Annual Report 2019

BERRY STREET

We're for Childhood

SINCE 1877

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Berry Street is committed to the principles of social justice. We respectfully acknowledge the traditional custodians of the lands and waters of Australia.

President & CEO Report

For over 140 years, Berry Street has adapted to a changing world. We continue to provide vital services to children, young people and families, and to be a strong, independent voice for those with whom we work. This year, we've taken further steps to advance our aspirations by launching our 2019–2022 Strategic Plan.

The systems in which we work continue to experience unprecedented demand, and our new strategic plan, detailed further in this report, ensures we continue to adapt. It focuses our efforts on the interventions that are most effective, and on measuring our impact. The plan also commits us to challenging the status quo and reimagining the way we, as a community, support our most vulnerable children, young people and families. In collaboration with others, we will continue to advocate for increased government investment in early intervention services that enable families to be safe and stay together.

As always, it's been a dynamic year.

After four years on the Berry Street Board, including one year as President, Penny Armytage resigned in February 2019 to take up the role of Chair of the Royal Commission into Victoria's Mental Health System. While we are disappointed that Penny can no longer continue her valuable contribution to Berry Street, we are so pleased she has been appointed to head up this critical work. We thank her for all her work and wish her the very best.

The commitment and passion of our staff, carers, donors, partners and supporters is incredible and speaks to the quality of our work and the exciting future that lies ahead. A future focused on ensuring that all children, young people and families are safe, hopeful and thriving.

Dr Joanna Flynn AM
President

Michael Perusco
Chief Executive Officer

Berry Street Snapshot

41,426

Service Users

1,365

Staff

652

Foster & Kinship Carers

142

Volunteers & Mentors

28

Residential Homes

2

Teaching Family Model Homes

4

School Campuses

2

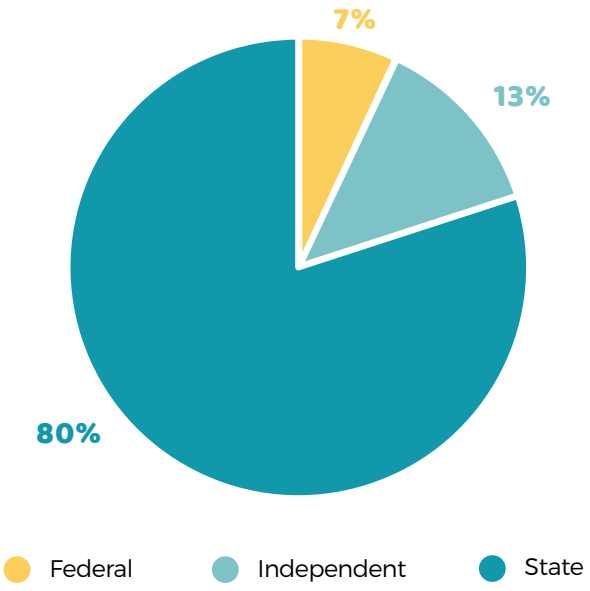
Children's Contact Services

(June 30th 2019)

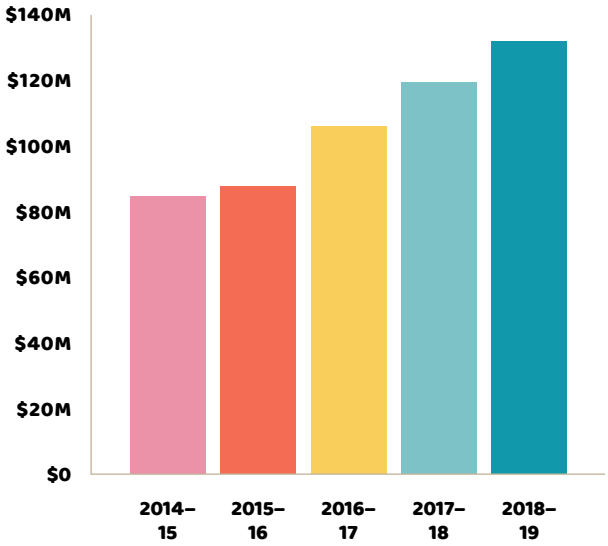
FY 18/19 Service Users per Service

Service type	Central	Gippsland	Hume/Eastern	Northern	South Eastern	Western	Take Two	Total
Education & Training	-	509	737	277	144	300	-	1,967
Family Services	-	200	265	1,229	5	79	-	1,778
Family Violence	-	-	-	21,671	-	7,666	-	29,337
Foster & Kinship Care	-	359	288	286	452	292	-	1,677
Residential Care	-	50	40	59	61	53	-	263
Therapeutic	-	-	-	-	-	-	1,052	1,052
Youth Services	-	38	446	5	-	45	-	534
Community (Open Place)	4,100	200	518	-	-	-	-	4,818
Total	4,100	1,356	2,294	23,527	662	8,435	1,052	41,426

