

ANNUAL REPORT 2018

**BERRY
STREET**

We're for Childhood
SINCE 1877







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PRESIDENT & CEO REPORT

The last year has been an exciting and rewarding one. It has also been a time of transition for the community services sector as a whole, and Berry Street in particular.

We said farewell to our chairperson of seven years, Paul Wappett, and our CEO of 26 years, Sandie de Wolf. Both Paul and Sandie made an enormous contribution to the growth and development of Berry Street, and their passion and commitment to vulnerable children, young people and families was evident in the way they led the organisation. We look forward to leading the organisation in the next phase of its journey with that same passion.

We would also like to thank the three members of the Board who left this year – Kate Roffey, Laurinda Gardner and David Green. We also welcomed three new members – Michaela Healey, Megan Mitchell, and Nicole Waldron.

This year has seen significant developments in service delivery. The Victorian Government's commitment to implement all of

the recommendations of the Royal Commission into Family Violence has led to significant investment in support services. We have worked closely with Family Safety Victoria to implement both the Orange Door in north-east Melbourne and improved responses for women and children impacted by family violence in Ballarat.

We have been pleased to support the Victorian Government's reform of child and family services. The numbers of children in out-of-home care continued to increase in the last twelve months, and it is critical that we see an increased investment in prevention and early intervention, and services that work together to meet the needs of vulnerable families and children. We also remain committed to Aboriginal and Torres Strait Islander self-determination and are working closely with our partners to ensure Aboriginal and Torres Strait Islander children and young people in out-of-home care are supported by Aboriginal Community Controlled Organisations.

The success of Berry Street over the past year is due to the commitment, skills and hard work of our staff and carers, the leadership of our Board and

the support of governments, philanthropic foundations, our colleagues, businesses, support groups and individuals. We thank you all most sincerely for sharing our vision, and for your contribution to our work.



A black ink signature of Penny Armytage, written in a cursive style.

PENNY ARMYTAGE
President



A black ink signature of Michael Perusco, written in a cursive style.

MICHAEL PERUSCO
Chief Executive Officer

BERRY STREET SNAPSHOT



28,284

Service Users



1,212

Staff at
30th June 2018



613

Foster and
Kinship Carers



134

Volunteers &
Mentors



21

Offices
(including
co-locations)



31

Residential
Homes



4

School
Campuses



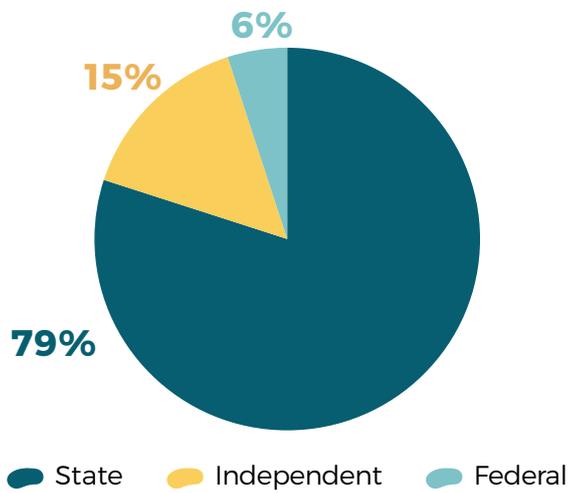
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Children's
Contact
Services

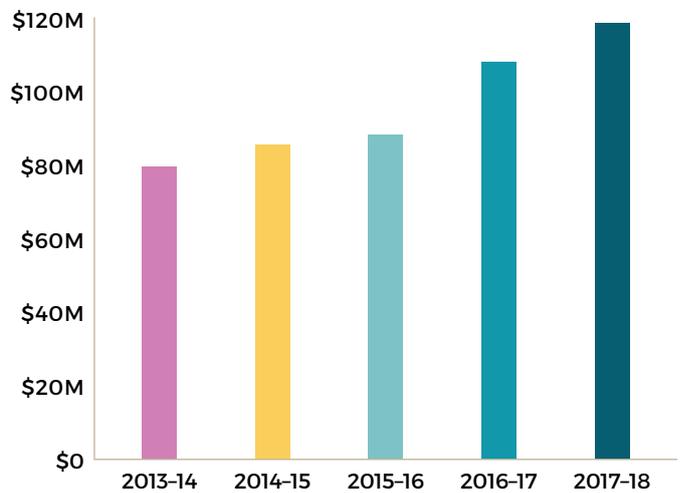
Service Users

| Service type | Central | Gippsland | Eastern | North | South Eastern | Western | Take Two | Total |
|-----------------------|--------------|--------------|--------------|---------------|---------------|--------------|--------------|---------------|
| Community | 1,786 * | 242 | 95 | 205 | 0 | 0 | 0 | 2,328 |
| Education & Training | 0 | 216 | 712 | 283 | 120 | 167 | 0 | 1,498 |
| Family | 0 | 261 | 538 | 5,438 | 0 | 49 | 0 | 6,286 |
| Family Violence | 0 | 0 | 0 | 9,486 | 0 | 3,415 | 0 | 12,901 |
| Foster & Kinship Care | 0 | 237 | 344 | 593 | 223 | 261 | 0 | 1,658 |
| Residential Care | 0 | 41 | 45 | 63 | 40 | 30 | 0 | 219 |
| Therapeutic | 0 | 0 | 0 | 0 | 0 | 0 | 1,067 | 1,067 |
| Youth Services | 0 | 1,074 | 268 | 438 | 164 | 383 | 0 | 2,327 |
| Total | 1,786 | 2,071 | 2,002 | 16,506 | 547 | 4,305 | 1,067 | 28,284 |

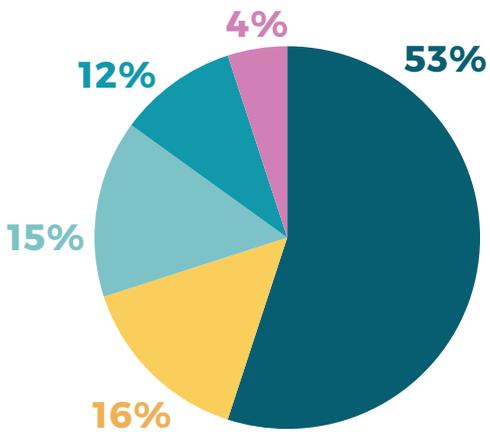
2017/18 Gross Income by Funding Source



Total Revenue



Programs by Core Business

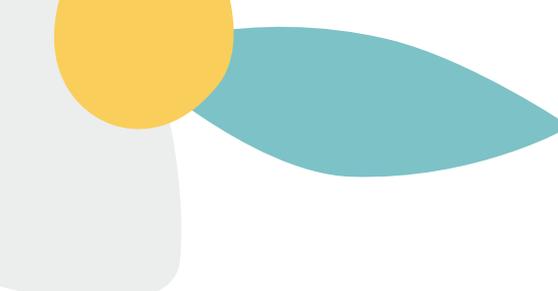


- Providing Safe Homes
- Strengthening and Empowering Families
- Healing Childhood Trauma
- Advancing Children and Young People's Learning and Development
- Knowledge Building and Advocacy

Office & School Locations



- | | | |
|--|---|---|
| <p>NORTHERN</p> <ul style="list-style-type: none"> • Bendigo • Bundoora • Carlton • Eglemont • Mildura | <p>WESTERN</p> <ul style="list-style-type: none"> • Ballarat • Flemington • Geelong • Horsham • Warrnambool | <p>GIPPSLAND</p> <ul style="list-style-type: none"> • Morwell • Leongatha • Sale |
| <p>CENTRAL</p> <ul style="list-style-type: none"> • Richmond • Open Place | <p>SOUTH EASTERN</p> <ul style="list-style-type: none"> • Clayton • Noble Park • Scoresby | <p>EASTERN</p> <ul style="list-style-type: none"> • Seymour • Shepparton • Wangaratta |



GOVERNANCE & LEADERSHIP

Our Board of Directors

Our Board of Directors comprises people strongly committed to our vision, who voluntarily commit their time, energy, knowledge and skills to steer Berry Street through the challenges we face. In addition to 11 Board meetings, they participated in Board committees, provided advice outside of meetings and involved themselves in the life of Berry Street wherever possible.

There have been a number of changes to our Board of Directors over the past 12 months, including:

- After 15 months, Kate Roffey finished up in August 2017 due to work commitments.
- In January, Paul Wappett left to work interstate, after 10½ years on the Board, seven of which were as President. Paul's leadership of the Board and organisation over this period was outstanding.
- Laurinda Gardner left in August after 16 exceptional years, which included roles as President and Vice-President.
- David Green retired from the Board, also after 16 years. One of David's many contributions to Berry Street was his role on the Quality and Risk Management Committee, where his considerable skills and knowledge were invaluable.
- We were delighted to attract three talented and skilled leaders to join our Board – Michaela Healey (ex-NAB and now Director & Advisor), Megan Mitchell (National Children's Commissioner) and Nicole Waldron (Executive Director, Epworth Freemasons & Richmond).
- With the departure of Paul Wappett, Penny Armytage (Special Advisor, KPMG) was appointed as President. Michaela Healey and Tim Cartwright (former Acting Chief Commissioner of Victoria Police) were appointed as Vice Presidents.



PENNY ARMYTAGE

Special Advisor, KPMG

President from Feb 2018 (joined 2014)
BA (Social Science)



LYN ALLISON

Former teacher and Leader
of the Australian Democrats

(joined 2009) *BEd, MAICD*



TIM CARTWRIGHT

Former Acting Chief Commissioner,
Victoria Police

Vice President (joined 2016) *BA (Criminal Justice),
GradDip (Public Policy & Management)*



MICHAELA HEALEY

Director and Advisor

Vice President (joined October 2017)
LLB, GradDip (Natural Resources Law)



PAUL MANN

CFO, Future Fund

(joined 2015) *BComm, CA, CFA*



MEGAN MITCHELL

National Children's Commissioner

(joined November 2017) *BA (Hons English),
MA (Psych), DipEd, MA (Social Policy)*



DR DAVID MUSHIN

Child Psychiatrist (retired)

(joined 2012) *MBBS, FRANZCP,
DipChildPsychiatry (Toronto)*



ERIC PASSARIS

Partner, Audit and Assurance,
Grant Thornton Australia

(joined 2013) *BEC, CA, CPA, RCA*



NICOLE WALDRON

Executive Director, Epworth
Freemasons & Richmond

(joined September 2018) *BA (Nursing), GAID*

We were saddened to hear of the passing of **Mrs Delys Sargeant AM** in September 2017. Delys was the Patron of Sutherland Homes for Children (which merged with Berry Street in 1994) for many years, and became an avid supporter and Patron of Berry Street.

**Patrons of
Berry Street**

PATRON IN CHIEF:

Her Excellency,
The Honourable Linda Dessau
AC, Governor of Victoria

PATRON:

Professor Emeritus
Sir Gustav Nossal,
AC, CBE, FAA, FRS



Board Committees

We have six standing Board Committees – Governance, Finance & Investment, Quality & Risk Management, Public Policy & Advocacy, Berry Street School and the Berry Street Childhood Institute. A Director chairs each of our Board Committees, which include other Board members, external advisors and senior staff. Special thanks to the external advisors who willingly share their time and expertise with us.

Governance Review

The Board is always conscious of its role as stewards of Berry Street's history, good name and assets, as well as the important role we continue to play in the Victorian community. Due to recent changes in its composition, the Board felt it was timely to undertake a review and assessment of Berry Street's governance policies, processes and Board operation. To this end, early in 2018, the Board engaged an external consultant to carry out a review and provide recommendations, which we are currently implementing.

Our Executive Leadership Team

Early in 2018, Berry Street's organisational structure was reviewed to ensure that we have appropriate leadership and management resources to honour our 140-year history and sustain our reputation as a leading provider of services to children, young people, women and families in Victoria.

We are operating in a rapidly evolving environment, with government reforms of the child and family and family violence sectors, increased expectations to demonstrate the impact of our work, a more competitive market in terms of independent income, and for-profit organisations entering the space traditionally occupied by community services organisations.

As part of the new organisational structure, we created five new Executive Director roles, who with the CEO, will form a new smaller Executive Leadership Team. We also created two Director roles focusing on Education (Tom Brunzell) and Innovation (Tom Bowerman). The Board and CEO believe the

new organisational structure will ensure that we thrive and continue to be responsive to internal and external opportunities, challenges and changes. The new Executive Leadership Team is below.

Thank you also to our Regional Directors, Director Take Two and Executive Officer, for their leadership, commitment and contribution to the people with whom we work:

DR ALLISON COX

Director Take Two

MICHAEL BRAMWELL

Director South Eastern

ANNETTE JACKSON

Director Gippsland

PATRICE JACKSON

Director Eastern

ANDREW LOWTH

Director Western

JAMES STUBBS

Director Northern

JACQUI RITERS

Executive Officer





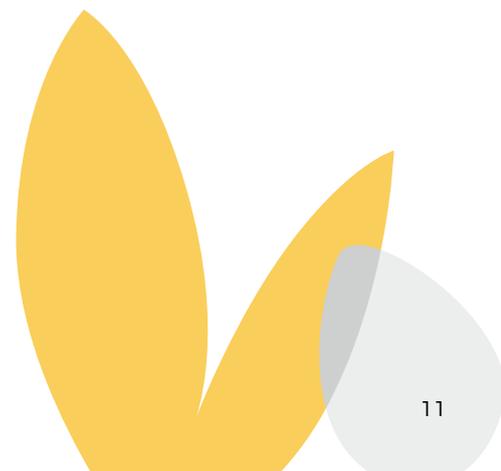
Risk Appetite Statement

In September 2017, the Board developed a Risk Appetite Statement to ensure that they and our Executive team have an agreed understanding in relation to risk.

