

I N D E X

		Page No
A. SUMMARY OF THE YEAR		2
B. EXTERNAL CONTEXT		3
C. REVIEW OF KEY AREAS		4
1.	Governance	6
2.	Services	7
3.	People	17
4.	Knowledge	26
5.	Leadership and Advocacy	28
6.	Resources	30
D. LOOKING TO 2010		33
APPENDIX 1	Leadership Roles	35
APPENDIX 2	Professional Development Undertaken by Staff in 2010	38

OUR VISION

*Berry Street believes all children should have a good
 childhood, growing up feeling safe, nurtured and with hope for
 the future*

A. SUMMARY OF THE YEAR

Without wanting to overstate it, it feels like 2010 was a 'breakthrough' year for Berry Street.

The core of our work remains as strong and vital as ever. We worked with over 13,000 children, young people, women and families, each with their unique needs and stories - but linked by their experience of violence, abuse, neglect, poverty and marginalisation.

We are now the largest 'specialised' child and family welfare organisation in Victoria (and one of the largest in Australia), with the highest proportion of services at the tertiary end (approximately 70%).

Working with these people is emotionally and professionally demanding and means that our staff need to be able to:

- Manage complex issues and systems
- Understand the impact of abuse
- Form constructive relationships with people whose life experience means they are slow to trust
- Advocate for our clients for access to appropriate resources
- Maintain their sense of hope, despite working within a 'system' which is overloaded, crisis driven and regularly exposed to damaging criticism in the media
- Use organisational processes (eg supervision) and their colleagues, and pay attention to self-care, to manage the inevitable 'vicarious trauma', which is inherent in our work.

While these challenges are ongoing, I do feel that the work we've done this year has provided a new platform for the future.

1. The joint work with the Board on reviewing the impact of continual growth and then investing in greater organisational capability has been very significant. Although we are not there yet, we have made good progress in understanding what our organisational information needs are and how we can develop better systems for different stakeholders.
2. Our new Strategic Directions also provides, for the first time, a clear and 'visionary' statement about our aspirations towards 2027 and our areas of focus for the next three years.
3. The Board's commitment to investing in advocacy and evaluation satisfies a long held wish of staff and Board, to make a more strategic impact on key policy issues. It also gives us more opportunities to enhance our leadership role.
4. It's impossible to reflect on 2010 without thinking about the Bruce Perry national tour. This was complemented by a number of other training and leadership activities (see Appendix 2). Each of these has helped consolidate our leadership role, in Victoria and nationally.

In summary, things we should be most proud of:-

1. Maintaining a strong, resilient and cohesive organisation, that is generally recognised as being a leader in providing high quality services to a client group with very complex needs. This includes having such a capable and committed Board, Executive Management Team and Senior Manager group leading our staff.

2. Our new Strategic Directions, which sets us apart from our colleagues and significantly and explicitly 'raises the bar' on what we want to do to ensure 'all children have a good childhood'.
3. Taking the time to reflect on what we need to sustain continued growth and being prepared to make the investment.

Things we could have done better:

Although we've made a start, progress on our Marketing Strategy, Excellence Framework and on the development of our Early Years Services Plan proceeded slower than we would like.

B. EXTERNAL CONTEXT

'No man [or woman!] is an island', but with the speed of communication now, all organisations and individuals are influenced by the context within which we work - local, state, national and global.

Although the 2010 unemployment rates are some of the lowest on record (5.1%, 618,800 people) and Australia survived the Global Financial Crisis in a much better position than most other countries, the people with whom we work always bear the biggest impact of any economic downturn. In particular, youth unemployment remains far too high, eg 21% of 15-19 year olds in Gippsland are completely disengaged (no work or study). The average in Victoria is 15%.

Housing and rent affordability remains a significant barrier for many of our clients and the impact of the Social Housing and Homelessness Strategy so far has been minimal.

The political landscape changed significantly with:

- The Federal election seeing Labor returned to Government, with the support of the Greens and Independents. With more changes expected in State/Territory Governments, the Labor/Coalition balance will change significantly. It was pleasing to see the Government's commitment to establishing an Office for Not-For-Profit Sector Engagement for an initial five year period (one of the major recommendations from the Productivity Commission's Report on the Contribution of the Not for Profit Sector in February 2010).
- The Coalition taking over in Victoria, after 11 years of Labor. This means establishing relationships with different Ministers and Advisors and learning how best to influence the development of their policies.