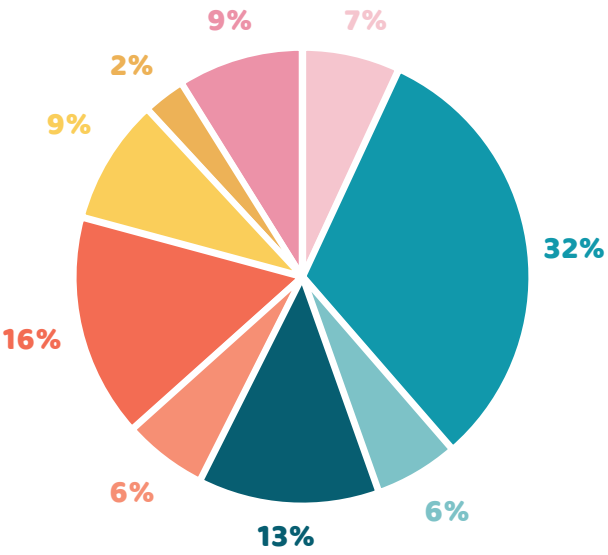
2018/19 Gross Income by Funding Source



Total Revenue



Income by Service



- Other
- Residential care
- Community
- Education
- Youth
- Family Services — including Family Violence
- Therapeutic
- Targeted Care Packages
- Home-based Care (Foster & Kinship)

Office & School Locations

Northern
Bendigo
Carlton
Eaglemont
Mildura

Central
Richmond
Open Place

Western
Ballarat
Flemington
Geelong
Horsham

Gippsland
Leongatha
Morwell
Sale

South-East
Noble Park

Eastern
Seymour
Shepparton
Wangaratta

Governance & Leadership

Our Board of Directors

Our Board of Directors consists of people committed to our vision who voluntarily give their time, energy, knowledge and skills to steer Berry Street through our challenges and successes. This year, they attended 11 Board meetings, participated in Board committees, provided advice outside of meetings and involved themselves in the life of Berry Street in many different ways.

Changes to our Board of Directors over the past 12 months include:

- After four years on the Board — including one as President — Penny Armytage resigned in February 2019 to become Chair of the Royal Commission into Victoria's Mental Health System. While sad to lose Penny from her leadership role on the Board, we are heartened to see the role she'll play in redeveloping the mental health system to benefit all Victorians. We'd like to acknowledge Penny's commitment, dedication and expertise, and wish her all the best.
- Dr Joanna Flynn AM was appointed as President of the Berry Street Board in August 2019. Jo is a medical practitioner who has worked as a GP as well as across medical education and administration. She has extensive experience leading large organisations in complex environments, with her most recent Board Chair role with Eastern Health.
- Joshua Grace-Ware joined our Board in February 2019. Josh is Executive Manager, People Operations at REA Group. His human resource executive experience spans aviation, retail, media and digital advertising. Josh is skilled in human resource strategy development and execution, enterprise resource planning (ERP), employee relations, industrial relations, mergers and acquisitions, due diligence, change management and governance.

Board Committees

As a result of the Governance Review undertaken in 2018, the Board made a decision to reduce the number of Board Committees to two. These two Committees are Finance & Investment, and Quality & Risk Management.

A Director chairs each Board Committee, which include other Board members, external advisors and senior staff. Special thanks to the external advisors who willingly share their time and experience with us.

Our Executive Leadership Team

Michael Perusco
Chief Executive Officer

Dr Jane Daniels
Executive Director,
Organisational Effectiveness

Nick Di'Lodovico
Executive Director,
People and Culture

Jenny McNaughton
Executive Director, Services

Tom Pennicott
Executive Director,
Corporate Services

Heidi Reid
Executive Director,
Strategic Engagement

Child Safe

The Child Safe Standards are minimum standards for all organisations that provide services to children. To ensure compliance, the Berry Street Child Safe Working Group was convened in November 2018. The working group developed an Action Plan, with five subsidiary plans:

- Monitoring and Compliance Plan
- Participation and Inclusion Plan
- Policy and Procedure Plan
- Communications Plan
- Training Plan

Following extensive planning, key work undertaken by the group included:

- Assessment of child safe practices and processes, with a particular focus on residential care
- Launch of a Child Safe internal communications campaign and mandatory training module to raise awareness of employee obligations and embed new behaviours
- Optimising systems, monitoring and auditing capability
- Establishing a Child Safe Officer position.

Rainbow Tick Accreditation

Within the context of our workplace culture, practice and service delivery, we strive to be truly inclusive of all LGBTQI+ people. To support us in achieving this, we began a range of initiatives as part of the Rainbow Tick Accreditation Process. We aim to receive Accreditation of our Family Violence Services by the end of the 2019/20 financial year, with various other programs and services to follow.

"... we strive to be truly inclusive of all LGBTQI+ people."

Our Board Members

Penny Armytage
President (Resigned Feb 2019)

Chair, Royal Commission into Victoria's Mental Health System. *BA (Social Science).*

Dr Joanna Flynn AM
President (Appointed Aug 2019)

Board Director, Ambulance Victoria and Forensicare Victoria. Former Chair of Eastern Health and Medical Board of Australia. *MBBS, MPH, HonDMedSc, FRACGP, FAICD.*

Lyn Allison
Former teacher and Leader of the Australian Democrats

BEd.