This Risk Appetite Statement specifies the risk Berry Street is willing to accept in the pursuit of its long-term objectives, and indicates the parameters within which Berry Street will conduct its activities. This includes ensuring our staff are provided with a safe work environment. The statement is intended to act as a guide to the Board, Executive and leaders throughout the organisation.

Child Safe Organisation

Berry Street is committed to being a child safe, child friendly and child empowering organisation. We recognise, respect and promote children's rights within Berry Street and the broader community. We require that every person who is part of our organisation, every Board Member, staff member, carer and volunteer, to treat the rights, interests and safety of children as paramount. A statement documenting this commitment is available on our website.



Client Incident Management System

Last year Berry Street went live with a system to record client and staff incident information. This is the most significant change to the way we record incident information in over 10 years. This was initiated by DHHS in response to recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse. The Berry Street Electronic Incident Management System was modified to ensure we meet the new DHHS requirements and continue to record other information that relates to staff and client safety.



Other highlights include:

- DHHS continuing its auditing of our residential care homes. Pleasingly, of the 23 homes reviewed, 17 received a 4-star rating (the highest possible rating) and six received a 3-star rating. Of these, one achieved a perfect 100% score, the first in the state.
- Since our White Ribbon accreditation in 2016, we have provided training to our staff and embedded systems to support staff who may be experiencing family violence. This year, we are working towards re-accreditation with White Ribbon Australia.
- We continued our work towards securing Rainbow Tick Accreditation by March 2019 for LGBTI-inclusive service delivery for the organisation – in particular, for our Family Violence services, as required by the Royal Commission into Family Violence.
- Receiving full accreditation against the Human Service Standards and EQUIP6 clinical standards with no significant recommendations. Our Independent Review Body, the Australian Council on Healthcare Standards, reported that Berry Street “demonstrated a number of strengths including commitment to client groups, advocacy, reflective learning and strong financial management. More importantly, they recognise areas of weakness and how they could continually improve through proactive actions and planning.”

KNOWLEDGE BUILDING & SHARING

Providing high-quality services continues to be at the core of Berry Street's work. However, we know this is not enough if we want to achieve significant change in policy and practice.

We must also be committed to building and sharing our knowledge with those who will help us effect that change at local, state and national levels, including policy makers, service providers, education professionals and the general public.

As well as this focus on sharing knowledge, advocacy also runs through everything we do – from direct individual advocacy for our clients through to advocating for systemic change.

Berry Street Childhood Institute

The Berry Street Childhood Institute is a knowledge-to-action centre within Berry Street and contributes to our vision by

collaboratively building and sharing knowledge, encouraging public dialogue and mobilising leadership.

To this end, the Institute has produced a range of resources – including publications, reports, articles and presentations.





Some highlights include:

- Continuing to contribute knowledge through local, national and international conference presentations and connections.
- Co-hosting the National Foster and Kinship Care Conference in September, along with the Foster Care Association of Victoria, Kinship Care Victoria, CREATE, and the Victorian Government. Over 700 delegates attended and heard about the valuable role carers play, Therapeutic Life Story Work from UK consultant Richard Rose, trauma-informed education, and the impact of family violence on children.
- Co-hosting the second Doing School Differently (DSD) conference in June. DSD brings together educators, researchers, policy makers and young people who are involved in flexible learning options across Australia.

This year the conference was held on the Gold Coast, where we were delighted to welcome 500 delegates each day and to provide 45 sessions across the two days.

- Delivering the inaugural, two-day Asia Pacific Safe & Together Model™ Conference in partnership with the Safe & Together Institute. The conference was based on the successful annual Safe & Together Model™ Symposium held in the United States, and was intended to promote the model in Australia as well as bring together existing practitioners for the first time. Berry Street has implemented the Safe & Together Model into our family violence programs. The model assists child-welfare systems to work better with adult survivors of family violence and their children, and to intervene more effectively with men who use violence.

Y-Change

Established in 2016, Y-Change is a youth leadership initiative for young people with lived experience of disadvantage and/or being in care. This program provides them with an opportunity to learn how to use their experiences to advocate for positive organisational, social and systemic change.

We aim to recruit 10 young people each year into this initiative, and train them over six months. The training covers public speaking, facilitation, media skills, advocacy, activism, political landscapes and exploring notions of change, as well as the challenges of using lived experience as a form of professionally relevant expertise. Trainees are employed on 12-month casual contracts to provide consultancy both internally within Berry Street and externally, including to government departments, other community services organisations, peak bodies and Commissions.

Some key areas of public policy and advocacy

- We continue to play an active role in supporting Aboriginal self-determination. This includes transferring the care of Aboriginal and Torres Strait Islander children and young people to Aboriginal Community Controlled Organisations (ACCOs).
- Representation to State and Federal Governments on issues of redress and civil litigation, including a presentation to the Senate Inquiry on the National Redress Scheme for Institutional Child Sexual Abuse.
- Berry Street was part of the Smart Justice for Young People youth justice campaign along with 50 other organisations.
- Written submissions to the following Inquiries: Australian Law Reform Commission on Family Law Act with reference to family violence; Senate Community Affairs Legislation Committee on Redress; House of Representatives Committee on adoption; and Children's Rights report on implementing the Convention on the Rights of the Child.

Some other knowledge building and sharing highlights include:

- The 3rd International Neurosequential Model Symposium in Banff, Canada: six presentations on topics including advocating for children and young people with disability in the child protection system, the Neurosequential Model of Therapeutics (NMT) and the implementation and sustainability of Take Two practice.
- The World Infant Mental Health Congress in Rome, Italy: four papers on topics including NMT in clinical, forensic, systemic and advocacy work, helping infants process traumatic loss, and infants' experiences of family contact in out-of-home care.
- The International Foster Care Organisation (ICFO) conference in Malta: Take Two presented two plenary sessions on the Aboriginal therapeutic home-based care program and the Circle program of therapeutically informed foster care.
- Take Two presented at the 7th Secretariat of National Aboriginal and Islander Child Care (SNAICC) National Conference Bring Them Home: Securing the Rights of our Children, in Canberra.
- Berry Street had six case studies in the 'DHHS Good Practice: A Statewide Snapshot' publication: ELF (playgroups as an early intervention tool); Success in Therapeutic Residential Care; Family Violence Partnership Work; Family Services and Family Violence; Take Two Aboriginal Team; and Kinship Care. Our Ballarat Children in Residential Care Art program also provided five pieces of artwork for the publication.
- Our Gippsland region was selected as one of five statewide family services programs to trial the evidence-based programs tuning into Kids and Tuning into Teens, in partnership with Mindful and the Victorian Aboriginal Child Care Agency.
- Receiving a grant from the Foundation of Graduates in Early Childhood Studies, which enabled our Take Two program to produce the booklet 'Calmer Kindergartens', to support early childhood professionals in providing a trauma-informed environment for babies, toddlers and young children.





PROVIDING SAFE HOMES

Sadly, in Victoria, the number of children and young people in out-of-home care rises each year.

Berry Street provides a range of accommodation options to support vulnerable children and young people who have experienced significant abuse, neglect and/or family violence. These include foster and kinship care, our new Teaching Family Model homes, residential services, individual care packages, and leaving care and lead tenant programs.

Foster and kinship care

When a child or young person cannot live safely at home, we work to find them a safe home. The first choice for a new home will always be with other members of that child's family or kin. If, however, there is not a suitable person available to provide a safe home — and depending on the needs of the child or young person — foster care is the next best option. If it is in the best interests of the child or young person to be reunified

with their birth families, we'll work with the family and support the young person to be safely returned home.

Some highlights include:

- Recruiting and accrediting 106 new foster and kinship carers.
- Our 613 wonderful foster and kinship carers providing care for 1,658 children and young people.
- Providing dedicated intensive case management services and support to 296 children and young people.
- Partnering with Southern Cross Kids Camp for 15 young people in the Hume region to attend Camp Howqua.
- Continuing to embed the Secure Base Model, which is a therapeutic program designed to help children and young people feel more emotionally and physically stable while they are in care, and to give their carers the support they need to carry out their important roles.
- Receiving new funding from the Victorian Government to establish a kinship care program in Ballarat and increased capacity in our Shepparton and Morwell kinship care programs.
- Our Hume foster care program facilitating a school holiday program for children to engage in fun activities during the summer holidays. The program also gave carers a chance to connect with each other. 115 carers and children participated in the activities, including a day at Funfields in Whittlesea, Go Jump Trampolines in Shepparton, and the Clip 'N Climb adventure in Melbourne.
- The Hume foster care program had three long-term clients celebrate their 18th birthdays. One is still living with their foster carer, one has gained an apprenticeship and moved for employment, and one has transitioned successfully into the Education First Youth Foyer program, which provides secure housing to enable young people to focus on their studies.



1,658

children and young people cared for in foster and kinship care

What our carers say

We were so pleased to receive the following feedback through our 2017 Carer Survey from some of our wonderful foster and kinship carers about what has been important to them:



I feel that Berry Street support me really well and do whatever they can to enable the foster placements to work.

(foster carer)



Being able to show my granddaughter that life can be great and that she is safe and loved.

(kinship carer)



I have kept our family together and gained the love of four more children.

(kinship carer)





A NEW WAY OF CARING



Sam (9) and Simon (10) are brothers living with Ruby (7), an unrelated child, and their carers Peter and Nicole.

Peter and Nicole cared for the brothers for several months before introducing the Teaching Family Model (TFM). Ruby then joined the family. The children were previously displaying a range of challenging behaviours: when Sam first entered his placement, for example, he often ran away from his carers and school. TFM aims to help motivate children to change challenging behaviours through things like basic yet descriptive behaviour explanations and assigning children responsibilities within the family. It also teaches carers to focus on the most difficult issue at a time for a child, giving them a simpler approach to difficult problems.

The children in this home have picked up the language being modelled through TFM. Once, when Ruby was playing with Sam and started to get argumentative, Sam explained, "When you talk to me like that I don't want to play with you. Why don't you try asking nicely?". Another time, after Ruby displayed some difficult behaviour, a carer checked to see how Simon

was feeling. Simon reflected that Ruby was in their home because she needed to learn new behaviours, adding, "I was like that when I first came too."

It is Simon's job to check if everyone in the house has done their chores. To do this, he has learned how to lead with tact and empathy. Sam chairs the family meetings and has learned how to lead discussions and resolve conflict. In one meeting, the children had to decide if they would go without pocket money and take-away food nights so that they could go to Luna Park – they had to negotiate and advocate for their own ideas but also accept the final decision.

The TFM skills being learned at home have also transferred to school. Before, Sam's school teacher was having difficulty managing Sam's behaviour. The carers spoke with the teacher about the skills Sam was learning at home, such as 'Staying Calm', 'Following Instruction' and 'Accepting No'. When the teacher started to use this same language, Sam was better able to see how important the skills he was learning were to different contexts, and his classroom engagement improved. All three children are now doing extremely well.



Sam was better able to see how important the skills he was learning were to different contexts...

STABILITY FOR SIBLINGS

Due to a breakdown in their placement in a residential care home, a group of siblings were at risk of not being kept together.

However, because we believe in the critical importance of siblings remaining together while in care, we worked with DHHS to develop a personalised support package for the children called a Targeted Care Package, and found an experienced carer able to take on all the children.

We provided intensive support and specialised training to

ensure the carer was skilled and confident to care for and respond to the children's complex behaviours, which were a result of significant trauma they had suffered.

Within the first week of the new placement, most of the children's high-risk behaviours had significantly decreased. Over the following weeks, the children's sense of stability continued to develop, and hope began to return. The children started attending school full-time, as well as joining in extra-curricular activities and sports. Best of all, the children are starting to experience the stability that is so important for a safe and happy childhood.



We provided intensive support and specialised training to ensure the carer was skilled and confident to care for and respond to the children's complex behaviours, which were a result of significant trauma they had suffered.



ABBIE'S TOOLBOX: LEARNING NEW SKILLS



When Abbie's mum refused to leave her abusive partner, Abbie and her siblings were referred to our case worker, Melinda.



If you met Abbie today, you might never imagine the child she used to be.

When Abbie first came to Berry Street, she'd been removed from the care of her mum due to her mum's relationship with an abusive partner. Abbie, her sister and her brother also experienced abuse and family violence, and their mum was unable to protect them due to her own fear and experiences. When Abbie's mum refused to leave her abusive partner, Abbie and her siblings were referred to our case worker, Melinda.

At that time, Abbie was withdrawn, afraid and showing other significant signs of trauma. She struggled with her school-work and had trouble reading social cues in her friendships. We knew a safe home was vital for Abbie and her siblings' recovery, so they were placed into the care of their grandmother, Liz.