Media and community attention continued on Child Protection, with:

- A very critical Ombudsman's Report on Out of Home Care.
- Another Ombudsman's Report on legal processes and the Children's Court, with a panel appointed to resolve a number of options. With the change of Government, this is unlikely to proceed.
- Regular exposes of the Department of Human Services' unallocated cases and serious incidents.
- The report of the Northern Territory Child Protection Inquiry.

Not given the same attention, but important, was the release of the first National Standards on Out of Home Care. This was one of the priority actions from the National Framework for Protecting Australia's Children.

Ex-Prime Minister, Kevin Rudd, and the Federal Government also signed a Compact with the Third Sector – another first.

The Department of Human Services (split from Health in early 2010), our major stakeholder, was in crisis for most of the year and subject to ongoing criticism about its performance. This impacts on us through less funding flexibility and a tendency to revert to more conservative risk taking.

Demand continues to rise, with the yearly Australian Institute of Health and Wellbeing (2009/10) showing:

- 57% increase in the number of children on Care and Protection Orders and 51% increase in the number of children in Out of Home Care (now 35,985) over the past five years.
- The rate of children in Out of Home Care has increased from 4.9 to 7 per 1,000.
- Indigenous children remain grossly over-represented – eight times more likely to be substantiated and 10 times more likely to be in Out of Home Care.
- Reports to Child Protection in Victoria were up 13% to 48,369. Interestingly, 71% of Victorian reports were resolved without investigation, compared with NSW's quoted figure of 70% investigated. 54% of Victorian investigations were substantiated.
- Compared with the other States, Victoria has the lowest rate of neglect (7%, compared with the Northern Territory's 50%) and highest rate of physical abuse.
- At 30 June 2010, there were 5,469 children in Out of Home Care in Victoria, 6% more than last year. Our rate (4.4 per 1,000) is less than half of NSW (9.9 per 1,000).
- Only 1% (compared with the average of 24% and Northern Territory's 64%) of children on Child Protection Orders are returned within three months, which suggests better targeting of intervention in Victoria.

For the first time, statistics on foster carers were included and this showed:

- At 30 June 2010, there were 8,049 households nationally with a placement (Victoria 907).
- Of the 1,612 households in Victoria who had a placement during the year, 495 exited and only 351 entered.

C. REVIEW OF KEY AREAS

1. Governance

1.1 The Board

- The Board met 11 times in 2010.
- Laurinda retired after her three terms as President and Paul Wappett was elected. Kate and Laurinda were elected Vice-Presidents.
- Neil Coventry resigned (December) after 7½ years on the Board.
- The Register of Board Directors' Interests was reviewed and updated in December.
- The Board undertook a Governance Effectiveness Review with a facilitated discussion at a Board meeting in May. Issues discussed included: process for review of CEO performance and remuneration; use of Board meetings; the need for a question and answer sheet for the Board; reporting; quality and risk management; Board membership and committees.
- In May, the Board and Executive Management Team (EMT) met for our annual 1½ day Retreat which focussed on our new Strategic Directions.
- Reports on our Aboriginal Strategic Plan were provided in April and October.

- Existing Board Committees – Finance and Investment, Governance and Quality & Risk Management Committees continued to meet and a new Public Policy and Advocacy Committee was established in September 2010.
- The Board met with: Gill Callister (new Secretary of DHS in March at Open Place); Andrew McPhee (ANZ) regarding our new Marketing Strategy; and a number of staff from Ernst and Young about our new Environmental Sustainability Plan.
- The Investment Strategy was reviewed in June.

Major issues discussed at the Board included:

CEO's 2009 Report; 2010/11 Budget; new Service Directions; 2010 – 2013 Strategic Plan; 2010/11 Business Plan; independent income; the Support Service for Forgotten Australians; results of our 3rd Employee Opinion Survey; quality & risk management issues; governance issues; Environmental Sustainability Plan and Action Plan; Marketing and Major Donor Strategies; Dr Bruce Perry National Tour and the Institute; Public Policy and Advocacy Agenda; Ombudsman's Reports on Child Protection and OOHC; and free discussion time in May and November.