Tim Cartwright
Vice President (Joined 2016)

Former Acting Chief Commissioner, Victoria Police. Family Violence Reform Implementation Monitor. *BA (Criminal Justice), GradDip (Public Policy & Management).*

Joshua Grace-Ware
Executive Manager, People Operations, REA Group

BA, MMgmt (Employee & Industrial Relations), GAICD.

Michaela Healey
Vice President (Joined 2017)
Director & Advisor

Former Group Executive Governance and Reputation, National Australia Bank. *LLB, MAICD.*

Paul Mann
CFO, Future Fund
BComm, CA, CFAC.

Megan Mitchell
National Children's Commissioner
BA (Hons English), MA (Psych), DipEd, MA (Social Policy).

Dr David Mushin
Child Psychiatrist (Retired)
MBBS, FRANZCP, DipChildPsychiatry (Toronto).

Eric Passaris
Partner, Audit and Assurance, Grant Thornton Australia
BEc, CA, CPA, RCA.

Nicole Waldron
Executive Director, Epworth Freemasons & Richmond
Board Director, Epworth Medical Imaging. *BNursing, GradDip Health Services Management, GAICD.*

Patrons

Patron-in-Chief:
Her Excellency,
The Honourable Linda Dessau AC, Governor of Victoria

Patron:
Professor Emeritus
Sir Gustav Nossal
AC, CBE, FAA, FRS.

Walking Together Group

The Berry Street Walking Together Group was formed over 10 years ago and has provided cultural advice to the Executive Leadership Team on service delivery, programs and practice relating to Aboriginal and Torres Strait Islander peoples.

The group is chaired by the Berry Street Executive Director, Organisational Effectiveness and the Senior Manager of Aboriginal Service Development. A number of Aboriginal and non-Aboriginal staff sit on the group, including direct service delivery staff, clinicians and executive leadership.

Berry Street's Reconciliation Action Plan

This year, as well as supporting a number of organisation-wide initiatives including state-wide recognition of and participation in Survival Day, National Reconciliation Week and NAIDOC Week activities, the Walking Together Group has continued its focus on developing Berry Street's Reconciliation Action Plan (RAP).

We engaged with Reconciliation Australia on the development of our RAP, with the Walking Together Group reflecting on all current organisational practices and systems that support Aboriginal and Torres Strait Islander service users and staff. This period of reflection enabled Berry Street to assess all aspects of its reconciliation journey and plan for a coordinated and systemic approach to cultural safety and inclusion.

Berry Street aims to have an endorsed RAP by the end of 2019. The RAP will provide a clear framework to drive cultural change within the organisation as well as outline practical steps that turn goodwill into real action and enable us to measure progress. By taking this structured approach, Berry Street is accountable to Reconciliation Australia to deliver a culturally safe service that supports and enhances best outcomes for Aboriginal and Torres Strait Islander children, families and communities.

> **"The RAP will provide a clear framework to drive cultural change across the organisation..."**

Strategic Plan 2019–2022

Our vision

Together we will courageously change lives and reimagine service systems.

Our purpose

We believe children, young people and families should be safe, thriving and hopeful.

In 2018, Berry Street completed its 2019–2022 Strategic Plan. Many key stakeholders were engaged in the process, from current and past service users, employees and carers, government, supporters, our Board and partners.

The strategic planning process explored the key opportunities and challenges faced by the organisation in a rapidly changing environment, as we seek to map our path forward to create the best outcomes for vulnerable children, young people and families.

The outcome of this process was a clear and compelling purpose, strategy, vision and actionable initiatives through to 2022, providing key areas for focus and direction over the coming three years.

Goal 1 — Reimagine the Future

At the heart of our strategic plan is the recognition that the child protection system in Victoria is under incredible pressure, and that the number of children and young people in out-of-home care is growing at an unprecedented rate. Victoria now has the highest number of entries into care across Australia each year. It is on track to have 25,000 children in out-of-home care by 2026, which could mean having the highest number of any Australian state or territory. This demand on the child protection system is leading to increasing risk and harm for children who cannot live safely at home.

We have learned from other jurisdictions in Australia and overseas that the only way to sustainably reduce the number of children in out-of-home care is to reorientate the system towards early intervention. We know that for some children, out-of-home care is in their best interests and we need to ensure the system helps them to thrive. However, for many children and families, entry into care is avoidable. System change and investment in specialist early interventions is needed to support these families to stay together safely.

Our goal is to work in collaboration with others to convince the Victorian Government to invest in early intervention services that refocus support to the point that can make the most difference in the lives of children and young people. This will enable families to be safe and stay together wherever possible, while creating a system that can better focus on appropriately addressing the needs of children and young people in out-of-home care when staying with family is not an option.

Royal Commission Advocacy

We see the impact of trauma and poor mental health on the children we work with, and it has been shown that intervening earlier to prevent family breakdown plays a significant role in preventing such outcomes. The Royal Commission into Victoria's Mental Health System has therefore provided us a valuable opportunity to highlight the need to invest in early, targeted intervention services.