In a safe environment, our staff were then able to work with Liz and Abbie to rebuild Abbie's self-confidence.

Abbie was supported through her secondary schooling by a strong Student Support Group and Care Team, including welfare teachers at her school. The Care Team's support for Abbie over the years has been instrumental in developing her self-confidence to put herself forward when opportunities arise.

Today, Abbie can be seen happily carrying a toolbox into a carpentry workshop. She is learning new building skills through a school apprenticeship, and has represented her school in both athletics and swimming. Abbie was also selected by her peers for a leadership program and even sang solo at a school concert. With Berry Street's support, Abbie has now gone from a frightened little girl to a determined and thoughtful young person.

Teaching Family Model

The Teaching Family Model (TFM) is designed to support children and young people aged 6-17 in a family-style group care setting. It aims to improve young people's social, problem-solving and interpersonal skills through helping them identify personal stressors and develop appropriate self-regulation techniques. The model also uses family meetings and leadership roles in the home, to allow young people to learn.

Our journey to become a TFM-accredited organisation started in 2017, with the support of the New Zealand-based organisation Youth Horizons. We have since begun implementing the model in existing care placements and aim to be fully accredited by Youth Horizons within 18 months.

Some highlights include:

- In our Northern Region, Adam and Alethea Harding became Australia's first certified TFM practitioners. This acknowledged their learning and implementation of all areas of the model over a six-month period. This is a huge accomplishment as most practitioners take 12 months to complete the process.
- We appointed one TFM Manager and two TFM consultants who attended pre-service training in New Zealand.

Supporting Aboriginal & Torres Strait Island Self-Determination

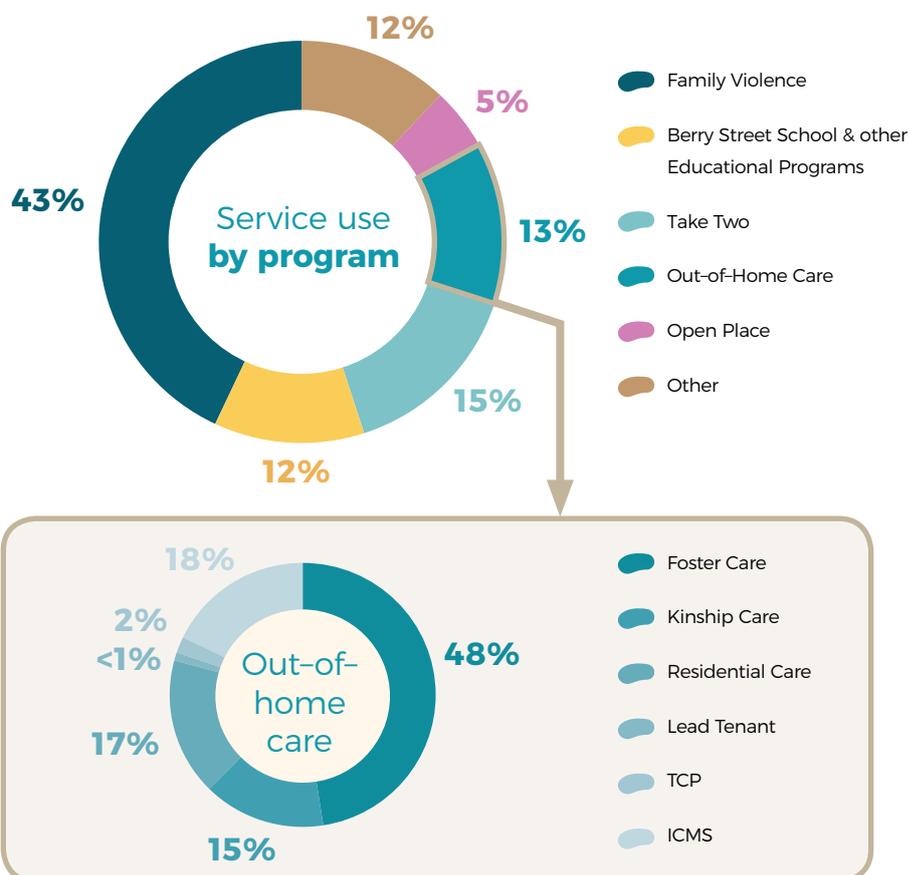
Berry Street is committed to reconciliation and working with Aboriginal Community Controlled Organisations to improve outcomes and opportunities for Aboriginal and Torres Strait Islander peoples.

As a leader in the community services sector, we must play our part in shaping the future and forging a way forward in partnership with Aboriginal and Torres Strait Islander peoples, so that distinctive cultural identities are respected and self-determination is achieved.

This is particularly important given the number of Aboriginal and Torres Strait Islander children, young people and families with whom we work at Berry Street. Our most recent Census of these service users showed:



Aboriginal and Torres Strait Islander people accessed Berry Street services in the 12 months 2016-2017



A MORE HOPEFUL FUTURE

“

We approached this placement as being a possible catalyst for changing this young person's life trajectory.



DHHS approached Berry Street to consider providing a placement for a young person with a significant history of offending behaviours. This young person was serving a long-term custodial sentence prior to coming to Berry Street.

With extensive planning and additional staff training, we agreed to provide a placement for the young person. We created a unique environment with lots of resources to give the

young person every opportunity to succeed in their transition back into the community. We approached this placement as being a possible catalyst for changing this young person's life trajectory.

The young person was released from custody and quickly settled into their new home and over time developed positive and meaningful working relationships with staff. The young person has now lived out of custody for the most significant period of their adolescent years, and is on the road to a more hopeful, positive adulthood.

A POSITIVE TRANSITION FOR THOMAS

Sixteen-year-old Thomas has been in our residential and foster care programs for three years. He also has a disability.

Residential care was challenging for Thomas and he had some difficulties getting along with other young people in the house. While Thomas was living in a therapeutic residential care home, Berry Street identified a possible foster carer for him. Our residential services, foster care and intensive case management services worked closely together to quickly provide the information, planning and supports needed to successfully transition Thomas to foster care.

Though the transition period was not without its challenges, Thomas summed up the achievement when he proudly told his care team that he is “no longer a resi kid”. He continues to do well and has recently moved to a new placement with respite carers.



Our residential services, foster care and intensive case management services worked closely together to quickly provide the information, planning and supports needed to successfully transition Thomas to foster care.





219

children and young people supported through our residential care programs

Residential Care

The young people in Berry Street's residential care programs are generally aged between 13 and 17 years. Many of these young people have been the subject of protective services intervention because they have experienced child abuse, neglect and family violence.

These vulnerable young people often have complex needs, and their behaviours, as a result of their trauma, can place them at risk of further harm. They might be experiencing social and emotional difficulties, alcohol and other substance abuse, poor self-image, self-harming behaviours, mental and physical health issues, intellectual disabilities, or difficulties in learning.

We provided homes to 219 children and young people through 31 residential houses across the state.

We also provided safe and secure housing and support to prevent homelessness for 391 young people in the North and West.

Targeted Care Packages

Targeted Care Packages (TCP) aim to achieve better outcomes for children and young people in out-of-home care. They provide an opportunity to find alternative placements tailored specifically to the needs of the child or young person.

2018 has seen significant growth and stabilisation in our TCPs across Berry Street. Forty-nine children and young people received targeted, individualised 'wrap-around' services to meet their particular needs. We are also implementing the Teaching Family Model in an existing TCP placement in the West.



FOR BRAYDEN, A HAPPY HOME AND A BROTHER OF HIS OWN

Brayden first entered residential care when he was 10 years old. While there, he would run away and not engage with staff, other young people or education.

We decided that a foster care placement would be a better option for Brayden and identified Jess and Rachel as potential carers. We met with them, shared Brayden's story, and talked about the specific support he might need. We then prepared a Targeted Care Package proposal for DHHS that included therapeutic and educational support for Brayden, as well as a financial contribution towards rent and utilities. This meant that Jess could leave the workforce to dedicate her time to Brayden.

Since living with Jess and Rachel, Brayden's self-confidence and self-esteem have increased and he is attending an education facility five days a week. He wants to increase his daily timetable, and is excitedly planning for his future career in bike repairs and garden maintenance. Jess and Rachel have supported Brayden in his career aspirations and taught him positive social skills, which have helped him engage more with his family, peers and community.

Late last year, Jess and Rachel agreed to take on another child — a nine-year-old boy named Charlie who was in residential care. Brayden adapted well to having a 'little brother' and acts as a mentor to him. With the skill and generosity of Jess and Rachel, and the support and advocacy of Berry Street, Brayden and Charlie now have a safe, secure and happy home they know they can call theirs forever.



Since living with Jess and Rachel, Brayden's self-confidence and self-esteem have increased...



Leaving Care and moving to independence

Berry Street provides a range of programs aimed at helping young people to transition from care to life after care.

Some highlights include:

- 69 young people supported by 38 mentors through our lead tenant and leaving care programs.
- 332 young people assisted to make the challenging transition from care to independence through our post-care support programs in the North and West.
- Commencing the new program 'Keys to Independence' to complement other post-care services for young people. This program is in partnership with Love Real Estate in Thornbury, who have agreed to accept our 'rental-ready' young people into the private rental market. Love Real Estate is also developing an agreement for head leasing, whereby they lease a property and sublease it to the tenants, with affordable rental housing provider, Haven Home Safe.



Lead Tenant

Our Lead Tenant programs in the West, Hume and North collectively supported 13 young people in five lead tenant houses. This program is critical in assisting young people aged 16-18 to transition from care to independent living. The program has live-in voluntary carers/mentors who provide a safe, stable, caring and supportive living environment to enable young people to develop their self-confidence and independent living skills.



401

young people assisted to make the challenging transition from care to independence



TERRI'S GOALS ON TRACK



Terri was experiencing homelessness: as a young woman, she had to leave home because she was not safe. She then transitioned into our GOALS supported accommodation program in the North.

Within the first six months of residing in GOALS, Terri was able to connect with essential mental health services and work towards recovering from her experiences of violence and sexual abuse. With support, she engaged in the legal system to seek justice and receive compensation through Victims of Crime. Terri also completed her VCE and enrolled in TAFE to complete a Certificate IV.

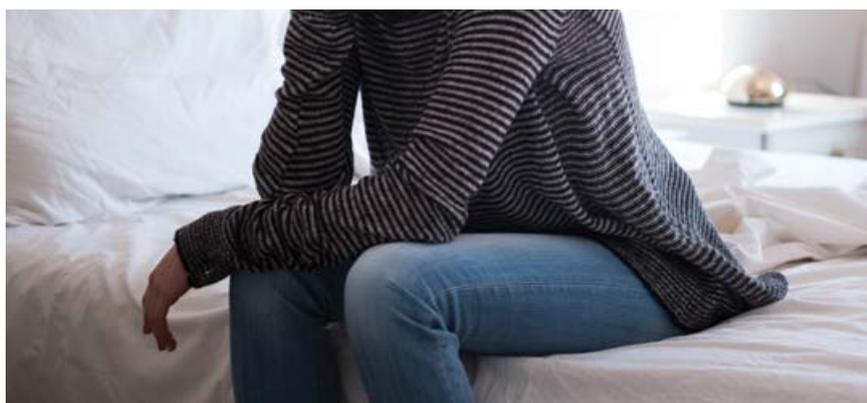
Terri embraced all opportunities to further her independent living skills, health and wellbeing. This included taking up leadership opportunities through which she modelled positive behaviour to other young people. Terri personally matured and reported increased self-confidence and resilience. At the end of her two years in GOALS, she was successful in securing long-term housing and is now managing all aspects of the tenancy, from saving for bills to maintaining the garden.

The timing and availability of the GOALS program was critical for Terri to provide her with the platform she needed to springboard into the future. Without recurrent funding, however, Berry Street continues

to rely on support from the community to maintain and hopefully extend the reach of the GOALS program to more young people like Terri.



Within the first six months of residing in GOALS, Terri was able to connect with essential mental health services and work towards recovering from her experiences...



HEALING CHILDHOOD TRAUMA

It's widely acknowledged that trauma as a result 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, 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.

We also know that the potential ramifications of child abuse and neglect are not inevitable. Our skilled staff work directly with children and young people to build trusting relationships and

help them make sense of their experiences 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 that foster their development.

Take Two

Established in 2003 and funded by DHHS, Take Two is a state-wide intensive therapeutic program delivered in partnership with La Trobe University, the Mindful Centre for Training and Research in Developmental Health, and the Victorian Aboriginal Child Care Agency (VACCA). It is an accredited health service, within a child and family welfare organisation, aimed at providing therapeutic services to infants, children and young people who have suffered trauma and disrupted attachment due to abuse, neglect or family violence.

Since being established, Take Two has evolved in line with government policy and focus, providing a mix of assessment, treatment, therapeutic support and referral services both within the Child Protection system and for vulnerable families at risk of entry into that system.

Take Two's work is therapeutic in nature because it focuses on the underlying drivers causing behaviour, not just the presenting behaviour itself. Another core function of Take Two is to undertake research and training to support service sector development.



