Annual Report
2020/21

BERRY STREET

Believing In Children, Young People, Families & Their Future.

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.

We acknowledge Elders as holders, protectors and educators of Aboriginal and Torres Strait Islander cultures. We pay respect to the emerging Elders and support the Aboriginal and Torres Strait Islander children and young people in our care to connect to their cultures, countries and communities.

Berry Street recognises that sovereignty was never ceded and acknowledges the continuing impact colonisation has had on Aboriginal and Torres Strait Islander peoples to date. We commit to ensuring all staff understand our true history, as an organisation and country, and recognise the importance of acknowledging the Traditional Custodians of the lands in which we operate.

Berry Street supports the LGBTIQA+ community and celebrates diversity.

Contents

04	President & CEO Report: Creating and adapting to change
06	Berry Street snapshot
08	Y-Change continue their critical advocacy for systems change
10	We've become Australia's first accredited provider of the Teaching Family Model (TFM)
12	Our governance & leadership
14	Our journey towards reconciliation
16	Our trauma-informed education is going from strength to strength
18	Our key achievements this year
20	Continued focus on Child Safe standards
20	Rainbow Tick accreditation for our family violence services
20	Diversity & Inclusion to be further embedded in our work
21	Early intervention helps Theo and his family be their best
22	Banishing the ghosts from the nursery
23	A village for mothers and children who've experienced family violence
24	Financial Statements
28	Thank you

"I want to thank you for the numerous hours you have spent talking to me, laughing with me, reassuring me, but most importantly validating my experiences"

– Berry Street service user

President & CEO Report

Creating and adapting to change

We spoke last year of a year like never before. A year that confronted us with the reality of how global crises like the COVID-19 pandemic shine such a bright light on existing inequalities, then exacerbate them.

A year where as our research indicated, the most vulnerable children, young people and families in our communities continue to pay the highest price.

The COVID-19 pandemic has exacerbated many of the risk factors for families that can lead to child abuse and neglect. The numbers of children being removed from their families is the highest it's ever been and there are more children excluded from school. We're also much more aware of the levels of family violence in our communities.

So this year we've continued to adapt so that we can respond, as an essential service, to this ongoing crisis. And it's only strengthened our resolve to reimagine the child and family services system and ensure that those we work alongside get the support they need at the right time.

Because, while we know there will always be a need for child protection services for children who have suffered abuse and neglect, we also know that for many families, targeted intervention at an early stage could help them stay safely together and thrive, removing the need for a child to be removed. And this is what continues to drive us.

In short, early support for families is critical to ensuring they receive the help they need before issues spiral out of control.

Thankfully, there has been some great progress this year, with the 2020-21 Victorian Budget providing $1.73 billion for child protection and family services programs and initiatives. Critically, funding has also been provided to reduce the representation

of Aboriginal children in care and continue to support self-determination for Aboriginal Victorians, including services and support to remain connected with culture.

We applaud the Victorian Government for making these vital investments. While acknowledging this only goes part of the way to addressing the significant need, these investments will see the numbers of children entering the system decrease, and children's outcomes improve.

We look forward to continuing to work with the Government to reimagine the system to prevent the trauma and life-long consequences that come with living in out-of-home care.

This year has also seen remarkable commitment from our donors and supporters who continue to respond to increased need, and to help fund early intervention programs that can help families stay together safely.

Specifically, as outcomes of a system shift to early intervention, we want to see:

- fewer children in care, safe with their families who know how to nurture and support them.
- vulnerable learners connected to appropriate education so they can reach their potential in life.
- less family violence in our communities, and more practical support for victim-survivors to recover.

That's why this year we're also expanding our education services, reaching more schools in Australia and looking at growing the Berry

Street Education Model to reach across the whole continuum of education, from early childhood to teacher training. We've also added more critical family violence programs to support victim-survivors of family violence.

As we continue to advocate for increased investment in early intervention, we've increased the number of Teaching Family Model homes to support children in out-of-home care. We've also become the first accredited agency in Australia offering this critical evidence-based model.

The ability to change and adapt is a theme that runs through everything we've done this year. This flexibility and adaptability is going to continue to be crucial as the next year unfolds.

Thank you to all our staff, partners and supporters who continue to work together to ensure children, young people and families can be safe, thriving and hopeful.

Dr Joanna Flynn AM
(President)

Michael Perusco
(CEO)

Berry Street snapshot

1,344
Staff

4 years
Average length of service

70%
Senior leaders by gender: Female

30%
Senior leaders by gender: Male

24
Residential homes

5
Teaching Family Model homes

4
School campuses

339
Foster & kinship carers

Our service users

Service Type	North	South East Victoria	West	Hume	Take Two	TOTALS
Residential Care	88	180	35	38	0	341
Foster/Kinship Care	102	297	134	192	0	725
Education & Training	558	353	429	1,774	0	3,114
Community Services	0	1,841	0	548	0	2,389
Family Violence	14,594	128	5,207	0	0	19,929
Youth Services	451	378	135	128	0	1,092
Family Services	2,047	134	51	460	0	2,692
Therapeutic Services	0	0	0	0	1,266	1,266
	17,840	3,311	5,991	3,140	1,266	31,548

Office locations

Central
1 Richmond

South East Victoria
2 Noble Park
3 Morwell

Hume
4 Shepparton

Western
5 Ballarat

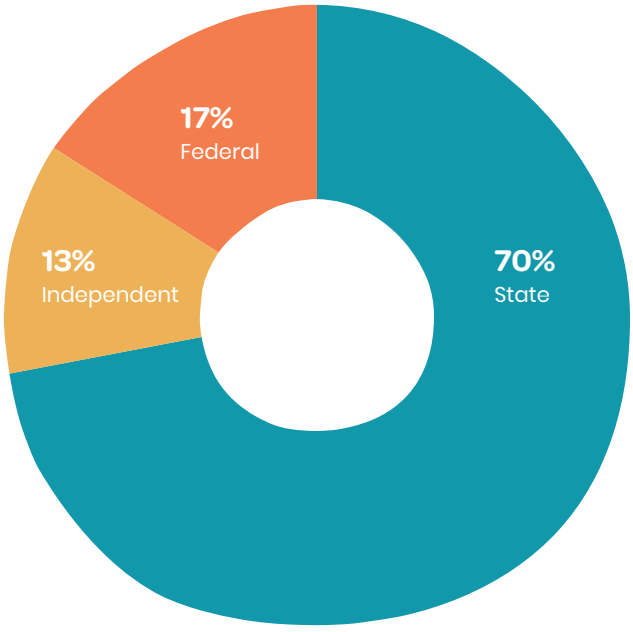
Northern
6 Eaglemont

Take Two
6 Eaglemont

Income by service type

- 26% Residential care
- 8% Home-based care (foster & kinship)
- 13% Education
- 2% Community
- 7% Youth
- 16% Family services - including family violence
- 11% Therapeutic services
- 2% Targeted care packages
- 17% Other

Gross income by funding source



Total revenue

- $157 M 2020–21
- $144 M 2019–20
- $131 M 2018–19
- $118 M 2017–18

Y-Change

Berry Street's Y-Change initiative is a social and systemic change platform for young people aged 18 to 30 with lived experiences of socioeconomic disadvantage. As Lived Experience Consultants, the team work to challenge the thinking and practices of social systems through advocacy and leadership.