We have made two Berry Street submissions, and a further submission that positions lived experience at the forefront of recommendations for change. This third submission is the collation and analysis of the experiences of eight Berry Street Y-Change team members. It is authored by their team leader, who is also a young woman with lived experience of Victoria's mental health system.

"...intervening earlier to prevent family breakdown plays a significant role in preventing poor mental health outcomes..."

Goal 2 — Make an Impact

Our second strategic goal will see us use the best knowledge available to inform how we work. Our operating environment is continually changing, as are the needs of those we work with. To get the best outcomes and ensure we create positive and lasting change in the lives of children, young people and families, we must constantly review and update our approach and learn from research and evaluation carried out across the world.

In partnership with the Department of Health and Human Services and our supporters, we have implemented eighteen evidence-informed programs in Victoria. This has influenced how we think about our work and track our impact. We are also contributing to the evidence about what works. Melbourne University is evaluating our Berry Street Education Model, and our therapeutic service Take Two is the subject of a Harvard University Randomised Control Trial. The results will help us, and others, be more effective. We have also identified priorities that focus on bringing data and service user voices together to inform what we do, as well as developing our early intervention and prevention capabilities.

In working towards goal two this year:

- Our Executive Director, Services Jenny McNaughton visited organisations across Europe to understand the evidence-based programs working for them and how we might adapt these to the Australian environment
- We committed to achieving accreditation in the evidence-informed Teaching Family Model by the end of 2020
- We committed to implementing the evidence-informed Safe and Together Model in our Family Violence Services
- We won a therapeutic family violence submission to deliver evidence-informed child/mother psychotherapy to victim survivors in four DHHS regions.

Growth of the Teaching Family Model

For children who have experienced significant and repeated trauma, traditional out-of-home care (such as foster and residential care) doesn't always provide the right support. The Teaching Family Model (TFM) offers an innovative way of caring for children and young people aged 6–17 years in a family-style setting.

Following our successful TFM pilot in 2018, we launched a second home, with three more to come. Berry Street aims to be the first agency in Australia to be accredited in the model by the end of 2020 and ultimately plans to transition all residential units to TFM. We are incredibly excited about the opportunities TFM will create for the children and young people we care for.

A new way of caring brings a family back together

Sam* (10) lived in a TFM home with his brother and carers Peter* and Nicole*. Before living there, Sam displayed a range of challenging behaviours — including running away from carers and school — and there was no plan for him to ever return to his family.

However, with the support of his TFM carers, Sam was able to change some of these behaviours, and the possibility of him returning to his family was able to be considered.

With his carers' support, Sam increased how often he saw his parents to include occasions like Christmas, Easter, birthdays, Mother's Day and Father's Day. Visits soon became fortnightly, with Sam and his parents both provided coaching to support the visits. With Sam's self-confidence and self-regulation skills growing with each visit and his parents showing a great capacity for learning new techniques to support him, Sam's care team advocated to DHHS to review his case plan. A family reunification order was granted and a plan was put in place to get Sam home.

Sam has now been home for a few months, and continues working at big skills like taking responsibility for his actions. This has helped him at home, in the community, at school and with friends. His parents also continue to respond well to advice and coaching. Together, they are navigating the inevitable bumps on the road to being a united family again.

*Names in case studies have been changed in the interest of protection and privacy.

Goal 3 — Support Our People

At Berry Street, people are at the heart of everything we do. From delivering residential care to children and young people, providing education and training, through to supporting survivors of family violence, our people are what makes us special.

To that end, our third goal is to support our people, so we've developed a People & Culture strategy centred on the attraction, retention, development and engagement of our employees.

This year we began the crucial work of enhancing the Berry Street experience for employees:

- We made significant investments in how we attract talent by growing our Talent Acquisition team. We also formed a strategic partnership with LinkedIn and will continue to focus on alternative sourcing strategies with the introduction of video job advertising, community engagement through radio, and a graduate program to foster future talent.
- We recognise that our employees do amazing work, courageously changing lives. To best support our people we commenced engagement for our new enterprise agreement with the express intention of providing above-award wages, sector-leading leave entitlements and employee benefits which position Berry Street as an employer of choice.
- We prioritised professional development, providing over 30,000 hours of facilitated training and delivering over 9,000 screen hours of curated online content across the year.
  We will also introduce a suite of leadership development options along with additional Certificate and Diploma offerings in the support of professional practice development.
- The health and wellbeing of our people is of paramount importance and our philosophy is our employees should come to work every day feeling safe and supported. We launched our 'Statement of Intent' regarding Occupational Violence and Aggression, and appointed our Head of Work Health & Safety, Prevention & Recovery. We also invested in additional skills and capabilities for our Residential Carers, with Positive Behavioural Support Training.

Staff profile — Madeline Pearce

Madeline Pearce is a real asset to the Berry Street team. Over the five years she has worked here, Maddy has taken on and thrived in the many new challenges working at Berry Street has offered her. She has truly made a great impact in her work.