1,067

children and young
people supported
through Take Two



Some highlights include:

- Analysis of Take Two's client work over the past three years found 86% of children show stabilisation or improvement in overall functioning following Take Two involvement. This includes 98% showing stabilisation or improvement in self-harm behaviours, 34% displaying improvement in school attendance, and 37% displaying improved self-care skills.
- Take Two has active partnerships with more than 20 other community services organisations to provide therapeutic services to their clients, and has contributed significantly to knowledge-building through published papers and conference presentations (more in Knowledge Building and Sharing in this report).
- Take Two's therapeutic service model has been found by the Murdoch Children's Research Institute to be a 'Promising Program'. It is also being evaluated by Harvard University (using a randomised control trial) with the goal of being recognised as an evidence-based program. In addition, numerous staff in Take Two have been supported to undertake certification in two internationally-recognised, evidence-based trauma-treatment modalities: Child Parent Psychotherapy and Eye Movement Desensitisation Reprocessing Therapy.
- Funding was provided by the Kelly Foundation to trial the employment of a mental health occupational therapist to provide specialist assessment and advice on strategies for parents or carers to soothe and co-regulate children. This pilot demonstrated significant success, and the Kelly Foundation again supported Take Two with a further three-year grant – this time to employ a mental health speech pathologist. This is particularly important considering a previous Take Two research project, Small Talk, found 88% of children aged 4-8 who were impacted by developmental trauma were also experiencing significant speech and language delays.



Some highlights include:

- Handing down of the final report, with 409 recommendations, by the Royal Commission into Institutional Responses to Child Sexual Abuse. 84 recommendations dealt with redress, and the establishment of a National Redress Scheme. Open Place received additional funding to support Forgotten Australians to access the new scheme, which is available until 2027.
- The Federal Government announced its intention to provide a formal apology to victims/survivors of institutional child sexual abuse on 22 October 2018.
- Increasing demand, with registered service users at 3,970 and 415 new clients in the past year.
- Receiving a two-year funding boost to increase Open Place's brokerage service for services like medical and dental, and to support rural service users. This resulted in the number of brokerage payments increasing from 1,871 in 2016-17 to 3,681 in 2017-18.

Open Place

In 2003, Berry Street was successful in its submission to run Open Place, a support and advocacy service for Forgotten Australians. Open Place coordinates and provides assistance to address the needs of people who grew up in Victorian orphanages and

homes during the last century. We help people who identify as Forgotten Australians to deal with the legacy of their childhood experiences and provide support to improve their health and wellbeing. This includes support in accessing specialist services, financial assistance, individual advocacy and records and family searches.



1,620

service users worked with at Open Place





Heritage Service

In the past 12 months, 166 enquiries were made through our Heritage Service, which assists past clients and care leavers to access their personal information and records held by Berry Street (and Sutherland Homes and Lisa Lodge, both of which merged with Berry Street). This year, of the 166 enquiries made, 86 progressed to provision of records and additional support to past clients.

Multi Agency Support Team

Funded by the Victorian Department of Justice and Regulation and in partnership with Ballarat Community Health and Child and Family Services Ballarat, we were successful in our submission to deliver the Multi Agency Support Team (MAST) program aimed at intervening early in the cycle of youth offending in Ballarat.

MAST takes a multi-agency approach to support children and families to access existing services within the community through case coordination. The initiative involves a consortium of key stakeholders including government, community services, health and police. The pilot has had huge success, working with 33 young people and their families that have been referred to MAST by police. Of the 33 young people referred, 29 have not reoffended.

STRENGTHENING & EMPOWERING FAMILIES

Berry Street helps families build on their strengths and access services that help them develop new strategies to solve problems, improve relationships and increase their capacity to build strong, happy families. In short, we look to support them to get through the tough times most families experience.

Family Violence

Berry Street supports women and children impacted by family violence across Melbourne's northern suburbs and western Victoria. We aim to assist survivors of violence and their children to remain safely within their broader family and community, wherever possible, and maintain a life free of violence, while also addressing their emotional and practical needs arising from the violence.

Some highlights include:

- Across both our Northern and Western services, responding to and supporting over 11,000 women seeking help as a result of family violence and nearly 1,000 child witnesses or victims of family violence.
- Supporting 29 women and children survivors through our refuge and providing crisis accommodation to a further 103 women and 68 children in our Western region.
- Working with over 160 men to help them to understand the devastating impact of their use of violence against their partner and children.
- Receiving further funding for the Specialist Family Violence Advisor project in the North. This will allow us to continue the scoping work to build capacity in the drug and alcohol and mental health sectors, in relation to family violence risk assessment and intervention.
- The enhanced family violence face-to-face, after-hours response went live in May 2018. This now means women and children who are experiencing family violence in the Central Highlands region can have an immediate, 24-hour, seven-day-a-week face-to-face response.
- Forming new partnerships in the North – with PartnerSPEAK, a specialist organisation using an intentional peer support mentoring model to support victim-survivors of partners who use online child-abuse material, and with Whittlesea Community Connections to host a second specialist family violence worker within their team. This has enhanced liaison with the Victoria Police Whittlesea Family Violence Unit and strengthened the program's presence in the early years service system.



North-East Orange Door

The Orange Door (Support and Safety Hub) for Melbourne’s North-East opened in Heidelberg on 10 July 2018. The Orange Door is a significant reform in family violence service delivery, introduced as a result of the Victorian Government’s Royal Commission into Family Violence. It is a new way for women, children and young people who are experiencing family violence or families who need assistance with the care and wellbeing of children to access the services they need to be safe and supported. The service will gradually be rolled out across Victoria by 2021.

The Orange Door receives, processes, provides triage and responds to family violence referrals in the North-East of Melbourne. It makes direct connections to services and responds in a coordinated way to a range of client needs. Where required, it provides a whole-of-family response, including holding perpetrators to account. Berry Street employs a team of approximately 20 staff to work in the Orange Door.

Restoring Childhood

We run the Restoring Childhood program in both Melbourne’s northern suburbs and Ballarat. The program delivers therapeutic support for carers and children after family violence has been experienced. It provides specialist triage and therapy that helps non-offending caregivers understand their child’s experience of family violence, and to grow their capacity to think of themselves as supportive and thoughtful parents in the wake of family violence. Parents and children have reported that having somebody understand and who assists them to talk to each other about their experiences makes them feel closer and more connected.



12,000
women and children
supported through our
family violence programs

Caring Dads

Our Caring Dads program in the West supports men who have been perpetrators of family violence to be more accountable for their behaviour. It engages with fathers who have the capacity to change, providing them with therapy and parenting skills to help their children – and the whole family – recover from abuse and to understand the impact of their behaviour.

We supported 24 men, with many achieving reunification with their children and sometimes their partners; ran the second Caring Dads program in partnership with Ballarat Aboriginal and District Co-operative (BADAC) and commenced the third Caring Dads program, with six regular participants; and evaluated the program in partnership with Deakin University.

Safe & Together

Safe & Together is an evidence-based, child-centred and field-tested family violence practice model based on the concept that children are best served when we can work towards keeping them safe and together with their non-offending parent. Its framework allows workers to understand and assess risk effectively, partner with domestic violence survivors and intervene with domestic violence perpetrators to enhance children’s safety and wellbeing. We have implemented this model in both our family violence programs in the North and in Ballarat.





Family Services

Our family services support parents to care for and nurture their children. We deliver integrated family services in Gippsland, the North and the West, which aim to ensure vulnerable families and children receive early intervention and support services with the aim of avoiding any Child Protection involvement. We also deliver a range of other family support services, including financial literacy, family counselling, supported playgroups, and contact and changeover services for parents who cannot manage safe access arrangements for their children.



6,286

children, young
people and parents
supported through
our family services

Some highlights include:

- Increasing 337 people's financial literacy through our ANZ Saver Plus 'matched savings' program in Shepparton, Morwell and the South. We also delivered MoneyMinded Faciliator training, aimed at helping people better manage their finances, to 39 people throughout Victoria.
- Engaging 71 adults and 81 children in our Early Learning is Fun (ELF) intentional learning playgroups. Activities encourage parents to connect with their children every day through reading stories and talking, singing and playing together.
- Our Morwell 4 Kids program — which we presented at the World Association of Infant Mental Health (WAIMH) conference in Rome in May 2018 — received new three-year funding from the Department of Social Services.
- Assisting 655 children and young people and 345 parents through our Integrated Family Services.
- Supporting 2,147 children and 2,657 parents through our Children's Contact Services, across two centres (Shepparton and Carlton) and a further 152 parents through our Post Separation Co-operative Parenting program in Shepparton.
- Helping 145 children and young people and 136 parents in the North better communicate and work through their issues.
- Facilitating reconnections of young people and their families through our Family Reconciliation program in Ballarat.



Tuning into Kids and Teens

Tuning into Kids and Tuning into Teens are models that aim to empower and coach parents and carers in positive emotional coaching of their children. They are Australian evidence-based programs developed by the Mindful Centre for Training and Research in Developmental Health at the University of Melbourne.

Berry Street in Gippsland, in partnership with the Victorian Aboriginal Child Care Agency (VACCA) and Mindful, was successful in tendering for this program for parents and carers of children aged between 4 and 13. After running a number of groups in 2018 and receiving great feedback from parents, the program was funded for a further two years.



Triple P: Positive Parenting Program

In partnership with Kids First, we are delivering the Triple P – Positive Parenting Program® in Gippsland. Triple P is an eight-week evidence-based program aimed at building parents' skills so they can raise confident, healthy, happy children and teenagers, enjoy stronger family relationships, and create protective, non-violent environments for their families. Triple P gives parents simple and practical strategies they can adapt to suit their own values, beliefs and needs. In addition to attending the group, participants receive follow-up phone calls to check in regarding safety, understanding of the content and assistance with practising the strategies at home.

Eleven Berry Street staff undertook 7 days' training, to provide Triple P to parents. At this stage, Triple P Level 3 Primary Care has been highlighted as the most appropriate program for practitioners across many program areas.

Community Wellbeing in Gippsland

Our Take Two program is proud of its involvement in the innovative Community Wellbeing Program (CWP), funded by Communities for Children East Gippsland and facilitated through Uniting Care.

CWP is a collaborative community development project that aims to strengthen the social and emotional wellbeing of children aged 3-12 years, in five participating primary schools and early childhood services in Bairnsdale. The program provides direct intervention with referred children and families. It is a unique service with a key focus on working closely with Aboriginal children and families, educational staff and community members.

The program's design incorporates community development and engagement strategies such as Yarning BBQs, training and workshop activities, secondary consultation with local Aboriginal workers and other agency staff and teachers.

AVA AND JANE BEGIN TO HEAL



Over time, Ava's nightmares have reduced, and when she has a tantrum, Jane is able to understand that she is experiencing big, scary, overwhelming emotions and is able to help her use strategies to cope.

5-year-old Ava was referred to our Restoring Childhood program with her mum, Jane, after Ava's dad had used violence at home.

Ava was experiencing anxiety, nightmares, bedwetting, and frequent tantrums. It was also hard for Jane to understand Ava's behaviour, and she would sometimes become frustrated and overwhelmed with her.

A Restoring Childhood clinician worked with the family. Ava was encouraged to draw pictures

and use play to explain how scary night times had been when her dad was angry. Through the therapy, it was found that Ava's symptoms of anxiety and post-trauma were escalating, so the family was offered child-parent psychotherapy.

Over time, Ava's nightmares have reduced, and when she has a tantrum, Jane is able to understand that she is experiencing big, scary, overwhelming emotions and is able to help her use strategies to cope. With support, treatment, and time, Ava and Jane have begun to heal together.





DADS ON A LEARNING JOURNEY

We commenced our first Caring Dads program in August 2017. In the first week, we heard comments like, “I’m only here because Child Protection made me and I am not abusive”.

As the 17-week program progressed, so did the dads, and many of the men continued to attend every week. We shared meals around the dinner table, and men spoke of their experiences.

We unpacked many topics, including child-centred parenting, building relationships with their children, and changing unhealthy, hurtful, abusive and neglectful fathering.

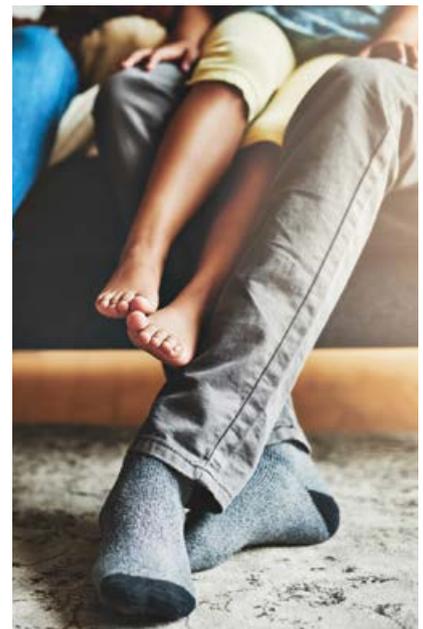
The biggest and most powerful topic was the abuse they had perpetrated towards their partners, and the impact this had on their children.

Throughout this journey, men were held accountable for their actions and challenged when needed. Every week, they would turn up ready to participate. We started to observe men attending the group and talking about their children and their partners in a different way, and observed how men were learning to articulate how they felt about their children. We also observed what they had learnt about themselves.