The following is an extract from a conversation with our Y-Change Lived Experience Consultants on their work this year.

"Across all these issues, we – young people – must be partnered with to create change. As we always say, we know where the cracks are because we fell through them. So, go straight to the source. Stop talking *about* and *at* us, talk *to* and *with* us."

– Y-Change Lived Experience Consultants

Last year, Y-Change featured in our annual report, discussing the critical need to urgently reimagine the children and family services system. Have you seen progress?

We're starting to see a shift towards more meaningful partnerships with young people with a lived experience – from working for us to with us – and our wisdom valued as a legitimate form of expertise. We've been working hard towards a reimagined system and although we have a long way to go, we're proud of what we've achieved so far. Key highlights from this year include:

- The response we received to our submission to the Victorian Youth Strategy was very positive. It calls for young Victorians with a lived experience to play a central role in driving change. We were pleased to have the opportunity to speak with the Victorian Minister for Youth and senior officials from the Department of Families, Fairness and Housing about the recommendations in our submission.
- The Family Violence Reform Implementation Monitor's 2020 report, which identified children and young people as a priority, referenced parts of our policy submission to the Monitor throughout, and acknowledged our work as 'inspiring'. We were also invited to attend the 2020 report briefing. We finally had young people with a lived experience at the table – a huge win.
- We met with Sandy Pitcher, the Department of Families, Fairness and Housing Secretary, to discuss meaningful participation of young people in policy and practice and the role of lived experience in systems transformation.

As the COVID-19 pandemic continues to rage globally and heavily impact lives in Australia, how has it changed Y-Change's approach? And has it changed your thinking?

COVID-19 has hugely impacted the lives of children and young people. We had to quickly shift our work online, which wasn't easy. It's also highlighted how much we love our work. We have a passion for creating the change we want to see in the world, and know that if shifts don't occur – the cracks in the system just get wider. We can't accept this, and so it drives us.

What are the most critical issues currently facing young people?

Some of the most critical issues we've identified are:

Poverty

- The Federal Government continues to expect young people to live below the poverty line. To stop the cycle, we desperately need a new support payment. We advocate for the #RaiseTheRate campaign, which calls for a permanent increase to our social security safety net payment, with ongoing increases in line with wage movements and cost of living, to keep people out of poverty.
- We continue to see the long-term effects of intergenerational trauma and poverty. We must invest in young people who are the circuit breakers – not punish them for the cards they've been dealt.

Youth (in)justice

- Our society still allows children as young as 10 years old to be incarcerated, despite more than two dozen countries pressuring Australia to #RaiseTheAge of criminal responsibility.
- Aboriginal and Torres Strait Islander young people are 17 times more likely to be imprisoned than non-indigenous young people - this is unacceptable.

Housing and homelessness

- We don't need another inquiry into homelessness, we just need more housing.
- Although we have extended care here in Victoria through the Home Stretch campaign, children and young people are still falling through the cracks when they leave care.
- We need specialised housing options for young victim-survivors of family violence.

Family violence

- We need specialised services for children and young people who are family violence victim-survivors.
- We still need accurate data and statistics on children and young people experiencing family violence and who have died at the hands of abuse and neglect. This is generally not reported on for children and young people. This needs to change, as children and young people are just as much victims as the adults and our voices often go unheard.

We've become Australia's first accredited provider of the Teaching Family Model (TFM)

The TFM is an innovative, trauma-informed model of residential care for children and young people. Up to 4 children and young people live together in a house, supported by TFM practitioners 24-hours a day in a family-style setting.

The model, which is based on social learning theory and backed by more than 40 years of evidence, continues to be our flagship program to reimagine the system and transform residential care.

"It's a good place to live, everyone is nice. I get a lot of help. I get to choose dinners, activities I like, I pick my target skills."

"We also have family meetings to let each other know how we are feeling so we all feel safe and happy."

– Young people in TFM homes

Accreditation

This year, we became the first agency in Australia to receive accreditation from the Teaching Family Association, the accrediting body in the USA.

We have also expanded the program, opening more houses, and continue working towards our plan to transition all our Therapeutic Residential Care homes to TFM.

Through TFM, we aim to reshape the residential care sector in Victoria to help ensure better care and outcomes for children and young people in our care.

"The accreditation is a milestone... It helps validate our efforts and advocacy around the need for TFM in providing better care to the most vulnerable children and young people. We can't wait to see the positive outcomes of using the model in more of our residential care homes."

– TFM Senior Manager, Frances Head

Feedback on TFM

"She [TFM practitioner] doesn't judge me, she just listens."

"They're good. My life is really good, this is a place I know I can be safe. I am really happy."

– From young people

"Everyone is working together, the school, other family and the team. Tim* feels like he has a community around him now; his input is valued. It's all for the greater good for their future."

"I can see TFM coming to life and that we can work together to make things better for Clara*."

– From families

"I strongly believe that TFM is how residential care should be. It fills my youth worker passion cup every single day and I love the work that we do WITH the kids, not FOR."

– From TFM staff

Board of Directors

We are grateful to our Board of Directors, who, year after year, voluntarily share their expertise and skills to support us in our work to courageously change lives.

Board members

Dr Joanna Flynn AM
(President)

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

Tim Cartwright
(Vice President)

Former Acting Chief Commissioner of Victoria Police. Inaugural Victorian Family Violence Reform Implementation Monitor (2016 to 2019). BA (Criminal Justice Administration), Grad Dip (Public Policy)

Michaela Healey
(Vice President)

Director & Advisor. LLB, MAICD

Joshua Grace-Ware

Management Consultant. BA & MA of Management (ER/IR), GAICD

Steve Gross

Senior Managing Director, Head of Macquarie Impact Investing. MBA, BCom

Dr Karen McLean

Paediatrician. MBBS, MEpid, FRACP, PhD

Paul Mann

Former Chief Financial Officer, Future Fund. BCom, CA, CFA, GAICD

Megan Mitchell
(retired June 2021)

Consultant and former National Children's Commissioner. BA, MA (Psych), DipEd, MA (SocPolicy)

Eric Passaris
(retired February 2021)

Partner, Audit and Assurance, Grant Thornton Australia. BEco, CA, CPA, RCA

Megan Van Den Berg
(appointed April 2021)

Client Services Director – Eastern & State-wide, VACCA & Co-Owner of Kinya Lerrk. Dip Transpersonal Counselling, Dip T&A

Susie Quirk
(appointed April 2021)

National Lead Partner, HR Advisory, KPMG. BA & Grad Dip (Education)

Lynn Glover
(appointed April 2021)

Chief Executive Officer of the Victorian Registration and Qualifications Authority in the Department of Education and Training for the last 13 years prior to her retirement in December 2020.

