

**BERRY
STREET**



Strategic Plan 2023–2026





Message from President and CEO

Berry Street began in 1877, when a group of courageous women defied the social norms of the day to care for mothers and babies who were abandoned.

145 years later, while so much has improved for so many, for some life is increasingly challenging. We've seen from our work that the common factor underlying this is trauma – trauma from the impacts of poverty, abuse and violence.

The last few years have sparked conversations about the way we work, live and support each other and there has never been greater awareness of the importance of addressing trauma. We mustn't let this opportunity pass us by. This is the time for change.

Our Strategic Plan 2023-2026 addresses how Berry Street will advocate for, drive and implement this change. We will help reform the systems on which children, young people and families rely for support, so they are effective, inclusive and culturally safe. We will continue to rely on evidence – including the voice of lived experience – to inform our work. We will grow the organisation sustainably so we can help more of those who need it.

Critically, we will continue to support our people - to foster their strength and resilience, to equip them to perform at their best and to inspire them to courageously change lives.

We look forward to working with you all: our staff, carers, partners, supporters and government, to ensure children, young people and their families can create the future they imagine for themselves.

Dr Jo Flynn
President

Michael Perusco
CEO



Our Vision

Together we will courageously change lives and reimagine service systems

At Berry Street, we believe in children, young people, families and their future – and that they should be safe, thriving and hopeful. But we know the coming years hold big challenges as we see ongoing growth in the demand for our services.

Across all our services, we are seeing the increased impact of social and financial pressures, family violence and worsening mental health. Children and young people who are struggling at school continue to be left behind. And the number of children removed from their families continues to increase.

Meanwhile, most support systems only kick in when families reach crisis point.

We want to shift the system so that children and families get help as soon as they need it, and victim–survivors of family violence get the support they need to recover.

We want to see fewer children in out-of-home care and more children safe with their families - families who have been equipped to nurture and support them. We want vulnerable learners connected to appropriate education so they can reach their potential in life. And we want less family violence in our communities.

We respond to the challenges around us by exploring the best research and evidence and continuing our journey to integrate the voice of lived experience into our work. The influence and breadth of our work, our independence and our committed team position us to lead meaningful change over the next three years.



Our Purpose

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



Our Goals



GOAL 1 REIMAGINE THE FUTURE

We will advocate to drive systems reform so that services work effectively for those who most need them

Strategic Initiatives:

- 1.1 Influence government to increase investment in early intervention and prevention responses that keep families together safely.
- 1.2 Increase the reach of the Berry Street Education Model so that schools across Australia can effectively support children and young people who have experienced trauma to learn and thrive.
- 1.3 Advocate to ensure that every person experiencing family violence can access the support and safety they need, when they need it.
- 1.4 Continue to build strong relationships with Aboriginal Community Controlled Organisations and support self-determination.
- 1.5 Advocate for increased funding in residential care to improve outcomes for children and young people.



GOAL 2 MAKE AN IMPACT

We will be informed by evidence and the voices of the people we work with to positively impact lives

Strategic Initiatives:

- 2.1 Build on our implementation of evidence-based programs and expand their use across the organisation.
- 2.2 Develop our capacity to measure outcome data to drive practice changes.
- 2.3 Develop and implement an organisation-wide practice framework.
- 2.4 Strengthen our capability to promote the safety and wellbeing of infants and young children.
- 2.5 Incorporate lived experience into our service design and delivery.
- 2.6 Develop and implement a research and evaluation strategy.



GOAL 3 SUPPORT OUR PEOPLE

We will support, value and enable our staff so that together we courageously change lives

Strategic Initiatives:

- 3.1 Develop a talent strategy underpinned by workforce planning.
- 3.2 Prioritise safety and wellbeing in everything we do.
- 3.3 Build the capability of our people leaders to support our teams.
- 3.4 Strengthen our values-based culture to support inclusion and advance reconciliation.
- 3.5 Improve our systems and equip staff to perform at their best.



GOAL 4 GROWTH AND SUSTAINABILITY

We will grow sustainably and expand our services in response to community needs

Strategic Initiatives:

- 4.1 Grow our services to respond to community need with a focus on education, family violence, therapeutic and home-based care programs.
- 4.2 Continue to engage with Reconciliation Australia on our Reconciliation Action Plan journey.
- 4.3 Implement our Diversity and Inclusion framework.
- 4.4 Develop a climate policy to drive environmental sustainability and respond to climate change.
- 4.5 Communicate powerful stories of our work to create a deeper understanding of our impact amongst stakeholders.
- 4.6 Continue to invest in and streamline our ITC systems.
- 4.7 Strengthen our financial sustainability through diversification and growth in income.



Our Commitment to Diversity, Inclusion and Belonging

Berry Street strives to be a diverse and inclusive organisation; one where staff, children, young people, families and carers can have a sense of connection and belonging. For connection and belonging to be experienced by everyone, we will make sure there is time and space to listen deeply. The lived experiences of people of all identities and from all backgrounds will be at the centre of our organisation. We will celebrate the strength of each person's unique identity. This includes Aboriginal and/or Torres Strait Islander peoples, people from LGBTIQ+ communities, people with disabilities, and people from multicultural and/or multifaith backgrounds.



Acknowledgement of Country

Berry Street is committed to the principles of social justice. Berry Street acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands, skies and waterways across Australia. We pay our respects to Aboriginal and Torres Strait Islander Elders past and present.
