva Works
Ernst & Young
Fast Times
Fox Classic Car Collection
GE Capital
General Motors Holden Ltd.
Goldman Sachs & Partners Australia Pty Ltd
Gurner TM
Grant Thornton
Harvey Norman Head Office
Herbert Smith Freehills
HSBC Bank Australia Limited
ISGM
Jagen Pty Ltd
JCP Investment Partners
Jimbo's Amazing Photobooth
McDonalds Ballarat
Melbourne Pathology Services
Myer
NAB
New Age Caravans
Park Hyatt

Panorama on Rathdowne
Peter Stevens Online
Rio Tinto Australia
Share the Dignity
Skin & Threads
Sovereign Views Accommodation
The Aquarium Vet
The Body Shop
Toyota
Westfield Shopping Centre
Windsor Management Insurance Brokers
WSP Services

## SCHOOLS

Auburn Primary School
Beaumaris Primary School
Broadmeadows Special Developmental School
Catholic Education Melbourne
Chaffey Secondary College
De La Salle College
Doveton College
Fairfield Primary School
Glen Iris Primary School
Independent Schools Victoria
Irymple Primary
Irymple Secondary College
John Mackenzie Kindergarten
Koo Wee Rup Secondary College
Kurunjang Primary School
Loreto College
Manangatang P-12
Melbourne Grammar School
Melbourne Indigenous Transition School
Melton CaLM
Melton Secondary College
Melton West Primary School
Merbein P-10
Midland Learning Academy, WA
Monash University
Morwell Primary School
Mount Ridley College
Oak Hill Kindergarten
Ouyen P-12
Park Ridge Primary School
Parkmore Primary
Red Cliffs Secondary College, Mildura
South Oakleigh College
St Francis Xavier Primary School Montmorency
Stonnington Primary School
Wyndham Park Primary School
Yarra Valley Community School
Yea Primary School
Youthplus Alice Springs
Youthplus Fame Adelaide
Youthplus Geraldton
Youthplus North Melbourne
Youthplus Wollongong

## UNIVERSITIES/TAFES/ RESEARCH INSTITUTES

Deakin University
GOTAFE Shepparton
Holmesglen Institute of TAFE
La Trobe University
Melbourne Business School
Monash University
Murdoch Children's Research Institute
Parenting Research Centre
RMIT
Teach for Australia
University of Melbourne – School of Social Work
University of Melbourne – Graduate School of Education
University of NSW – Family Action Centre
University of SA – Australian Centre for Child Protection

## GOVERNMENT

Ballarat City Council
Banyule City Council
City of Greater Shepparton
Darebin City Council
Department of Education (Fed)
Department of Education and Training
Department of Health and Human Services
Department of Justice
Department of Social Services
Hume City Council
Latrobe City Council
Magistrates Court of Victoria
Murrindindi Shire Council
Office of the Public Advocate
Vic Roads
Victoria Police







## CORPORATE

# SUPPORTERS

**CENTRAL OFFICE**
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Richmond VIC 3121

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F. 03 9429 5160
E. info@berrystreet.org.au

**berrystreet.org.au**

ABN: 24 719 196 762

All donations over $2 are tax deductible. Berry Street Victoria Inc. is an Income Tax Exempt Charity and a Deductible Gift Recipient ISSN 1839-5376

Thank you to the volunteer models who appear in our photographs to protect the identity of our clients. Names in stories have been changed in the interest of protection and privacy.

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