Changes to the Board

We welcomed the following new members, who all started in April 2021:

- Megan Van Den Berg
- Susie Quirk
- Lynn Glover

We would also like to thank two Board members who retired during the year:

- Eric Passaris was appointed to the Board in August 2013 and during his tenure was a member of the Finance and Investment Committee. The Board benefited greatly from his in-depth knowledge of the not-for-profit sector and financial expertise.
- Megan Mitchell joined the Board in November 2017. Megan brought a child-centred approach to the Board's discussions and we will miss her valuable expertise and insight into the policies and practices impacting vulnerable children and families.

Board committees

Finance & Investment Committee

This committee provides guidance and recommendations to the Board on financial matters and advises on and reviews the financial management of Berry Street.

Quality & Risk Management Committee

This committee addresses strategic issues relating to quality improvement, safety and risk management, providing risk guidance and oversight.

IT Transformation Committee

This committee oversees the development, review and implementation of Berry Street's Technology Transformation Strategy, and assists the Board to understand technology design, performance and service delivery reports.

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

Patrons

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

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

Executive Leadership Team

Michael Perusco
Chief Executive Officer

Jenny McNaughton
Deputy CEO & Executive Director, Services

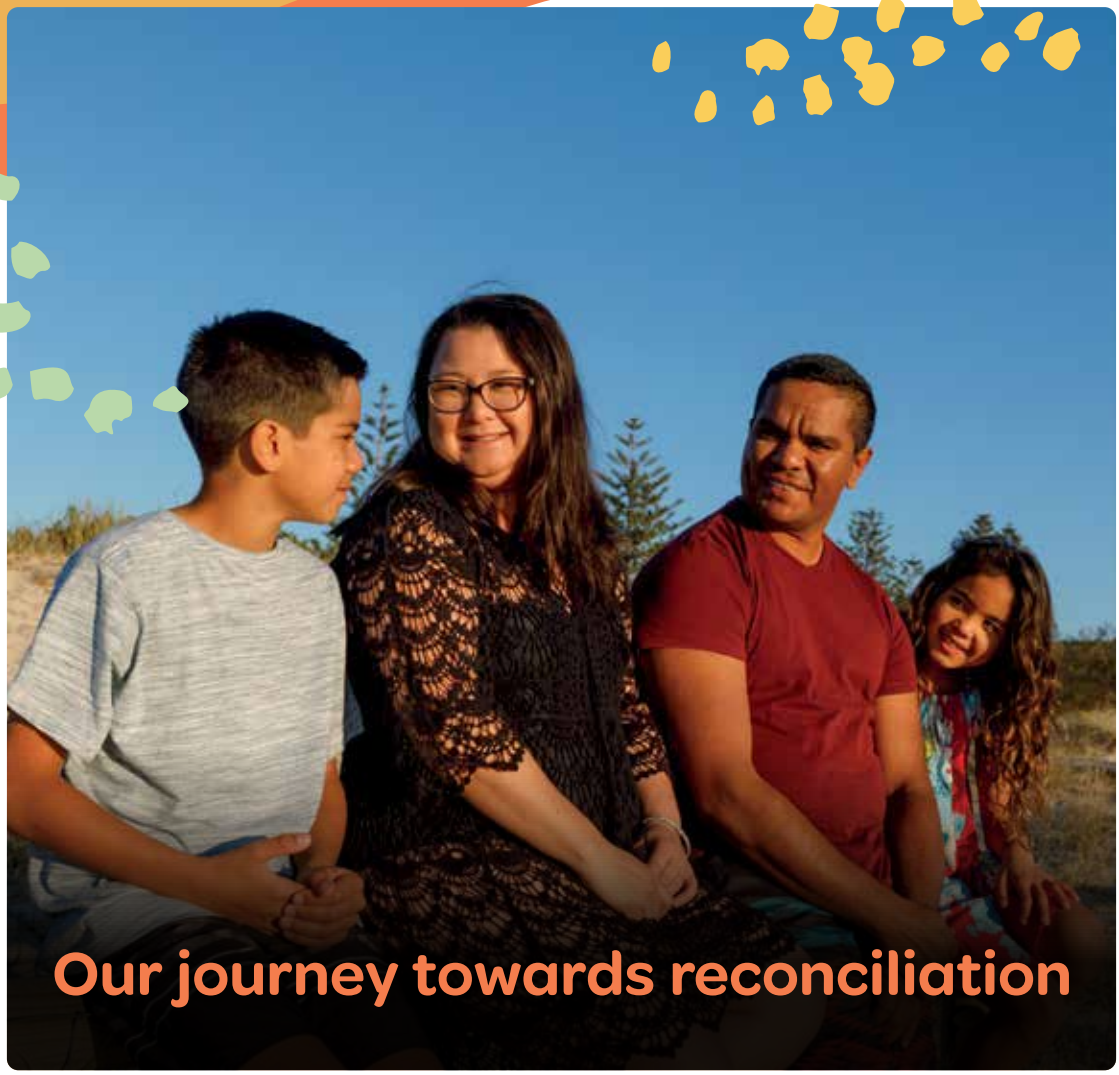
Dr Jane Daniels
Executive Director, Organisational Effectiveness

Georgie Dwyer
Executive Director, People and Culture

Annette Jackson
Executive Director, Statewide Services

Tom Pennicott
Executive Director, Corporate Services

Heidi Reid
Executive Director, Strategic Engagement



Our journey towards reconciliation

Berry Street is deeply committed to reconciliation, and we believe in justice and equity for all. This includes being honest about our history and acknowledging historical injustice, while actively addressing the current injustice experienced by Aboriginal and Torres Strait Islander peoples. We are committed to supporting an equitable Australia where Aboriginal and Torres Strait Islander peoples have the same life opportunities as all Australians.

Our first endorsed Reconciliation Action Plan

We're currently in the implementation phase of our Reflect Reconciliation Action Plan (RAP), which we were delighted to have endorsed by Reconciliation Australia in 2020.

To recognise the launch of our RAP, we hosted six celebrations across our offices. Before the celebrations, we met with local Aboriginal Community Controlled Organisations (ACCOs) in the areas we operate in, to talk about our reconciliation commitment. We are grateful for their support and look forward to continuing to strengthen our relationships with them.

Key themes in our RAP include:

- Truth-telling, as an organisation and country
- Cultural safety for staff and service users
- Cultural connection for Aboriginal and Torres Strait Islander service users
- Supporting Aboriginal and Torres Strait Islander voices to be heard, valued and respected

Everyone has a role in supporting reconciliation at Berry Street, and we look forward to what we can achieve together.