Maddy started with Berry Street in Residential Care before becoming a Lead Tenant, living in a household of young people as a mentor. Now Lead Tenant Case Manager, Maddy supports up to four young people and their Lead Tenants to achieve their goals, develop independence and move successfully into adulthood.

We would like to thank Maddy for embracing the challenges offered to her and for her significant contribution to the lives of the young people she supports.

Staff by Gender:

77% Female

23% Male

1,365 Staff at 30th June 2019

Breakdown of staff:

568 Full-Time

413 Part-Time

384 Casuals

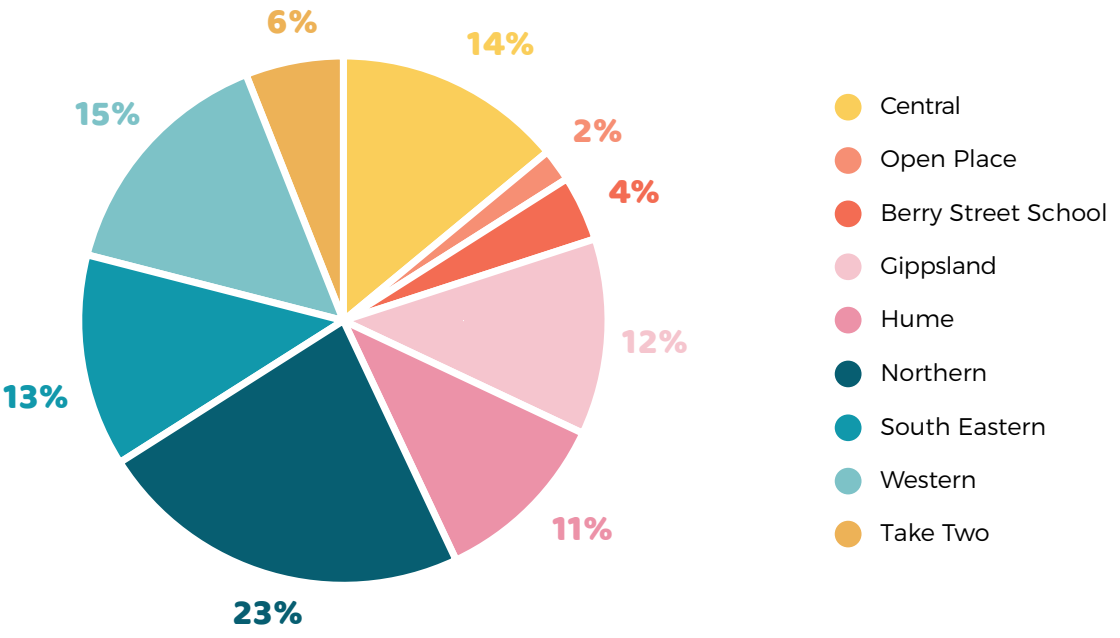
Senior Leadership by Gender:

Female	56%
Male	44%

Average length of service:

Full-Time	4.27 years
Part-Time	4.01 years

Where we are located:



Goal 4 — Future Growth & Sustainability

Our fourth goal is to diversify and grow our income streams to allow us to better meet the needs of vulnerable children, young people and families. We made great strides towards this in 2018–19, with significant growth in independent income allowing us to continue to develop and implement evidence-informed programs. Moving forward, further growth will support the trial of early, targeted intervention models that have been rigorously tested and proven to work in other jurisdictions.

The strategic plan also sees us forging and leveraging our partnerships and alliances across different sectors to support our critical work, recognising that we cannot do it alone. We will also invest in the systems that underpin our work and support our employees and carers in better meeting the needs of current and future service users.

The significant growth we saw this year included highly valued philanthropic partnerships, two of which are profiled here.

Jenny's valuable support

Jenny* contributes to Berry Street both through her own Private Ancillary Fund and also through an account she holds at Australian Communities Foundation. Her interest in and commitment to Berry Street has increased exponentially, starting from regular annual contributions of $50 decades ago to substantial philanthropic gifts today.

Her approach is informed, structured, and a great example of effective philanthropy. Jenny's four key interest areas are indigenous health and education; climate change; asylum seekers and refugees; and the prevention of homelessness among young people. She is involved with Berry Street's Stand By Me program, which supports young people who have recently left care to transition to independence, and she also provides funding for Boofa, a therapy dog at Berry Street.

We thank Jenny for the significant impact she has made through her valuable support over the years.

Philanthropy enabling Pathways

Pathways is a targeted career-planning and training program that supports young people finishing their education at the Berry Street School to pursue further education and vocational opportunities. The program was only made possible because of the support of some generous philanthropists.

For Michael Barr, Chairman of the Barr Family Foundation, the program struck a chord. With two of his children completing apprenticeships, Michael recognised some of the problems young people at the Berry Street School could potentially face. "You are talking about some of the most disadvantaged children… and they deserve to have the same opportunities as people who might go to a private school or a well-resourced public school," he asserts.

Michael regards himself as an "accidental philanthropist" who came into the role by chance. "I had to learn how to become philanthropic," he says frankly. He also regards good communication as key. "I think [you should] keep contact with the organisation you are funding and talk to them about it without micro-managing."