We were seeing changes in the men and hearing from partners about the changes they were seeing in the home.



We don’t want it [the group] to end.



A FAMILY BEGINS TO HEAL AFTER VIOLENCE



Julie is now beginning to heal and support her children to do the same.

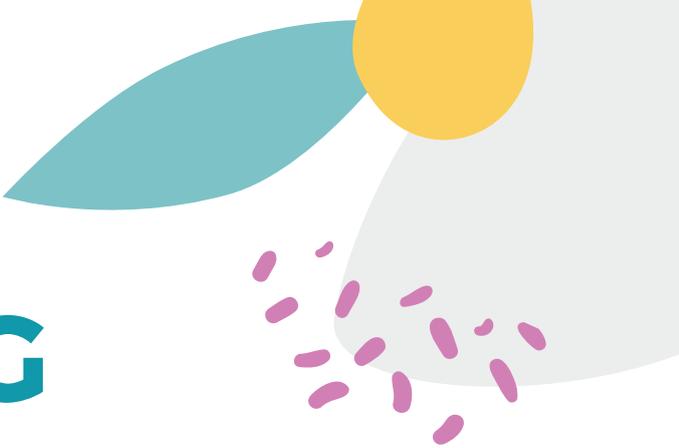


Julie and her children Paul (13) and Isabella (9) were referred to the Berry Street's Northern Family Violence Service by Victoria Police. It was reported that the children's father Tom had been breaking into the family home and threatening Julie and the children.

When they were referred to Berry Street, Julie, Paul and Isabella were showing significant symptoms of emotional and psychological distress, including feeling unsafe, trouble sleeping and experiencing distressing flashbacks of times when their father had broken into their home and hurt their mother.

Our Family Violence team offered the family a range of support services. These included supporting Julie to install better home security so she and the children could feel safer, therapeutic interventions for the children through our Restoring Childhood program, and counselling and other supports for Julie.

Julie is now beginning to heal and support her children to do the same. The children's fear is reducing and they are feeling much safer. Their sleeping difficulties and symptoms of distress have also significantly reduced.



ADVANCING CHILDREN & YOUNG PEOPLE'S LEARNING & DEVELOPMENT

Too many of the young people with whom we work are either excluded from, or have dropped out of, school. We all know that a good education is one of the foundations of a successful adult life.

Being at school builds necessary numeracy and literacy skills and knowledge, but also friendships, social skills and access to role models.

We strive to maintain the participation of those who are at risk of disengaging from mainstream school, re-engage young people who are excluded from education or training, and promote pathways for young people into further education or employment.

We do this through our Berry Street School (with four campuses in Noble Park, Morwell, Shepparton and Ballarat) and other educational programs.

Some of the highlights include:

- Supporting 142 young people to gain qualifications through our registered training organisation (RTO) in Shepparton and Gippsland.
- Assisting 89 young people to re-engage with school or further education through our REALS/CONNECT programs in Ballarat, Shepparton and Gippsland.
- Helping 217 young people through our Transitions to Work program in Morwell, Warragul, Leongatha and Wonthaggi.
- The generosity and commitment of 96 mentors who gave up their time to teach

303 young people to drive in our L2P programs in Morwell, Shepparton and Ballarat.

- Delivering an Information session on Supervising a Learner Driver at the African House in Shepparton to 20 newly-arrived parents.
- 43 young people gaining self-confidence and new skills through our outdoor adventure and educational programs the Berry Big Adventure and the Wilderness Program.
- Providing lifelong memories and positive experiences to 122 children and young people who benefitted from our Positive Memory Bank (an endowment fund that enables children and young people to participate in special experiences).



85%

of our 2017 students have remained either in education, are employed, or are receiving ongoing support in determining their future pathway.

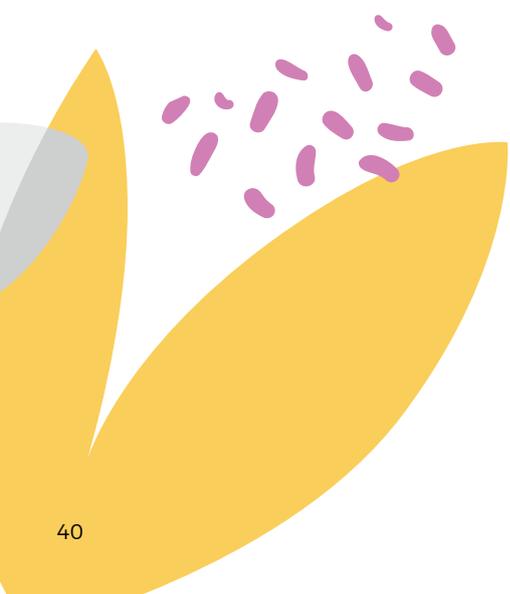
Berry Street School

From our first campus in Noble Park in 2003 to the opening of our fourth campus in Ballarat in 2017, our independent Berry Street School is educating and supporting more students than ever before. All of our students have either been excluded from other schools or dropped out. Almost all are well behind academically and have lost confidence in their ability to succeed.

Based on our Berry Street Education Model, each student has an individualised learning program, which builds academic skills and character strengths.

Some highlights include:

- Supporting 145 students across our four campuses – Noble Park, Morwell, Shepparton and Ballarat.
- Pleasingly, 85% of our 2017 students have remained either in education, are employed, or are receiving ongoing support in determining their future pathway.
- Successfully implementing the new Pathways program, with 44% of students who exited the school continuing in education at either another school, TAFE or further education provider; 10% of students gaining employment; and 13% being supported by other agencies to find suitable education or work.



KATIE LEARNS A NEW WAY OF COPING

Joining the Ballarat Campus of our Berry Street School in term 3, Katie experienced a significant shift in her feelings about her education.

Labelling her past school self “a bully”, Katie now feels able to voice when she feels overwhelmed or emotional, knowing that staff are aware of her anxiety. Katie realises that this is the time when she would have turned on her peers in the past.

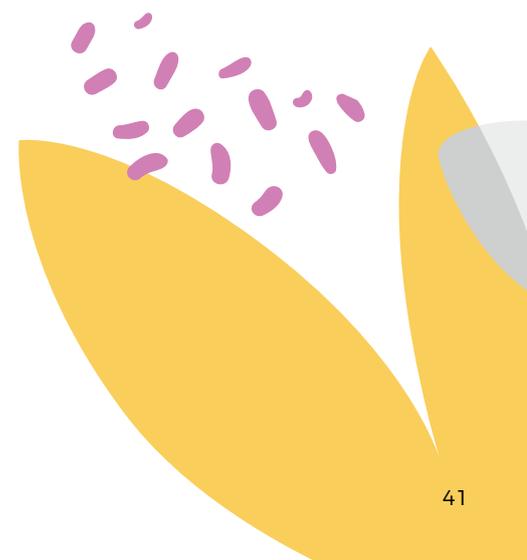
Now, instead of trying to intimidate those around her to feel secure, Katie feels comfortable asking the student wellbeing coordinator for “a quick chat” about what is occupying her thoughts until she feels ready to engage in class again. She also has access to her former psychologist at school for ongoing support.

Katie now feels she is open to new experiences that she would have previously avoided. She has taken up guitar lessons and sporting activities, and was recently supported to compete in a regional Eisteddfod that

placed her third of the singers in her group. Katie’s mother reflected upon how Katie would never have done this before and how proud she was to see what Katie can do now that there are fewer triggers for her anxiety.



Katie now feels she is open to new experiences that she would have previously avoided.





Education First Youth Foyer

In 2016, Berry Street and Beyond Housing Network, working in partnership with GOTAFE, were appointed as the service providers to deliver an Education First Youth Foyer in Shepparton for 40 young people aged 16-24.

The Foyer has a core focus on education and provides secure and safe housing to allow young people to focus on their studies. It also provides opportunities to develop career aspirations, gain work experience, build a pathway to sustainable employment and develop supportive relationships.

The Foyer makes an ongoing investment into the future of young people in Greater Shepparton by providing them with support, skills and tools necessary to become independent adults.

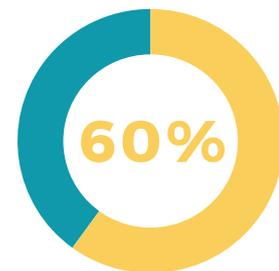
Last year, we supported 86 young people and celebrated our first successful year of operation.

Berry Street Educational Model

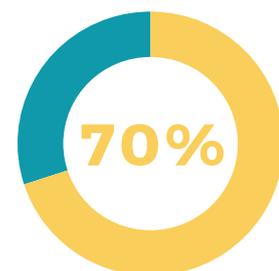
The Berry Street Education Model (BSEM) is Berry Street's proactive whole-school intervention to shift a school's culture to better support vulnerable students – for all students to succeed. Most schools who choose to adopt our model work with our team over a period of 18 months and receive professional learning sessions, strategy manuals, and ongoing support and consultation. By 2018, our BSEM team had delivered the model to more than 20,000 teachers and education leaders representing over 800 schools in Australia. Our figures have been boosted by our model spreading to all states and territories and across government, Catholic and independent school systems

In the past year, we worked with 800 schools (71 individual schools and 46 clusters) and 20,300 teachers and education leaders. Through this, we had an impact on over 383,000 students.

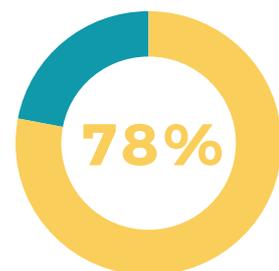
Results 2016-17 at Doonside Technology High School



Detentions down by 60% from 2016 to 2017.



Suspensions down by 70% from 2016 to 2017.



Truancy down by 78% from 2016 to 2017.

SCHOOL SUSPENSIONS DOWN BY 70 PERCENT IN JUST 12 MONTHS

In the western suburbs of Sydney – wedged between Blacktown and Rooty Hill – sits Doonside Technology High School. The Berry Street Education Model (BSEM) has led some incredible outcomes at Doonside.

Doonside's involvement with the BSEM program began when Principal Donna Loughran and Head of Wellbeing Paul Karbon saw Berry Street's Tom Brunzell speak at the 2016 Doing Schools Differently conference in Melbourne. "We were blown away," Paul recalls, "it seemed to be exactly what we were looking for." Donna agrees. "The model focuses on both wellbeing and academic achievements, and this really appealed to us."

Doonside has taken the opportunity of the long timeline to re-evaluate the way they support both the wellbeing of their students and their discipline structures, so they can align them with the BSEM way of thinking. They've also introduced a positive education subject called Life Education, where year 7 to 10 students learn about how to improve their resilience, develop a growth mindset and build on their emotional intelligence.

The model is already delivering huge benefits to the wellbeing and academic success of Doonside students. For example, from 2016 to 2017, the number of detentions dropped by 60%, suspensions were down by 70%, and truancy reduced by 78%. Academic achievement across reading, spelling and numeracy also improved. As Donna further reflects,

"The kids seem settled and the teachers are better equipped to talk to students about what has stopped their learning in the past. Kids now see teachers as there to help them. In fact, the kids can talk about things out of their control and can even unpack previous blockers in their own engagement in school. It's a far more productive conversation and it has almost put a stop to repeat suspensions."

Staff at Doonside are now working to ensure that the themes and strategies in the BSEM are passed on to new staff. "I wish they were teaching this in university teaching courses," Paul says.



I wish they were teaching this in university teaching courses.





Navigator

Funded by the Victorian Government, the Navigator program is a program aimed at supporting young people aged 12-17 to re-engage with education and training. It has been successful in advocating for young people that have 'fallen through the cracks' in the education system. In recognition of its success, the Victorian Government has committed to further funding it until the end of 2020. We run this program in our Hume and Western regions.

Some highlights include:

- Helping 159 young people across both Navigator programs.
- In the West, the program significantly reduced regional school disengagement by successfully returning 114 vulnerable children to their enrolled school. This region also received 278 referrals from the Department of Education and Training and provided case-management to 264 young people.
- This program also engaged young people with several creative projects. One project was a partnership with the Art Gallery Of Ballarat for an exhibition titled 'Romancing The Skull'. Young people in the Navigator Program were invited to paint a street mural of a skull alongside professional artists Ash Nicholls and Linda Franklin. Their mural, titled Jethro Skull, can be seen along Wigton Place laneway in Ballarat's CBD.

NAVIGATING HIS WAY BACK TO EDUCATION

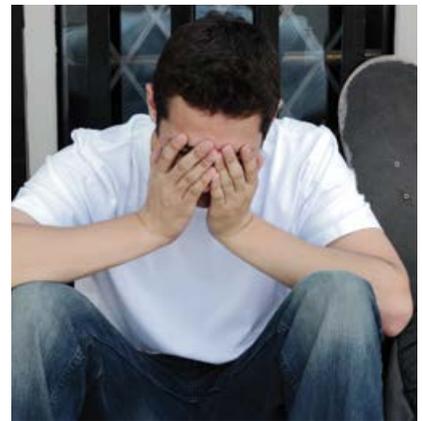
Our Shepparton Navigator program worked with Alex, a 15-year-old boy who had been out of school for a year.