Key achievements this year

Revising the Apology
In line with our commitment to truth-telling, our Board revised Berry Street's 2016 Apology to Forgotten Australians. This will help ensure we take responsibility for being complicit in the '1869 Aboriginies Protection Act' that forcibly removed Aboriginal children from their families and communities. In revising the apology, we worked alongside our partners at Victorian Aboriginal Child Care Agency (VACCA) to ensure the revised Apology to Aboriginal and Torres Strait Islander Communities was overseen by survivors of the Stolen Generations.

Cultural Support Plan Project
Our RAP outlines our commitment to connecting Aboriginal and Torres Strait Islander children and young people to their cultures, countries and communities. To help support this, we've started a Cultural Support Plan (CSP) project to consider how Berry Street is tracking in providing consistent and effective cultural support and explore any barriers that may prevent this happening.

Our aim is to provide the best service we can, supporting a culturally safe environment where pride in identity flourishes. This includes ensuring every Aboriginal and Torres Strait Islander child and young person in our care has a Cultural Support Plan.

Other key achievements this year include:

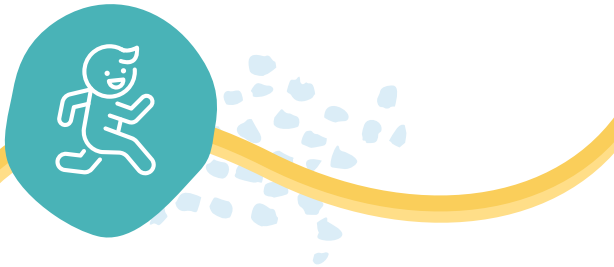
- The development of an organisational Aboriginal and Torres Strait Islander Working Group, open only to Aboriginal and Torres Strait Islander staff, led by the Senior Manager of Aboriginal Service Development.
- Berry Street School's registration for Reconciliation Australia's Narragunnawali Reconciliation Action Plan Program.
- 'Reconciliation in Action' activities undertaken by students at the School's Morwell campus on Gunai/Kurnai Country.
- Implementing a procurement policy that considers the use of Aboriginal business suppliers through our Aboriginal procurement actions including Supply Nation membership.
- Organisation-wide events to support cultural connection on key dates including NAIDOC week.

Our trauma-informed education is going from strength to strength

Berry Street supports education provision from early childhood to adulthood. Our innovative approach to education is grounded in our very own Berry Street Education Model (BSEM). This model provides strategies that enable teachers to increase the engagement of students with complex, unmet learning needs and improve all students' self-regulation, relationships, wellbeing, growth and academic achievement.

This model has been rolled out in many schools across Australia, positively impacting teacher practice in mainstream and specialist schools. It also serves as the foundation for our own multi-campus Berry Street School.

Our education provision is going from strength to strength and growing to provide trauma-informed positive psychology strategies across the continuum of learning, from early childhood through to teacher training. Some of our focus areas are outlined below.



Supporting students in mainstream schools

- Teacher and whole-of-school training to embed BSEM throughout schools.
- Parent and carer workshops on BSEM strategies.
- The School Focused Youth Service (SFYS), which provides targeted interventions for students vulnerable to or showing signs of disengaging from school as well as capacity building for schools to better support these students.
- Training and professional development for allied education professionals such as school wellbeing staff, occupational therapists and academic intervention staff.
- The Side by Side program, in collaboration with VACCA, Social Ventures Australia and the Victorian Department of Education and Department of Treasury & Finance. Side by Side is Australia's first social impact bond to address primary school-aged children and their families, and aims to improve school attendance, engagement and learning outcomes for some of Victoria's most disadvantaged children.

Early learning and pre-school

- Training and professional development for early childhood and pre-school staff.
- Ongoing collaboration between BSEM and Our Place Coleman Foundation to support early learning centres across Victoria.

Supporting students through alternative education pathways

- Berry Street School is a specialist independent secondary school with four campuses in Ballarat, Morwell, Noble Park, and Shepparton. It offers an adaptation of the Victorian Curriculum for years 7 to 10 and the Victorian Certificate of Applied Learning (VCAL) for years 11 to 12. The school tailors education for all students, so that they can be successful on their pathways of choice.
- Education First Youth Foyer, which supports young people unable to live at home or without a stable place to live to achieve their education goals and learn independent living skills.
- The Engage program offers tailored mentoring and small group interest-based programs such as cultural cooking to engage young people aged 10 to 25 years old.
- The Navigator program, which supports disengaged young people from 12 to 17 years old to re-engage with education and learning in mainstream schools and alternative pathways.
- Children in Residential Care (CIRC), which uses a trauma-informed framework to support young people in residential care to achieve success with their education.

Integrating BSEM into teacher education and formal teacher training qualifications

- Partnerships with universities to teach our BSEM approach to pre-service teachers.
- Teach for Australia (TFA) provides development programs for teachers, school leaders and mentors who serve in communities of educational inequity across Australia. BSEM is TFA's preferred provider for training in trauma-informed positive education.

Our key achievements this year

More than 140 years ago, Berry Street began its work to protect children and strengthen families. We've evolved over time, but a constant has been that we believe children, young people and families should be safe, hopeful and thriving.

Unfortunately, that's not always the case. The systems we work in are often crisis-orientated, and children and families don't get the help they need until situations spiral out of control. That's why we're passionate about early intervention, and working with children and families when problems arise so they can stay together safely and get the support they need to succeed.

Here's how we've advanced towards our vision to courageously change lives and reimagine service systems over the last 12 months, against our four Strategic Plan 2019–2022 goals.

Goal 1: Reimagine the Future

We will work with others to reorientate the child and family system towards early intervention and prevention.

- We commissioned research from Social Ventures Australia, in collaboration with the Centre for Excellence in Child and Family Welfare, that showed more than 4,500 more children could enter out-of-home care as a result of COVID-19. This helped push our call for long-term investment in targeted early intervention.
- Our Y-Change team's **Victorian Youth Strategy** policy submission called for a future where young Victorians with a lived experience of systemic oppression drive change. They are now working with the Youth Affairs Council of Victoria and the Office for Youth on the implementation plan.
- We joined the **Thrive by Five** campaign to advocate for reform in our early learning system.
- We launched our **first Reconciliation Action Plan**, endorsed by Reconciliation Australia at the end of 2020, holding celebrations across each Berry Street region.
- Our strong advocacy work continued:
  - We called on the Federal Government to reconsider its paltry $4 a day JobSeeker increase, highlighting how progress made to reduce homelessness and poverty will be undone.
  - Alongside Wayss and the Foundation for Alcohol Research and Education (FARE), we called on the Victorian Government to engage with advocates and community organisations to ensure the Liquor Control Reform Act 1998 contributes to preventing family violence.