One of the ways the Barr Family Foundation has evolved is in how they support projects. Initially, it was mostly through grant programs, but the focus now is on "building the capacity of organisations to seek new grants and leverage off the fact that we have funded them."

This is exactly how it worked for Pathways. Berry Street needed a substantial amount for Pathways, which is not eligible for government funding. Michael offered to support half the costs and encouraged us to leverage this to raise the remainder. It worked.

Michael has an adventurous approach to his choice of projects and says, "I think you must be a risk taker at times with philanthropy…we've funded some very innovative projects in early childhood, in grief therapy and helping victims of domestic violence. These pilot programs were proven to be successful and now attract significant government funding. I understand governments are responsible for taxpayers' money and cannot be seen — as much as I would like them to — to fund unproven projects… We are prepared to take that risk.

We are grateful to Michael and the Barr Family Foundation for their enthusiastic, perceptive and engaged approach, and for their partnership with us."

*Names in case studies have been changed in the interest of protection and privacy.

Stories of Hope

Positive school attitudes on the rise in Traralgon

Traralgon College in Gippsland was looking to implement educational strategies that could address challenging behaviours in the classroom and instil a more positive attitude to school among the whole student body. And that's where BSEM stepped in.

The Berry Street Education Model (BSEM) is a whole-of-school transformational program that provides schools with the training, curriculum and strategies to engage and support personal and academic growth for students who've experienced trauma. Traralgon College had heard about our positive impact at other schools in the Latrobe Valley and were keen to work with us.

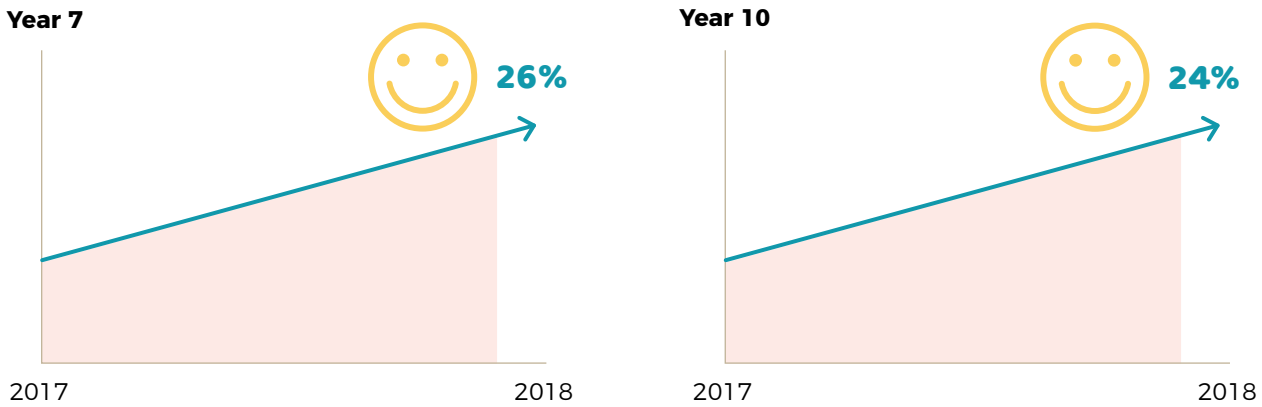
The BSEM team worked closely with the College, providing structured professional development, consultation and mentoring for school leaders and teachers. This included a series of on-campus sessions as well as ongoing email and phone support.

Since implementing BSEM, initially to a pilot cohort of students, life at Traralgon College has improved significantly. After one semester, the BSEM students were outperforming their general cohort by a factor of about 20 per cent and students' positive attitudes to school greatly improved.

There are now fewer disruptions, lower stress levels and less out-of-class time. There's a renewed focus on academic achievement, and the College's strategies have become a model of best practice for other schools using the BSEM.

Traralgon College

2018 pilot group results in an adapted Victorian Department of Education Attitudes to School survey



A leader with a smile on his face

If you met Berry Street School student Philip (13) today, you might never have guessed how he used to feel about school.

At his old school, Philip* was bullied. Scared and anxious, he found it hard to make friends and would refuse to go to school. He also had speech and language difficulties and challenges in areas such as memory, verbal comprehension and mental processing.

In mainstream schooling, Philip simply wasn't getting the extra time he needed to complete tasks and show what he was capable of, and there was a risk he might not continue his education.

Now at the Berry Street School, Philip goes every day, with a big smile on his face. Studying in a safe, secure environment where he is connected and engaged in his own learning, Philip has developed great relationships with school staff and enjoys playing cards with new friends. He has also made great academic gains, progressing over two years in numeracy in five months, and seven year levels in reading in one term.

Philip's self-confidence has soared, and he's become an integral part of a community where he belongs. Recently, when some new students started at the school, Philip took on a leadership role, showing the new students what to do during lunch duty and inviting them to join him and his friends at lunchtime.

Now when Philip is asked what went well in his school day, he replies, "everything".

*Names in case studies have been changed in the interest of protection and privacy.