He lived at home with his mother, had an eating disorder, and was being supported by mental health and family services. His mother discovered he had a gift for computer programming.

Our staff took time to build rapport with Alex before taking a two-fold approach to helping him. First, we supported his mother to have him assessed for potential Autism Spectrum Disorder, and to attend medical appointments. Secondly, a Navigator worker found a school option that would meet Alex's needs and support him to develop his IT skills.

Alex commenced at the Community Learning Centre and started his VCAL in half-hour blocks. He was introduced to one teacher at a time, and his ongoing attendance was rewarded with a laptop on which to complete his homework and practice programming. With his ASD diagnosis, his mother received information that gave her further insight into parenting him.

Alex was also linked in with Royal Children's Hospital to further investigate his nutritional issues. He is now attending the Community and Learning Centre full-time and his attendance is almost perfect. Alex's physical, mental health and self-care have improved, and he has made a friend that he walks to and from school with each day.



“

Alex's physical, mental health and self-care have improved, and he has made a friend that he walks to and from school with each day.

OUR PEOPLE



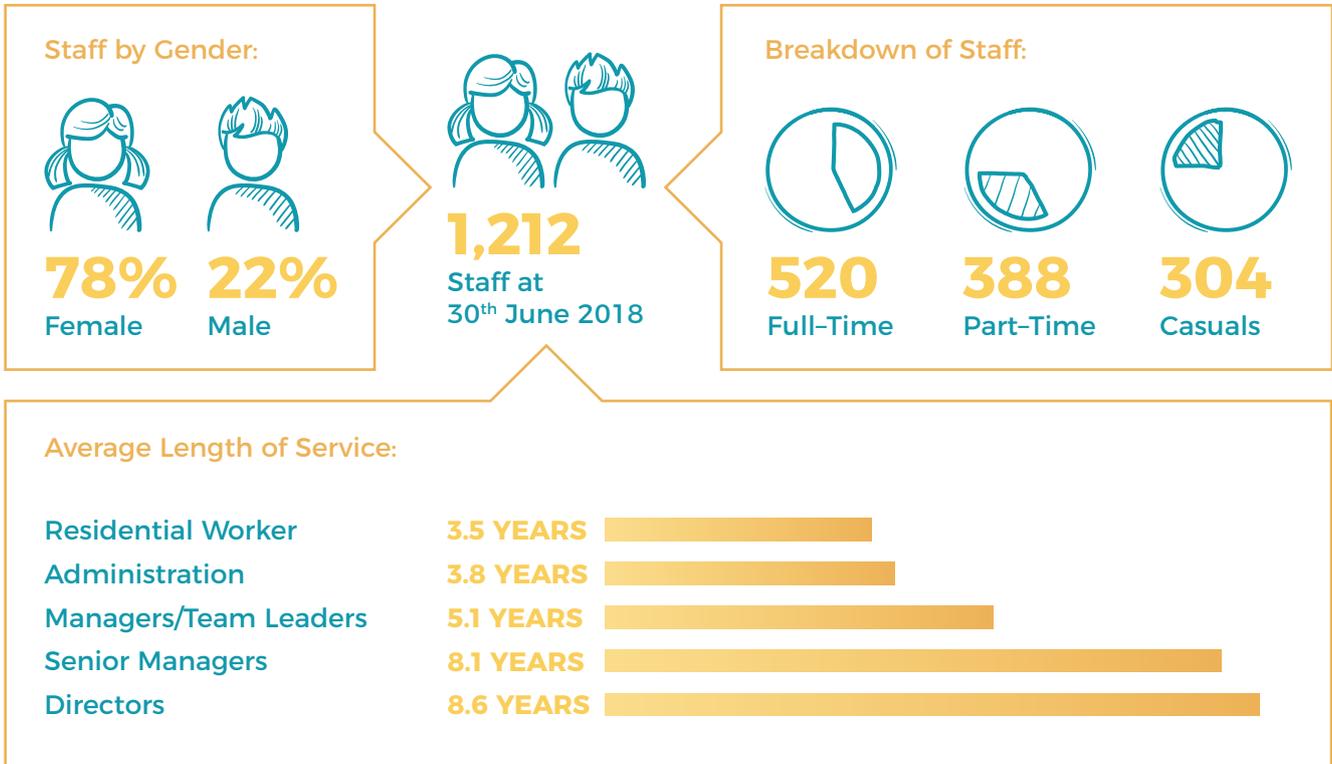
The quality, skills, knowledge and commitment of our staff and carers at Berry Street are key to ensuring the people we work with get the help they need. This is why we invest so strongly in recruitment, onboarding, supervision and support, learning and development, and infrastructure and resources that enable our staff to do their work.

Some of the highlights include:

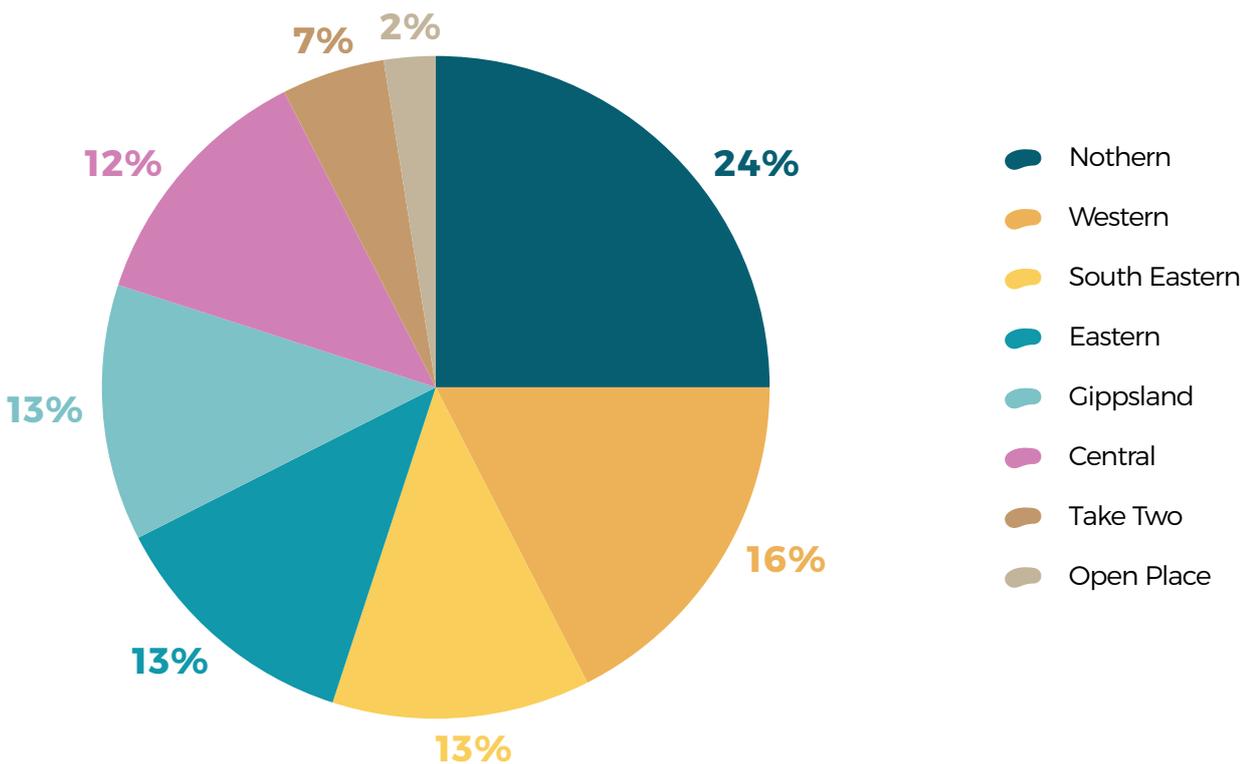
- 54 staff undertook further study through our Study Leave program.
- 46 students completed placements with us that were required for their qualifications.
- Continuing our investment of 1.6% (\$1.1M) of Berry Street's salary budget towards Learning and Development activities.
- Receiving acknowledgment for our new Learning Hub from Totara Learn in their annual awards as the 'best not-for-profit project'.
- Over 1,000 staff participated in formal learning opportunities, and we provided over 70 internal online and face-to-face training courses.
- 238 new staff completed Aboriginal Cultural Knowledge and Understanding training provided in conjunction with the Victorian Aboriginal Child Care Agency (VACCA).
- Rolling out an app 'EAP Connect' for our Employee Assistance Program to all Berry Street staff mobile phones, enabling them to easily make appointments, access resources, and source general information.
- Our Residential Care staff completed an extensive range of training, including: two-day orientation and shadow shifts before commencing formal work (137); Certificate IV in Child Youth and Family Interventions (90); mandatory upskilling qualifications (262); Therapeutic Crisis Intervention (209); Looking After Children (98); Outcomes Star (126); Alcohol and Other Drugs (114); Methamphetamine (ICE) (80); Administering Medication (195); and an e-learning course on Responding to Young People who are Substance-Affected (181).



Staff Numbers



Where Our Staff are Located



Thank you and farewell

2017/2018 saw some significant departures and arrivals at Berry Street, including:

- Sandie de Wolf, our long-serving and exceptional CEO, retired in December after 26½ years leading Berry Street. Over 200 internal and external people attended her formal farewell in November to show their respect and thanks for the outstanding contribution she made to Berry Street and the child and family services sector.
- Paul Wappett, Berry Street's President for seven years and Board member for a further 3½ years, left the Board to move interstate.
- Deputy CEO, Fran O'Toole, left after six years to take up a senior role with Family Safety Victoria.
- Marg Hamley (Director Berry Street Childhood Institute), Julian Pocock (Director Public Policy & Practice Development) and Jackie Mead (Director People, Culture & Information Systems) all left during the year.
- Our Senior Advisor Home Based Care and former Director of our Hume Region, Anita Pell, and our inaugural Director of Take Two, Ric Pawsey, both retired last year after 20 and 14 years respectively.

Our new CEO Michael Perusco joined Berry Street in February 2018.

2017 Employee Opinion Survey

In November, we engaged an external provider to conduct our seventh organisation-wide Employee Opinion Survey. Over 620 staff responded, and for the first time we received results at a program level, enabling us to benchmark our own results against industry norms.

Also for the first time, we gathered information about diversity and inclusion in our organisation. It showed that 8.2% of respondents identified as belonging to the LGBTI community, 3.4% identified as a person with a disability, 7.2% answered 'no' to English being their first language, and 1.8% identified as being Aboriginal or Torres Strait Islander. These results will help us benchmark our efforts towards becoming a more inclusive and diverse workplace.

The overall results of our Employee Opinion Survey were very good. Some highlights included:

- 72% of respondents said that 'Berry Street is a truly great place to work'. This compares to an industry norm of 59%.
- More than 60% of Berry Street staff were engaged with the organisation, having positive feelings about the future of the organisation and those who work in it. This puts us on a scale of having a culture of "success", where staff are positive about tackling problems and are close-knit, cohesive and focused.
- On average, 78% of respondents were satisfied that managers are meeting their expectations. This compares with an industry norm of 61%.
- 23% of staff viewed excessive workload as the biggest day-to-day frustration in their role.





Photo: (from left to right) Tash Anderson, Anita Pell, Kerryn & Stephen Longmuir.



We celebrated the success of:

- Our staff who were acknowledged in the sector's 2018 Resi ROCKS Awards. These awards are held each year by the Centre for Excellence in Child and Family Welfare and the Residential Care Learning and Development Strategy to recognise and celebrate the knowledge, experience and commitment of the residential care workforce:
 - Mark Thomas and his therapy dog, Boofa, received the Residential Worker of the Year Award.
 - Brenda Fenton – Residential Leadership Award finalist.
 - Mary McCann & Jesamine Wikaira – Residential Leadership Award finalists.
 - Murchison Street Team – Residential Team Award finalists.
- Our wonderful people honoured at the 2017 DHHS Victorian Protecting Children Awards:
 - Anita Pell (Senior Advisor Foster Care, now retired) received the Robin Clark Making a Difference Award – for her efforts in strengthening the foster care system and support for carers.
 - Natasha (Tash) Anderson (Y-Change leader) received the Chief Practitioner's Award for Modelling a Generous Community.
 - Kerryn and Stephen Longmuir (foster carers in the North) received the Carer of the Year Award – for their exceptional contribution over 30 years to fostering and caring for vulnerable children. Kelly McDougall and Danielle MacDougall (Sanders) were also finalists in the same category.
- Award recipients at our Annual Celebration in 2017:
 - Exceptional Contribution – Laurinda Gardner and David Green for their respective 16 and 15 years of dedication and commitment to our Board and organisation.
 - Selina Sutherland Award for Outstanding Carers – Wilma Kay (Foster Carer in Hume) and Yvonne Ayres (Kinship Carer in Gippsland).
 - Outstanding Staff Member – Anita Pell (Senior Advisor Foster Care) for her exceptional contribution over 20 years, both in Shepparton and Central, and to foster care.
 - Early Career Award – shared between Amy Nussbaumer (Marketing, Central) and Lachlan Reeders (Residential Care Worker, Northern).