Goal 2: Make an Impact

We will use the best knowledge available to deliver contemporary models of practice and measure their impact.

- We launched **two new early intervention programs**: Multisystemic Therapy (MST), an evidence-based treatment model for young people at risk of entering or who have recently entered out-of-home care; and SafeCare, an evidence-based training program for parents of children aged 0 to 5 who are at risk of, or have been reported for, child neglect and/or physical abuse.
- We became the first agency in Australia to be **Teaching Family Model (TFM) accredited**, with the program rolled out to 5 homes so far.
- Our Education team launched online courses for teachers in Europe and New Zealand; and shared BSEM with Aboriginal school communities in the Northern Territory, Queensland, South Australia, Tiwi Islands, and Western Australia.

- In collaboration with VACCA, Social Ventures Australia, and the Victorian Department of Education and Department of Treasury, we launched **Side by Side**, Australia's first social impact bond to support primary school students and their families to increase school engagement.
- A new family violence service, **The Orange Door**, was launched in Central Highlands. This provides access to support and services for people at risk, including of family and domestic violence or abuse, and for families needing extra support.
- We launched a **Child Safeguarding Unit** that works with practitioners to conduct investigations and ensure we maintain safe practices and effective supports for at-risk young people in out-of-home care.
- We audited and reviewed practice, systems and service user feedback in order to implement new strategies to better support children and young people with disabilities in out-of-home care.

Goal 3: Support Our People

We will value our people and support them to ensure that together we courageously change lives.

- This year more than ever, we listened closely to our staff so we could **provide meaningful support** given the immense pressures and uncertainties caused by the COVID-19 pandemic. Feedback from multiple surveys led to the development of a Wellbeing Hub, the Wellbeing @ Work newsletter and other initiatives.
- We developed our own Personal Protective Equipment training programs for our front line staff and people leaders and ran drills to build confidence and competence.
- A **Leadership Hub** and training was developed for our people leaders managing remote teams through change and uncertainty.
- We delivered a project to address occupational violence and aggression in residential care by delivering safety leadership training to all levels of leadership, psychological first aid training to our frontline people leaders as well as designing and implementing a Critical Incident Response Model.
- We transformed the way we support our injured workers by developing in-house expertise in early intervention, return to work case management and strategic partnerships.

Goal 4: Future Growth & Sustainability

We will be sustainable and responsive, build on our brand and form partnerships to better meet client needs.

- To continue investing in systems underpinning our work, provide future readiness and enable us to keep providing high-quality services, we started a 3-year **Technology Transformation Strategy**. It will address all aspects of infrastructure, core applications and business intelligence; however, this first year was about building a robust foundation layer.
- A **Berry Street School website** was launched to amplify our school's place in the education sector, build on connections with the local community, and provide detailed information.
- We secured generous philanthropic investment to fund several initiatives, including our critical early intervention programs. This allowed us to expand our evidence-based programs to provide better, measurable outcomes for children, young people and families.
- Our dedicated regular givers, community fundraisers and corporate partners also continued to give generously to support Berry Street at such a critical time, helping to change lives.
- We launched a **brand-new Berry Street website** designed to be informative, intuitive, persuasive, user-centric, data-driven, accessible, modern and sustainable.

Continued focus on Child Safe standards

The Child Safe Officer role is held by Berry Street's Director of Quality. It focuses on implementing the Child Safe Standards, the Child Safe Framework and relevant legislation. It also ensures policies and procedures that impact children and young people are reviewed by consultants with lived experience.

This year, we've also been preparing to implement Victoria's new child safe standards, effective from 1 July 2022. We celebrate these further safeguards in child safety that more explicitly cover children that cannot live at home, and lesbian, gay, bisexual, transgender and intersex children and young people.

To further support the empowerment of young people receiving services, we've also undertaken a process to centralise complaints and feedback. The new process ensures feedback by young people is captured, valued and responded to, with Y-Change Lived Experience Consultants working directly with young people.

Rainbow Tick accreditation for our family violence services

We were excited to achieve Rainbow Tick Accreditation for our Specialist Family Violence and Restoring Childhood teams. Our accreditation acknowledges that these programs are safe, inclusive and welcoming for lesbian, gay, bisexual, transgender, queer, intersex and asexual (LGBTIQA+) service users. The assessors highlighted the passion and commitment of staff to inclusive practice, and their genuine appetite to learn more. They also acknowledged that there was a strong focus on intersectionality and placing LGBTIQA+ inclusive practice into a broader framework, and that there were strong relationships and collaborations between family violence services and LGBTIQA+ stakeholders.

Diversity & Inclusion to be further embedded in our work

This year, we launched our new Diversity and Inclusion Framework. It will guide us in how we design and deliver our services and the organisational culture we create to ensure our culture is diverse and inclusive for all, with a focus on enabling inclusion for groups we know are more vulnerable to discrimination or exclusion. Such groups and individuals include Aboriginal and Torres Strait Islander people, LGBTQIA+ people, people living with disabilities, and culturally and linguistically diverse (CALD) people. People from these communities and with these lived experiences often face systematic and structural discrimination, which is a major barrier to accessing the services they need and the quality of their experience within them.

We want to continue to ensure we are a safe and inclusive place for everyone, to celebrate the diversity of our service users and our colleagues and for everyone to feel welcome the moment they contact our organisation.

Over the next three years, this framework will help us work together to examine our practices, increase our knowledge and embed inclusive Practices in all aspects of our work at Berry Street.

Early intervention helps Theo and his family be their best

Multisystemic Therapy (MST) is a family and community-based model of treatment for young people at risk of entering, or who have recently entered, out-of-home care. It's an evidence-based early intervention program that aims to keep young people living safely at home, in school and out of the justice system.

Before Theo*, a 14-year-old boy, was referred to MST, he'd been involved in a series of verbally and physically aggressive incidents at home as well as in the community. He had also been using drugs, regularly running away and offending. His use of aggression at home had resulted in an Intervention Order – a court order to protect a person, their children and their property from another person – being put in place.

Theo had recently returned to his mother's care after an extended period living with another family member. His mum was struggling to cope and was considering relinquishing care of Theo. Theo's family was referred to Berry Street's MST program, giving them the opportunity to get much-needed support to prevent Theo's placement in out-of-home care.

A highly-trained MST therapist met with Theo and his family to set goals and map out their strengths and struggles across all key 'systems' covered by MST – individual, family, wider family, peers, school and community. Theo's mum was introduced to strategies to address the behaviours that she was most concerned about, which were then shared with the extended family. With 24/7 on-call support, the family was coached through the new approaches they were trying.

The family became increasingly concerned about the people that Theo was associating with and his risk of sexual exploitation while he was away from home. The therapist worked with his mum to establish relationships with parents of the other young people that Theo was running away with – this increased her network of support and his safety.