Foster carers change children's lives

Every day, foster carers like Kerryn Longmuir and her husband Stephen are changing children's lives.

After having two children of their own, Kerryn and Stephen still had lots of love to give. Kerryn saw a flyer for Berry Street, and their foster care journey began.

They started by caring for one child, but this grew over the years to up to seven children at a time. Kerryn and Stephen have now cared for more than 400 children over 35 years.

Many of the children Kerryn and Stephen care for have experienced trauma from exposure to family violence and neglect. They arrive at all times of the day or night and stay for different lengths of time. Some only sleep overnight, while others stay for years. In fact, three siblings — who arrived one night at Kerryn and Stephen's home in a police car when they were seven years old, two years old and six weeks old — are in their permanent care. They are now 21, 16 and 14.

While Kerryn doesn't stay in touch with children she's cared for who have been reunited with their families, she once ran into a young man who had lived with them 16 years earlier. He recognised Kerryn, then explained that when she taught him to always believe in himself, it changed his life, and that when times were tough, this message gave him strength.

Having fostered for more than three decades, Kerryn says she still has the passion to help more children.

Through foster care, people like Kerryn and Stephen provide family life for a child in their home when the child is unable to live with their family. They make a huge difference in the lives of vulnerable children.

In Victoria in particular, the number of children who cannot live safely at home has risen every year over the last decade. Now more than ever, children who have experienced trauma and neglect need carers to provide a safe and nurturing home so that they can heal and look forward to a safe, thriving and hopeful future.

Amar now knows it's not his fault

Amar*, 10, came to Restoring Childhood, a trauma-informed service designed to intervene early to address the traumatic impacts of family violence on children and young people with his mother Gurpreet*. They had experienced physical, verbal and emotional violence from Amar's father, Kai*. Our Restoring Childhood and Family Violence services provided six months of support, carefully considering what interventions would be most effective. Gurpreet and Amar were established in a new home and then, after safety measures were put in place and Kai had completed mandated treatment, he was able to see Amar on weekends.

Therapeutic work with the family focused initially on Amar's relationship with his Dad, after Amar told the Restoring Childhood clinician, "I love him but I also feel scared of him sometimes thinking what he used to do to Mum." With the clinician, Amar and Gurpreet talked about what was "safe and caring behaviour" from Dad, and how Amar could tell Gurpreet if he ever thought Dad was being scary or unsafe again. Amar wanted to keep up his weekly visits with Dad but said that they did make him nervous.

The clinician worked with Gurpreet to help her support Amar to prepare for and debrief after visits. The clinician also gently explored Amar's feelings of responsibility. In one session, the clinician had a hunch and commented, "lots of children and young people I see think it's their fault that their Dad gets angry." Amar's eyes went wide, and he said, "that's what I think." He also revealed that he worried he might "make Dad angry again".

Working closely with Gurpreet and Amar, the clinician made plans to call Kai and discuss Amar's worries, making it clear that it was not Amar's responsibility to keep them all safe, it was the adults'. Over three phone calls with Kai, he shared Amar's wish to have a positive relationship with his Dad and that Gurpreet supported this, but that Kai must demonstrate he could be safe.

Towards the end of the intervention, Amar's anxiety around seeing his Dad was easing off, with clinical measures confirming this. His symptoms of depression and post-traumatic stress were decreasing, and his growing sense of safety and stability was having a positive impact on his school attendance, performance and friendships.

In the final session, Amar playfully jumped around the room saying, "this is my shake it off dance!" and, "I'm going to write down on a piece of paper 'IT IS NOT MY FAULT!' and then I'm going to send that piece of paper into space, never to be seen again!"

> **"... lots of children and young people I see think it's their fault that their Dad gets angry."**

*Names in case studies have been changed in the interest of protection and privacy.

Financial Reports

Statement of profit or loss and other comprehensive income for the year ended 30 June 2019

	2019 $	2018 $
Revenue		
Revenue	130,665,135	118,667,047
Other income	481,042	3,833
Total revenue	**131,146,177**	**118,670,880**
Expenses		
Program expenses	(107,017,365)	(96,680,494)
Fundraising expenses	(6,757,810)	(5,362,751)
Strategic Initiative expenses	(5,363,352)	(5,055,817)
Administration and Infrastructure expenses*	(14,750,675)	(10,897,202)
Total expenses	**(133,889,202)**	**(117,996,264)**
(Deficit) / Surplus before income tax	**(2,743,025)**	**674,616**
Income tax expenses	**-**	**-**
(Deficit) / Surplus for the year	**(2,743,025)**	**674,616**
Other comprehensive income		
Items that will not be reclassified subsequently to Profit or Loss		
- Gains on revaluation of land and buildings	-	490,089
Items that are or may be reclassified subsequently to Profit or Loss when specific conditions are met:		
- Revaluation increment — financial assets	-	983,965
- Realised gain on the disposal of available-for-sale financial assets	-	(737,006)
Total other comprehensive income for the year	-	737,048
Total comprehensive income for the year	(2,743,025)	1,411,664
(Deficit) / Surplus attributable to members of the entity	(2,743,025)	674,616

*Administration and Infrastructure costs have increased over the last year largely due to the growth in programs and a number of non-recurring items primarily relating to organisational change initiatives. These include but are not limited to the costs of restructuring and further developing the organisation's capabilities and infrastructure including information technology. It is anticipated that for the 2019/20 Financial Year, Administration and Infrastructure costs will return to proportionate levels of Program Services costs.