OUR RESOURCES

Marketing, Communications and Development

From our start in 1877, Berry Street has always relied on the generosity of individuals, groups and businesses who share our commitment to ensuring that all children have a safe and happy childhood. We are grateful to our many donors, partners and stakeholders, whose support is critical in helping us work to change the lives of vulnerable children and families.

As the needs of our service users become more complex, and more children and families need our services than ever before, the support of our donors and the broader community is critical in helping us respond to the challenges we face. This ongoing funding and support allows us to add value to government-funded programs and develop and implement best-practice models of care to better meet the needs of those with whom we work.

Some of the highlights include:

- At the end of June, we had 23,501 active donors on the database, a 77% increase over our start-of-year figure of 13,283 active donors.
- At the end of the year we had over 5,000 regular givers, up from 1,687 in June last year.
- Marketing and digital activity is critical to underpinning this growth. Website visits this year reached 333,184, an increase of 50% over the previous year.
- Our social media followers across all platforms grew to over 40,000, an increase of 47% over 12 months.
- Foster Care campaigns led to 1,060 enquiries, up 30% on last year.
- Events such as Run Melbourne, the Berry Long Run and the Midsumma Festival, which helped raise our profile and funds.
- Being selected as a finalist in the Fundraisers' Gala Awards for our 2016 Christmas Appeal, and receiving a High Commendation for this campaign.
- We premiered, at ACMI, 'The Invisibles' — our inspiring documentary about the journey of our young people preparing for their Berry Street Debutante Ball — to an audience of corporate partners, philanthropic trusts and foundations. A second screening at the Village Cinema in Morwell was attended by approximately 500 guests, including young people, staff, family and friends.
- Significant support from trusts and foundations — The Lord Mayor's Charitable Foundation provided an 'Innovation Grant' over two years towards the next stage of our Y-Change: Momentum project, and The Danks Foundation provided support over three years for our Great Start Project, which will introduce the Abecedarian Approach to pre-schoolers in Morwell to assist their literacy development and school readiness.
- Other philanthropic support from major donors, Private Ancillary Funds, bequests, trusts and foundations contributed to many areas of our work, including Therapeutic Life Story Work, The Pathways Project and the Berry Street Education Model.
- The support and responsiveness to our initiatives by our long-term supporters like The Newsboys Foundation, Collier Charitable Fund and The Jack Brockhoff Foundation



adds significantly to our capacity to pilot initiatives and improve service delivery.

- With the help of our generous donors to the 140 Recovery Model, Berry Street delivered the Caring Dads, Secure Base and Restoring Childhood programs. With nearly \$160,000 donated by our 140 donors, we were able to roll out these proven models of change to help break the cycle of violence and abuse.

Information Management

Because a large proportion of our staff are mobile or outreach workers, this year we invested significantly in upgrading mobile phones to smart phones and moving all staff from a combination of laptop and desktop computers to laptop only.

Properties

We always aim to provide the best possible facilities for our staff and the people we work to support. This year, we purchased a new property for the Morwell campus of our Berry Street School and received additional funding from DHHS to refurbish a significant number of our residential homes. We also committed to refurbishing our Hume Regional Office to accommodate its growth, selling our Clayton office, and leasing a new, larger Southern Regional Office in Noble Park, bringing together the Clayton and Scoresby offices.



FINANCIAL REPORTS



STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHESIVE INCOME FOR THE YEAR ENDED 30 JUNE 2018

| | 2018 | Restated ⁽¹⁾ |
|---|----------------------|--------------------------------|
| | \$ | 2017 |
| | | \$ |
| Revenue | | |
| Revenue | 118,667,047 | 105,247,854 |
| Other income | 3,833 | 733,788 |
| Total revenue | 118,670,880 | 105,981,642 |
| Expenses | | |
| Program expense | (96,680,494) | (87,567,768) |
| Fundraising expense | (5,362,751) | (2,958,522) |
| Strategic Initiative expense | (5,055,817) | (4,171,642) |
| Administration and Infrastructure expense | (10,897,202) | (10,364,238) |
| Total expenses | (117,996,264) | (105,062,170) |
| Surplus before income tax | 674,616 | 919,472 |
| Income tax expense | - | - |
| Surplus for the year | 674,616 | 919,472 |
| Other comprehensive income | | |
| Items that will not be reclassified subsequently to Profit or Loss | | |
| - Gains on revaluation of land and buildings | 490,089 | 104,015 |
| Items that are or may be reclassified subsequently to Profit or Loss when specific conditions are met: | | |
| - Revaluation increment – financial assets | 983,965 | 730,337 |
| - Realised gain on the disposal of available-for-sale financial assets | (737,006) | (464,750) |
| Total other comprehensive income for the year | 737,048 | 369,602 |
| Total comprehensive income for the year | 1,411,664 | 1,289,074 |
| Surplus attributable to members of the entity | 674,616 | 919,472 |

(1) Certain comparatives were restated.

The above Statement of Profit or Loss and Other Comprehensive Income is an extract of the full audited financial statements which are available on our website www.berrystreet.org.au

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018

| | 2018 \$ | Restated ⁽¹⁾ 2017 \$ |
|--|-------------------|---------------------------------------|
| Assets | | |
| Current Assets | | |
| Cash and cash equivalents | 6,889,605 | 5,372,712 |
| Trade and other receivables | 2,872,889 | 2,203,000 |
| Financial assets | 9,500,000 | 7,000,000 |
| Other assets | 1,915,435 | 1,830,074 |
| Assets held for sale | - | 1,335,952 |
| Total Current Assets | 21,177,929 | 17,741,738 |
| Non - Current Assets | | |
| Financial assets | 34,539,183 | 35,509,140 |
| Property, plant and equipment | 11,247,574 | 10,714,952 |
| Total Non - Current Assets | 45,786,757 | 46,224,092 |
| Total Assets | 66,964,686 | 63,965,830 |
| Current Liabilities | | |
| Trade and other payables | 19,442,001 | 18,117,804 |
| Borrowings | 42,988 | 38,860 |
| Short term provisions | 5,286,438 | 4,690,842 |
| Total Current Liabilities | 24,771,427 | 22,847,506 |
| Non - Current Liabilities | | |
| Borrowings | - | 12,783 |
| Long term provisions | 1,246,866 | 1,570,812 |
| Total Non - Current Liabilities | 1,246,866 | 1,583,595 |
| Total Liabilities | 26,018,293 | 24,431,101 |
| Net Assets | 40,946,393 | 39,534,729 |
| Equity | | |
| Retained earnings | 34,530,344 | 33,855,728 |
| Reserves | 6,416,049 | 5,679,001 |
| Total Equity | 40,946,393 | 39,534,729 |

(1) Certain comparatives were restated.

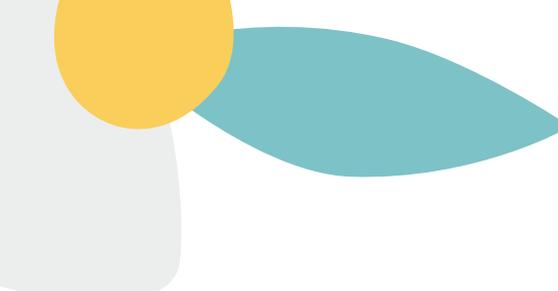
The above Statement of Financial Position is an extract of the full audited financial statements which are available on our website www.berrystreet.org.au

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30 JUNE 2018

| | 2018 \$ | 2017 \$ |
|---|---------------------------|---------------------------|
| Cash Flow From Operating Activities | | |
| Receipts from operating activities | 126,044,270 | 110,917,135 |
| Interest received | 319,956 | 333,025 |
| Dividends received | 298,501 | 360,682 |
| Payments to suppliers and employees | <u>(127,818,669)</u> | <u>(111,688,015)</u> |
| Net cash used in operating activities | <u>(1,155,942)</u> | <u>(77,173)</u> |
| Cash Flow From Investing Activities | | |
| Proceeds from sale of property, plant and equipment | 1,359,768 | 2,969,104 |
| Payment for property, plant and equipment | (600,699) | (4,345,624) |
| Proceeds from sale of investments | 9,436,945 | 2,595,278 |
| Payment for investments | <u>(4,994,893)</u> | <u>(2,600,117)</u> |
| Net cash generated from / (used in) investing activities | <u>5,201,121</u> | <u>(1,381,359)</u> |
| Cash Flow From Financing Activities | | |
| Motor vehicle lease payments | <u>(28,286)</u> | <u>(305,860)</u> |
| Net cash used in financing activities | <u>(28,286)</u> | <u>(305,860)</u> |
| Net increase / (decrease) in cash held | 4,016,893 | (1,764,392) |
| Cash at the beginning of the financial year | <u>12,372,712</u> | <u>14,137,104</u> |
| Cash at the end of the financial year | <u>16,389,605</u> | <u>12,372,712</u> |

The above Statement of Cash Flows is an extract of the full audited financial statements which are available on our website www.berrystreet.org.au





THANK YOU

Major Supporters

- Adrian and Candice Field
- Alan Shaw
- Alexander and Elizabeth Lewis-Gray
- Ann E Miller
- Australian Executor Trustees
- B B & A Miller Foundation
- Bokhara Foundation
- Brian M Davis Charitable Foundation
- Brian Watson AO and Edwina LeMaistre
- Bruce and Rae Bonyhady
- Datt Family Foundation
- Delron Foundation
- Dennis Nassau
- Goodman Family Foundation
- Graham Hubbard and Judy Hubbard
- Ian Brolly and Anne Mauger
- JBWere Charitable Endowment Fund
- Jeremy and Wendy Duffield
- John and Sue North
- Johnson Family Foundation
- Malcolm and Pat Chestney
- Margaret Henderson
- Margaret Saunders
- Mark Boughey
- Nigel & Patricia Peck Foundation
- Norma Foster Perpetual Trust
- Parker Foundation
- Persephone Foundation Pty Ltd
- Rita M Andre
- Roberta Holmes
- RobMeree Foundation
- Susan Esselmont
- The Antipodean Family Foundation
- The Bob & Emma House Foundation
- The Hoffman Foundation
- The John and Betty Laidlaw Legacy
- The Johnstone Family Foundation
- The Kelly Family Foundation
- The Peter and Lyndy White Foundation
- The SANDEL Foundation
- Timothy McEvoy and Elizabeth Maynard
- V June Williams
- Virginia Morrison
- Ward-Ambler Foundation

Trusts & Foundations

- A & A Ramsden Charitable Gift
- Australian Philanthropic Services Foundation
- Collier Charitable Fund
- Danks Trust
- ED Black Charitable Trust
- Foundation for Rural & Regional Renewal
- Foundation of Graduates in Early Childhood Studies
- Fred J Cato Charitable Fund
- Gandel Philanthropy
- Henry Berry Estate & Trust
- Holland Foundation
- Igniting Change
- Jean and Howard Norman Trust
- John William & Anna Maria Ford Memorial Fund
- Joseph Herman Charitable Trust
- Juno Fund
- Keith Chenhall Charitable Trust
- Lord Mayor's Charitable Foundation
- Mazda Foundation
- Newsboys Foundation
- Order of St John of Jerusalem Knights Hospitaller Charitable
- Pam Barry and Herb Zimmer
- Pethard Tarax Charitable Trust
- Phyllis Nerelle Turner Trust
- Sidney Myer Fund
- Sir Wilfred Brookes Charitable Foundation
- Tee Up for Kids
- The Community Fund Goulburn Valley
- The Flora & Frank Leith Charitable Trust
- The Kimberley Foundation
- The Kulesza Family Endowment
- The M Hurley & E Sheehan Memorial Fund
- The Queen's Fund
- The Walter & Eliza Hall Trust
- The William Angliss (Victoria) Charitable Fund
- Thomas Daley Blackwood Fund

Corporate Supporters

- 101 Collins
- Acmena
- Aimia Proprietary Loyalty Australia Pty Ltd
- Allens Linklaters
- ANZ – Community Relations (Australia)
- ANZ Bank
- Australia Post
- Australian Broadcasting Corporation
- Australian Paper
- Bank Australia

- Bendigo Bank
- BHP Billiton
- Clark Finance Group
- Commonwealth Bank – Clayton
- Commonwealth Bank – Hampton Park
- Commonwealth Bank – Richmond Branch
- Commonwealth Bank Clayton & Hampton Park branches
- Commonwealth Bank Sebastopol
- CR Kennedy & Co Pty Ltd
- Danks
- Energy Australia Yallourn Pty Ltd
- Ernst & Young
- Goldman Sachs & Partners Australia Pty Ltd
- Herbert Smith Freehills
- HSBC
- Hugo Boss Australia
- Hyundai Motor Company Australia Pty Ltd
- JCP Investment Partners
- John Patrick Pty Ltd
- KIA Motors Australia Pty Ltd
- Lander & Rogers
- Legal People
- Lend Lease Craigieburn
- Lonsdale St Auto Electric Pty Ltd
- Lush Doncaster
- Matilt Pty Ltd
- Melbourne Football Club
- Mercer
- Myer
- NAB
- P & M Harbig (Holdings) Pty Ltd
- Plus One Accountants
- Pzena Investments
- Reece Australia Limited
- Rigby Cooke Lawyers
- Ritchies Stores Pty Ltd
- RT Legal Pty Ltd
- Seymour Toyota
- Shopnate
- Soxy Beast
- SPC Ardmona
- Stanley Black & Decker Australia Pty Ltd
- Store-It Ballarat
- Telstra Corporation
- Temelli Jewellery
- The Aquarium Vet
- The Australian Ballet
- The Ballarat Courier
- The Good Guys
- The Little Kidz Closet
- The Rockpool Foundation Ltd