As MST is a holistic, early intervention program, the practitioner also worked with Theo, his mum and family to:

- Improve their connection to their culture
- Advocate for cultural support services within the systems
- Access paediatric assessments
- Identify more appropriate housing
- Enrol Theo at a school better equipped to meet his needs

Theo is now living safely with his mum and younger siblings. He has regular contact with his wider family including his older brother and has re-engaged in his education.

Berry Street's MST program has provided Theo's family with support to make critical changes in their relationships, which has restored safety and prevented him going into out-of-home care. Theo has significantly reduced substance use and is no longer using violence at home. He has also had no recent involvement with the police or youth justice.

With the improved family and social supports, the family is equipped to manage any future issues and enable sustained changes for Theo and his family.

*The names of the children and the families we work with have been changed, and models are used in our photographs to protect their identities.

Banishing the ghosts from the nursery

Berry Street's Take Two program is a therapeutic service helping to address the mental health impacts on children of the trauma they have experienced from abuse, neglect or adverse experiences. Take Two uses clinical frameworks, neurobiological research and evidence-informed approaches to repair family relationships and develop networks of caring adults that focus on what a child needs.

Both Ivy's* parents experienced trauma and abuse as children. When she was born, they were both using drugs to cope and experiencing psychotic episodes. Child Protection decided it was too dangerous for Ivy, and she was removed from their care at just one day old. She spent 6 weeks in a special care nursery withdrawing from opioids before going to live with her grandmother, and later with an aunt.

When Ivy was about 12 months old, Child Protection asked Berry Street's Take Two program to assess whether she could be returned home to her parents and whether they could provide emotionally attuned care for Ivy.

When Take Two clinician Adrienne first met Ivy's parents, they were hesitant to work with her, scared about what Take Two would do or say about their family. But from the start it was obvious they'd made huge efforts to become safe parents. Both had been clean for more than 6 months, had sought mental health treatment and were in recovery. And they'd visited Ivy at her aunt's house in the country twice a week.

Due to COVID-19, Adrienne needed to do her clinical assessments, as well as infant and family observations, online. Adrienne didn't see any reason Ivy couldn't be returned to her parents' care and Child Protection agreed. They asked Adrienne to keep working with them and she was given approval to visit the family in person during COVID-19 lockdown.

Adrienne used Child-Parent Psychotherapy (CPP) with the family, which focuses on making meaning of a person's story. As well as helping Ivy's parents create a narrative for Ivy around her early abandonment experience, Adrienne also helped them understand their own stories. Ivy's parents' trauma was still very present and they really connected with the concept of the Ghosts in the Nursery (a metaphor used in psychoanalysis to refer to the relationship between a parent's difficult early experiences of being raised and their own parenting style). They could see what had happened in their childhoods had led them to Child Protection's involvement.

Adrienne also used Theraplay activities to help the family get to know and trust each other. For example, because Ivy loves baby dolls, Adrienne and Ivy's parents would do lots of kissing and cuddling of her doll called 'Baby', so she could see what nurture looked like in a way she felt safe. Then when she was ready, she'd join in.

Adrienne says that despite Ivy's tough start, Ivy has been meeting and exceeding her developmental milestones.

Now 2 years old, Ivy is thriving. She has a secure bond with her mum, and a strongly growing one with her dad. And despite other challenges recently, her parents have shown great resilience, strength and commitment to staying safe parents for Ivy.

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A village for mothers and children who've experienced family violence

Berry Street offers a range of specialist family violence services to victim-survivors, helping them stay in their community safely where possible and live a life free of violence, while also addressing their emotional and practical needs and issues. One of these services is the specialist mother-infant program MI Village, a day program and residential village for mothers and children who have experienced family violence.

When Casey* had to flee her home due to family violence, Berry Street was able to offer her and her baby Sam* a place at MI Village. Casey and Sam have been living safely there for several months, receiving a range of supports to help them recover and prepare for happy independent living.

One of Casey's biggest goals was to work through her family violence experiences, so it's been important for her to have access to the type of therapeutic model that MI Village provides.

To work through her own trauma, Casey has been attending one-on-one therapy at MI Village. This has sometimes been difficult because Sam has some challenges separating from her, so helping reduce his anxiety is another one of Casey's goals.

To work towards this, Casey has explored some childcare options for Sam, and MI Village staff have been finding strategies for Casey to help Sam feel comfortable separating. Once Sam feels safe when he's apart from his mum, Casey will be able to attend therapy more regularly, and she can get the most out of her sessions.

Casey has also participated in group activities each week and has worked with MI Village staff to think about how she can continue to care for herself and Sam into the future. She's also living independently, which is a new experience.

Casey has said the atmosphere of the program is really supportive. She sees MI Village as a community surrounding mothers who have experienced the same issues. As she puts it, "I'm not alone, and it's good for me to see and experience that."

She adds, "I've got friends who have also suffered family violence, but it's different having a community and a team of people who are extremely supportive and non-judgemental. I always feel safe... At first, I was anxious to live alone, but now I am feeling confident, and my bond with Sam is stronger than ever."

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Financial Statements

Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 30 June 2021

	2021 $	2020 $
Revenue		
Revenue	157,084,380	144,294,927
Other income	191,292	90,292
Total revenue	**157,275,672**	**144,385,219**
Expenses		
Program expenses	(124,974,859)	(120,044,732)
Fundraising expenses	(3,250,810)	(5,460,792)
Strategic Initiative expenses	(4,424,482)	(5,302,487)
Administration and Infrastructure expenses	(14,689,127)	(14,219,456)
Civil claims and Redress Scheme expenses	(933,580)	(5,799,900)
Fair value gains/(losses) on financial assets	5,110,466	(1,108,260)
Total expenses	**(143,162,392)**	**(151,935,627)**
Surplus/(Deficit) before income tax	**14,113,280**	**(7,550,408)**
Income tax expenses	-	-
Surplus/(Deficit) for the year	**14,113,280**	**(7,550,408)**
Other comprehensive income		
Items that will not be reclassified subsequently to Profit or Loss		
- Gains on revaluation of land and buildings	1,567,189	-
Total other comprehensive income for the year	1,567,189	-
Total comprehensive surplus/(deficit) for the year	**15,680,469**	**(7,550,408)**
Surplus/(Deficit) attributable to members of the entity	**15,680,469**	**(7,550,408)**

The financial result for the 2020/21 year is positively impacted by increased income from our investment portfolio and the receipt of JobKeeper funds. The overall surplus for 2020/21 offsets the significant COVID-19 impacted deficit in the previous financial year and the budgeted deficit for the 2021/22 year.

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*.