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 **berrystreet.org.au**.

The Association has not restated comparatives when initially applying AASB 9, the comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement.

Statement of financial position as at 30 June 2019

	2019 $	2018 $
Assets		
Current Assets		
Cash and cash equivalents	4,831,837	6,889,605
Trade and other receivables	3,925,579	2,872,889
Financial assets	4,750,000	9,500,000
Other assets	2,234,271	1,915,435
Total Current Assets	**15,741,687**	**21,177,929**
Non-Current Assets		
Financial assets	37,932,205	34,539,183
Property, plant and equipment	10,362,275	11,247,574
Total Non-Current Assets	**48,294,480**	**45,786,757**
Total Assets	**64,036,167**	**66,964,686**
Current Liabilities		
Trade and other payables	19,123,560	19,442,001
Borrowings	-	42,988
Short term provisions	5,233,262	5,286,438
Total Current Liabilities	**24,356,822**	**24,771,427**
Non-Current Liabilities		
Long term provisions	1,475,977	1,246,866
Total Non-Current Liabilities	**1,475,977**	**1,246,866**
Total Liabilities	**25,832,799**	**26,018,293**
Net Assets	**38,203,368**	**40,946,393**
Equity		
Retained earnings	34,550,829	34,530,344
Reserves	3,652,539	6,416,049
Total Equity	**38,203,368**	**40,946,393**

The Association has not restated comparatives when initially applying AASB 9, the comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement.*

The above statement of financial position is an extract of the full audited financial statements which are available on our website **berrystreet.org.au**.

Statement of cashflows for the year ended 30 June 2019

	2019 $	2018 $
Cash Flow From Operating Activities		
Receipts from operating activities	138,131,551	126,044,270
Interest received	346,468	319,956
Dividends received	349,231	298,501
Payments to suppliers and employees	(144,462,063)	(127,818,669)
Net cash used in operating activities	**(5,634,813)**	**(1,155,942)**
Cash Flow From Investing Activities		
Proceeds from sale of property, plant and equipment	2,514,489	1,359,768
Payment for property, plant and equipment	(1,654,122)	(600,699)
Proceeds from sale of investments	3,618,075	9,436,945
Payment for investments	(5,608,292)	(4,994,893)
Net cash generated from / (used in) investing activities	**(1,129,850)**	**5,201,121**
Cash Flow From Financing Activities		
Motor vehicle lease payments	(43,105)	(28,286)
Net cash used in financing activities	**(43,105)**	**(28,286)**
Net (decrease) / increase in cash held	**(6,807,768)**	**4,016,893**
Cash at the beginning of the financial year	16,389,605	12,372,712
Cash at the end of the financial year	**9,581,837**	**16,389,605**

The above statement of cashflows is an extract of the full audited financial statements which are available on our website **berrystreet.org.au**.

Thank you

Philanthropic Partners

- Adrian and Candice Field
- Andyinc Foundation
- Australian Communities Foundation
- Australian Philanthropic Services Foundation
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- The John and Betty Laidlaw Legacy
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- The SANDEL Foundation
- The Scobie & Claire MacKinnon Trust
- The William Angliss (Victoria) Charitable Fund
- Virginia Morrison
- Ward-Ambler Foundation

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- Larapinta trekkers — Louise Ponton, Dave Urie, Nicole Bates
- Team Stronger Together — Vicky Giancola, Danielle Mack, Donna Williams, Maria Langas

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- EnergyAustralia
- Herbert Smith Freehills
- KIA
- Melbourne & Olympic Park
- The Good Guys

Gifts in Wills

- Estate of Betty Brook
- Estate of Henry Herbert Yoffa
- Estate of Flora La Iacona
- Estate of John Pennington
- Estate of Jon Nasea
- Estate of Lindsay James Baldy
- Estate of L I Roach
- Estate of Neil A Moore
- Estate of William Gray

Groups & Organisations

- AFL Auskick
- Banksia Gardens Community Centre
- Berry Street Masonic Support Group
- DVE Aquatic Club
- Rotary Club of Balwyn
- Smiling Mind
- Social Ventures Australia
- VACCA

Schools, Universities & Research Institutes

- Catholic Education Melbourne
- Geelong Grammar Institute of Positive Education
- GOTAFE Shepparton
- Independent Schools Victoria
- International Positive Psychology Association
- Jacobsen Family Foundation
- Positive Education Schools Association
- Positive Schools
- Queensland University of Technology
- Teacher Learning Network
- Teach for Australia
- University of Melbourne — Graduate School of Education
- Victorian Institute of Teaching

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Models appear in our photographs where appropriate to protect the identity of our clients. *Names in case studies have been changed in the interest of protection and privacy.

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