- The Sock Company P/L
- The Walt Disney Company
- Thomastown Secondary College
- Tintagel Bay Pty Ltd
- Toorak Ecumenical Opportunity Shop
- Tower I.T
- Towers Consulting Pty Ltd
- Tri-Tech Chemical
- Tulpan Pty Ltd
- University of Melbourne Centre for Program Evaluation
- Vanguard Investments Australia
- Vicinity Centres PM Pty Ltd
- Wattletree Specialist Consulting Suites
- Wellbeing Sanctuary MtEliza
- Westpac Commercial Banking
- Windmill Educational Toys and Equipment Pty Ltd
- Windsor Management Insurance Brokers

Gifts in Wills

- Benjamin Barnes Bequest
- Charlotte Marshall Estate
- Estate of Allan Keith Lim Joon
- Estate of Brian Max Herman
- Estate of Catherine J Erdos
- Estate of Charles K Edwards Keith & Mary Edwards Trust
- Estate of Gregory John Markey
- Estate of Henry Herbert Yoffa
- Estate of John D Adams
- Estate of L I Roach
- Estate of Lindsay James Baldy
- Estate of Lois Katrine Pitman
- Estate of Margaret J Sutton
- Estate of Peter Anthony Ditton
- Estate of Philip G Madder
- Estate of Voila Maria Barnes
- Estate of William Graham Pottenger
- George Warman Charitable Bequest

Groups & Organisations

- 2nd Woodend Scout Group
- 3016 Designs
- Absolute Automatics
- Access Education
- AFL Telecommunications
- Alannah and Madeline Foundation
- Alexandra Club
- Alphington Football Club
- Anne Morrison Public Relations
- ANZ Aus Division Services
- Ararat Catholic Women's League
- Arnold Electrical Pty Ltd
- Ashmor Legal Pty Ltd
- Associated Public Schools
- Aust-Group Industries Pty Ltd
- Australia Post – Richmond DC
- Ballarat and District Aboriginal Co-op
- Ballarat Heath Services

- Banyule Community Health Service
- Begonia Quilters
- Bendelta
- Berry Street Masonic Support Group
- BHT Partners Pty Ltd
- Big Group Hug
- Big Toast Entertainment Pty Ltd
- Blessing Bags
- Blue Cross
- Bohemio Furniture
- Bretrac Engineering PTY LTD
- Brisbane Catholic Education
- Brivis Social Club
- Brogue Consulting Engineers Pty Ltd
- Bundoora Park Ladies Golf Club
- Camberwell Girls Grammar School
- CAMHS Child & Adolescent Mental Health
- Carra Builders Pty Ltd
- Cartronics Audio Services Pty Ltd
- Catherine Murphy Clothing
- Catholic Women's League of Victoria & Wagga Wagga Inc
- Charity Drive Days Inc
- Charlotte Marshall Estate
- Circus Royale
- Clark Components
- Club 65
- Coastal Plastic Surgery Centre
- Col Berry Lifestyle Estates
- Commonwealth Bank – Abbotsford
- Commonwealth Bank – Richmond South
- Conquest Sports (Aust.) Pty Ltd
- Consolidated Chemical Company
- Copperfield College
- County Court of Victoria
- Crafty Ladies
- Crookwell Public School
- CWA – Caniambo
- CWA – Dingley Village
- CWA – Traralgon
- DELWP Level 10 Social Club
- Department of Human Services – Zone Northern Victoria
- Department of Human Services Workplace Giving Program
- Designer Fire
- Direct Link Furniture Pty Ltd
- Dixie Cummings
- Dixon Appointments
- Doncaster Gardens Primary School
- Dr Mark Schiff Consulting P/L
- DST Group, Land Social Club
- Eddy's Cafe
- Eltham East Primary School
- Eltham Rural Group Inc
- Enhanced Response Teams SOCIT in Dandenong, Moorabbin, Frankston
- Enigma Clean
- Espresso 3094
- Essendon Squash Courts Pty Ltd
- Eureka Mums
- Evans and Partners

- F & T Ryan Bros Pty Ltd
- Family Dog Project
- Federation University – Student HQ SMB
- Festival Catering Services P/L
- Fika Coffee Brewers
- First Talone Pty Ltd
- Foster Care Association of Victoria
- Fox Footy
- Freeman Holding BV
- Freemasons Victoria – Brunswick United Lodge No 924
- Fun Accessories
- Fusion Project Management
- G W & V Morewood Trust Fund
- Gertie's Group (Inc) Opportunity Shop
- GJ Gardner Homes Ballarat
- Goodwill Bills
- Goulburn Valley Motor Vehical Driver's Club
- Gray's Health & Fitness Pty Ltd
- Greek Orthodox Community of Melbourne
- Grill'd Swan Street
- Guests Pty Ltd
- Guidera Consulting
- Henry Berry Estate & Trust
- Highlands LLEN
- Highview Christian College
- HM Prison Langi Kal Kal
- Hocking Stuart
- Hufflett & O'Donoghue Pty Ltd
- Ipsum Advisors
- Ivanhoe Grammar School
- J & J Camilleri Transport
- Jaggad
- Jells Park Primary School
- Jett Designs Pty Ltd
- John Brunning & Sons
- John Crawford Painting Contractors P/L
- Ka-Chin
- Keysborough Secondary College – Banksia Campus
- Kindred Spirits
- Kipava Administrators Pty Ltd
- Kmart – Team 1171 Pacific Werribee Plaza
- Kyneton Uniting Church Opportunity Shop
- Laurimar Primary School
- Lions Club of Ballarat
- Lions Club of Buninyong-Mt Helen
- Lions Club of Cobram
- Lions Club of Dookie
- Lions Club of Loch Sport
- Lions Club of Neerim District
- Lions Club of Numurkah
- Lions Club of Paynesville
- Lions Club of Sale
- Lions Club of Warragul
- Live Nation Australasia Pty Ltd
- Local Education Assistance Fund Inc
- Lookout – Hayley Pattica
- Loreto College Ballarat
- Luke 8
- Lyons

- Magistrate's Court of Victoria – Sunshine
- Magistrates' Court of Victoria – Moorabbin
- Major Programs and Projects Office
- Make a Difference Dingley Village Inc
- Mallee District Aboriginal Services
- Mark Two Consulting
- Marklew Housing PL
- Marriner Group
- Martogg & Company
- Massa Imports
- Mavin Business Accounting
- MCC Bowls Section
- McCain Food Service
- Meg & Frank Sims Fund
- Melbourne 2000 Pty Ltd
- Melbourne Cricket Ground
- Mess Kit Industrial Laundry
- Methodist Ladies' College
- Monash Health (Early In Life Mental Health Service)
- Mtcham Branch, ALP
- My Giving Circle
- Myuna Farm in Doveton
- NA Friend and Associates PL
- Nation Partners Pty Ltd
- Nelson Alexander Charitable Fund
- Newbury Primary School
- Norris Bank Primary School
- North End Bakehouse
- North Metro Trefoil
- Norwood Youth Group
- One Mile Grid
- Order of St John of Jerusalem Knights Hospitaller Charitable
- Oxford Cold Storage
- Park Street Child Care & Kindergarten
- Pellegrino & Co Pty Ltd
- Piling Systems
- Probus Ladies Club of Doncaster Central Inc
- Probus Ladies Club of Rosanna
- Professional Partners Pty Ltd
- Qbiz Consulting
- Racquet Ballers
- Radio Mexico
- Ramada Resort Ballarat
- Red Cross – Ballarat
- Red Hatters
- Richfield Retirement Village Craft Group
- Rigby Cooke Lawyers
- Ritchies Stores Pty Ltd
- Rosanna Uniting Church
- Rotary Club of Balwyn
- Rotary Club of Shepparton Central
- Rotary Club of Tatura
- Rotary Club of Warragul
- Rotary Club of Warrandyte Donvale
- Rotary Club of Yea
- Royal South Yarra Lawn Tennis Club
- Ryset Australia
- S and J Mobile Tyre Service Pty Ltd
- Sawers & Sherman (KIA 1916) Memorial Fund

- Scotch College
- Screwbolts Australia
- Scrub Hill Ladies Friendship Group Inc.
- Seymours on Lydiard
- Share The Dignity
- Share Wealth Systems
- Simply Sleep
- Sing & Grow AUSTRALIA
- Skills Plus Frankston
- Soroptimists Headquarters (Victoria)
- Soroptimists International of Shepparton
- Soundfirm PL
- St Andrews Uniting Church
- St Augustine's Parish
- St Carlo Borromeo Primary School
- St Helena Secondary College
- St Kilda Mums
- Sumabrite Products Pty Ltd
- Superior Masts & Rigging Pty Ltd
- Syd Peek & Daughter Funerals
- Tahbilk Pty Ltd
- Talbot place, nurse Wendy McCann
- TCP Team
- The Australian Yoga Academy – Northcote
- The Ballarat Foundation
- The Burlisque Underground
- The Central Highlands MACNI Panel
- The Christmas Tree Elves
- The Country Women's Association Vic Inc – Gormandale Branch
- The Deck
- The Elgin Inn Hotel
- The Lost Youth Foundation
- The Mercy Associates and Sisters
- The Mt Eliza Village Uniting Church Friendship Group
- The Social Research Centre
- The State Bank of Victoria Retired Officers' Club Inc
- The Winter's carer household
- Uniting Ballarat
- Victorian Aboriginal Child Care Agency
- WDEA employment
- Working Along Side Us
- WRISC family violence support Inc.
- WSP Services
- WT Partnership
- Youth Horizons
- YSAS
- Zonta Club of Melbourne's South East

People

- Christine Fischer
- Deb Harris
- Katreena Scott
- Linda Stock
- Patricia Pierce
- Sarah Lia
- Simone Bullen
- Trish Facey

Schools, Universities and Research Institutes

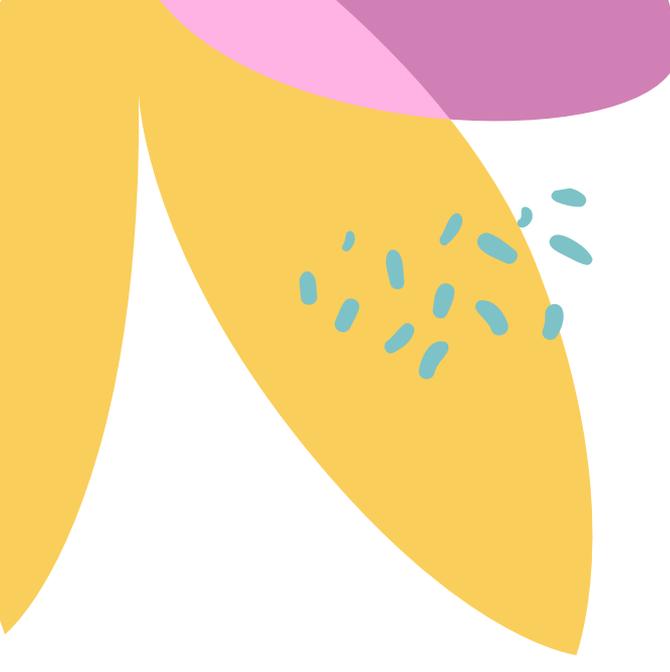
- Cairnmillar Institute School
- Deakin University
- GOTAFE Shepparton
- Harvard University
- Holmesglen Institute of TAFE
- Keysborough Secondary College
- La Trobe University
- Lalor East Primary School
- Melbourne Business School
- Monash University
- Murdoch Children's Research Centre
- RMIT
- Teach for Australia
- University of Melbourne – Department of Psychiatry, Infant Mental Health
- University of Melbourne – Graduate School of Education
- University of Melbourne – School of Social Work
- University of South Australia – Australian Centre for Child Protection

Government

- Australian Institute of Health and Welfare
- Ballarat City Council
- Ballarat City Council
- Ballarat Police
- Centrelink Latrobe Smart Centre
- Child Protection West Division
- City of Ballarat
- City of Greater Shepparton
- County Court of Victoria
- Department of Child Protection (SA)
- Department of Education (Fed)
- Department of Education and Training (Vic)
- Department of Family & Community Services (NSW)
- Department of Health and Human Services (Vic)
- Department of Human Services – Work Place Giving donation
- Department of Justice (Vic)
- Department of Social Services (Fed)
- Early Childhood Management Service (ECMS), City Of Darebin
- Eltham Police
- Latrobe City Council
- Law Institute of Victoria
- Magistrates' Court of Victoria – Moorabbin
- Magistrates' Court of Victoria – Ringwood
- Office of Disability Services Commissioner
- Office of the Public Advocate
- Sharon Knight MP
- VicRoads
- Victoria Police
- Victorian Government
- Victorian Law Reform Commission
- WorkSafe

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*Models appear in our photographs to protect the
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