BERRY STREET VICTORIA INC
ABN 24 719 196 762

Statement of Financial Position as at 30 June 2021

	2021 $	2020 $
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	30,908,505	13,694,065
Trade and other receivables	2,292,191	2,063,112
Other assets	2,792,755	4,962,529
TOTAL CURRENT ASSETS	**35,993,451**	**20,719,706**
NON-CURRENT ASSETS		
Financial assets	37,015,834	30,451,298
Property, plant and equipment	13,424,217	12,251,670
Intangible assets	602,206	-
Right of Use Assets	10,794,487	16,720,017
TOTAL NON-CURRENT ASSETS	**61,836,744**	**59,422,985**
TOTAL ASSETS	**97,830,195**	**80,142,691**
CURRENT LIABILITIES		
Trade and other payables	15,649,779	15,071,234
Contract liabilities	9,210,253	4,147,511
Lease liabilities	2,882,612	4,486,938
Short term provisions	8,186,840	8,267,613
TOTAL CURRENT LIABILITIES	**35,929,484**	**31,973,296**
NON-CURRENT LIABILITIES		
Lease liabilities	8,968,881	12,793,201
Long term provisions	5,098,401	4,723,234
Financial liability	1,500,000	-
TOTAL NON-CURRENT LIABILITIES	**15,567,282**	**17,516,435**
TOTAL LIABILITIES	**51,496,766**	**49,489,731**
NET ASSETS	**46,333,429**	**30,652,960**
EQUITY		
Retained earnings	41,113,701	27,000,421
Revaluation surplus	5,219,728	3,652,539
TOTAL EQUITY	**46,333,429**	**30,652,960**

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

BERRY STREET VICTORIA INC
ABN 24 719 196 762

Statement of Cashflows for the Year Ended 30 June 2021

	2021 $	2020 $
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from operating activities	176,541,835	154,206,189
Interest received	82,658	72,558
Payments to suppliers and employees	(153,264,736)	(148,413,664)
Lease payments for short term leases	(735,087)	(1,112,368)
Lease payments for leases of low value assets	(873,193)	(662,006)
Net cash from / (used in) operating activities	**21,751,477**	**4,090,709**
CASH FLOW FROM INVESTING ACTIVITIES		
Interest received	8,485	34,784
Dividends received	503,346	445,498
Proceeds from sale of property, plant and equipment	265,628	119,859
Payments for property, plant and equipment	(727,146)	(2,546,441)
Payments for intangible assets	(624,701)	-
Proceeds from sale of investments	7,744,495	12,876,746
Payments for investments	(8,513,427)	(5,859,189)
Net cash (used in) / generated from investing activities	**(1,343,320)**	**5,071,257**
CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from loans and borrowings	1,500,000	-
Lease payments (principal and interest)	(4,693,717)	(5,049,738)
Net cash used in financing activities	**(3,193,717)**	**(5,049,738)**
Net increase / (decrease) in cash held	**17,214,440**	**4,112,228**
Cash at the beginning of the financial year	13,694,065	9,581,837
Cash at the end of the financial year	**30,908,505**	**13,694,065**

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

Thank you

Berry Street wishes to extend our gratitude to all those who have supported us this year, including our generous philanthropic partners, corporate sponsors, community fundraisers, and the research and educational partners who so generously support our work.

Supporter stories

Philanthropist Ms Elizabeth Lewis-Gray is passionate about early intervention

As Co-founder, Managing Director and now Chair of Gekko Systems, Ms Lewis-Gray has been a major philanthropic donor to Berry Street since 2015. A founding supporter of the Mother Infant Village in Ballarat and contributor to our early intervention work through the SafeCare program, Ms Lewis-Gray first made contact with Berry Street when looking to connect her philanthropy with an organisation focused on reducing inequity through strengthening relationships and parenting capabilities in young families.

Ms Lewis-Gray observes that, in her analysis, governments tend to fund programs for children already in need, but that we need to address breaking cycles of disadvantage before people end up in emergency situations. "Both the early care environment and the early stages of brain development are critical and set the foundation for a child's view of themselves, their relationship and sense of safety within the world around them" she says. She sees investment in safe accommodation, parental mentoring and community centred engagement opportunities as powerful and effective tools for change.

In searching for a philanthropy group to work with, it was important to Elizabeth to work with a professional organisation with clear leadership and vision who had programs and capability in early family intervention. Berry Street met these criteria.

"Through my giving I'd like vulnerable people to have access to housing and places they feel safe in. I'd like them to feel connected to society to help them to solve problems, as well as networks that help them thrive".

Without critical support such as this, Berry Street will find it challenging to realise our vision to courageously change lives and reimagine service systems.

A valued partnership – ANZ

Berry Street is proud of the partnership we have shared with ANZ for more than 18 years. ANZ work with us to deliver the financial literacy programs MoneyMinded and Saver Plus. This year, ANZ provided significant investment from remediation funds to support many of our programs in the areas of family violence, out-of-home care and housing/homelessness. We are also thankful for ANZ employees supporting us through corporate volunteering and workplace giving. The Berry Street–ANZ partnership – which has grown significantly over the years and emphasises quality programs and sustainability – has a real focus on creating meaningful change through harnessing both organisations' skills and expertise.

Adrian & Candice Field	Philanthropic Partner
ANZ	Corporate Supporter
Australian Communities Foundation	Philanthropic Partner
Australian Philanthropic Services Foundation	Philanthropic Partner
B B & A Miller Foundation	Philanthropic Partner
Barr Family Foundation	Philanthropic Partner
Berry Long Run	Community Fundraiser
Blue Apache	Corporate Supporter
Bokhara Foundation	Philanthropic Partner
Brian M Davis Charitable Foundation	Philanthropic Partner
Catholic Education Western Australia	School, University & Institutional Partner
Craig Silbery	Philanthropic Partner
Delron Foundation	Philanthropic Partner
Department for Families, Fairness & Housing	Group/Organisation
Donald Fraser Family Fund	Philanthropic Partner
Dr Rob Jones & Katrina Campbell	Philanthropic Partner
Elizabeth Lewis-Gray	Philanthropic Partner
EnergyAustralia	Corporate Supporter
Estate of Anne Duffield	Gifts in Will
Estate of Leslie Trevor Myers	Gifts in Will
Estate of Marion Isabel Jennings	Gifts in Will
Graham & Judy Hubbard	Philanthropic Partner
Heather Belcher	Philanthropic Partner
Helen Macpherson Smith Trust	Philanthropic Partner
Herbert Smith Freehills	Corporate Supporter
International Positive Psychology Association	Group/Organisation
Jacobsen Family Foundation	Philanthropic Partner
James Kelly	Philanthropic Partner
Kamener Foundation	Philanthropic Partner
KIA	Corporate Supporter
Lander & Rogers	Corporate Supporter
Leo and Mina Fink Fund	Philanthropic Partner
Lonsdale Solutions	Corporate Supporter
Malcolm & Pat Chestney	Philanthropic Partner
Margaret S Ross AM	Philanthropic Partner
Mark Boughey	Philanthropic Partner
Mary & Graham Slade Family Foundation	Philanthropic Partner
Myer Ballarat	Corporate Supporter
New South Wales Department of Education	School, University & Institutional Partner
Newsboys Foundation	Philanthropic Partner
Nigel & Patricia Peck Foundation	Philanthropic Partner
Positive Education School Association	Group/Organisation
Positive Schools Initiative	Group/Organisation
Queensland University of Technology	School, University & Institutional Partner
Rita M Andre	Philanthropic Partner
RobMeree Foundation	Philanthropic Partner
Scotch College	Community Fundraiser
Shalini Amukotuwa	Philanthropic Partner
Smartgroup	Corporate Supporter
Social Ventures Australia	Group/Organisation
Soroptimists International of Shepparton	Community Fundraiser
South Australia Department for Education, Trauma-aware Schools Initiative	School, University & Institutional Partner
Springboard Endowment	Philanthropic Partner
Spotlight Foundation	Corporate Supporter
Susan Esselmont	Philanthropic Partner
Tee Up for Kids	Community Fundraiser
The Andrew & Geraldine Buxton Foundation	Philanthropic Partner
The Antipodean Family Foundation	Philanthropic Partner
The Baker Foundation	Philanthropic Partner
The Charles Pellegrino Foundation	Philanthropic Partner
The Flora & Frank Leith Charitable Trust	Philanthropic Partner
The Good Guys	Corporate Supporter
The Goodman Family Foundation	Philanthropic Partner
The Hoffman Foundation	Philanthropic Partner
The John and Betty Laidlaw Legacy	Philanthropic Partner
The Kelly Family Foundation	Philanthropic Partner
The Peel Fund, a sub-fund of Australian Communities Foundation	Philanthropic Partner
The Scobie & Claire MacKinnon Trust	Philanthropic Partner
The Williams Fund, a sub-fund of Australian Communities Foundation	Philanthropic Partner
TM Insight	Corporate Supporter
University of Melbourne Graduate School of Education	School, University & Institutional Partner
VACCA	Group/Organisation
Veith Foundation	Philanthropic Partner
Victoria University College of Arts & Education	School, University & Institutional Partner
Virginia Morrison	Philanthropic Partner
Ward-Ambler Foundation	Philanthropic Partner
Westbourne Credit Management Limited	Corporate Supporter
Westpac	Corporate Supporter
WSP Services	Corporate Supporter

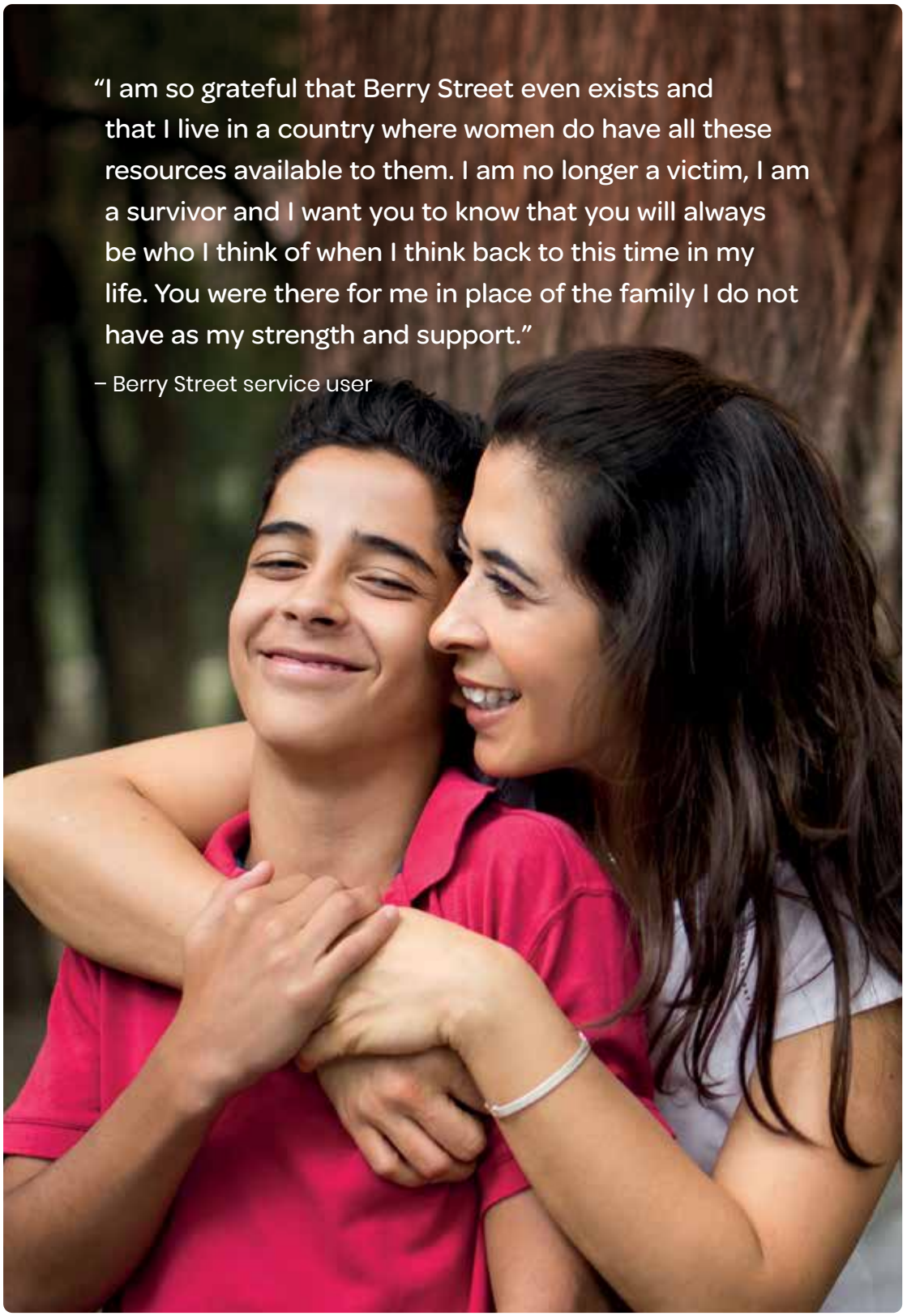
We believe in people.

We believe that children, young people and families should be safe, thriving and hopeful. As one of Australia's largest independent family service organisations, this belief is the heartbeat of our organisation. It defines our purpose, reflects our 140-year history and guides our future.

It is a belief that unites our staff, inspires our partners and donors, and enables us to deliver the best possible outcomes for the people we work alongside.

We also challenge beliefs. We do not accept social injustice, inequality, or system failure. We will always question, inquire, and advocate. Together, we seek change towards what we believe in based upon our values of courage, respect, integrity, accountability and working together.

Above all, we see, hear and respond to the experiences and voices of those with whom we work to make a positive impact on their lives.



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BERRY STREET

Believing In Children, Young People, Families & Their Future.