1.2 Board Committees:

- **Governance Committee** met four times. Key issues discussed: organisational growth, structure and capacity; Board Effectiveness Review; membership and composition of the Board; Governance Policy; process for electing Office Bearers; Board Annual Agenda; succession planning; and Board Committees.
- **Investment & Finance Committee** met six times. Key issues discussed: increasing independent income; monthly financial performance; Ethical Investment Policy; investment options and portfolio; Asset Allocation; Funds Management; performance reporting; and property issues.
- **Public Policy & Advocacy Committee.** This new Committee was established in September and met twice. Key issues discussed: Vulnerable Children's Framework and State Election campaign; Public Policy and Advocacy Framework; key priorities for advocacy.
- **Quality & Risk Management Committee** met four times (including a workshop facilitated by an external person). Key issues discussed: Quality/Excellence Framework; Business Continuity Plans; governance and accountability system; Internal Audit function; managing sensitive information; Risk Register; and accreditation and quality issues.
- **Independent Income Task Group** was established and met once.

1.3 Strategic Directions

Following discussions with our Senior Manager Group and EMT, at the EMT/Board Retreat we developed our exciting new Strategic Directions.

With a view to 2027 (our 150th anniversary), we have set ourselves goals to:

1. **Over the next 3 years**, broaden and deepen the impact and effectiveness of our work as:-
 - A trusted children's charity with significant independent income;
 - A major service innovator in child and family welfare.
 - A leading advocate for the rights of vulnerable infants, children, young people and families.

- A national knowledge leader on childhood trauma.
2. **Over the next decade**, reshape systems for the care and protection of children to:-
 - Remove the risk of violence and child abuse and neglect from children, rather than taking children away from the risk.
 - Create new systems to improve life chances of children who need Out of Home Care.
 - Reduce the incidence and impact of family violence.
 3. **Over the next two decades**, reshape social and economic policies towards:-
 - Supporting families and communities to raise children well.
 - Remodelling early years education, health and child care services so vulnerable children benefit equally.
 - Eliminate entrenched pockets of poverty, inequality and disadvantage that put children at risk before they are born.

Our four key Strategic Directions are:-

1. Increase independent income.
2. Service innovation, development and evaluation.
3. Stronger public policy and advocacy, focussed on five themes.
4. Building knowledge on child and adolescent trauma.

1.4 Strategic Plan – 2010-2013

Our new three year Strategic Plan maintains our focus on:

- The rights of all children to a good childhood.
- Supporting those children, young people and families with the most complex issues arising from the experience of family violence, abuse and neglect.

A new goal area, Leadership and Advocacy, was added. Our five key strategic goals are:

SERVICES	<i>Berry Street delivers the highest quality services for our clients and communities</i>
PEOPLE	<i>Berry Street has the right people and organisational culture for quality service provision</i>
KNOWLEDGE	<i>Berry Street generates, shares and uses knowledge, evidence and innovation to enhance policy and service responses</i>
LEADERSHIP & ADVOCACY	<i>Berry Street contributes to a fairer and more inclusive community</i>
RESOURCES	<i>Berry Street has the right resources and partnerships to do our work</i>

Reports on the 2009/10 Business Plan was provided in December 2009 and June 2010. Of the 20 objectives, 11 were fully achieved, seven partly achieved and for two there was no progress.

A 2010/11 Business Plan was developed, with six monthly reports to the Board. Every Director developed a plan for their area, consistent with the organisational Strategic Directions and Strategic Plan and adding regional/group specific priorities.

1.5 Responding to growth – building our capacity

Our response to our continued growth was geared to freeing up Directors and Senior Managers to focus on the most critical areas, as well as improving our compliance, through:

- Strengthening our capacity for financial analysis - through the new Chief Financial Controller role.
- Focussing on what is required to achieve our Strategic Directions - through Marg Hamley taking on the new Director Strategic Initiatives role.
- Centralising recruitment;
- Enhancing our advocacy capability - through the new Director Public Policy and Practice Development position and subsequent commitment of 1% of our salary budget (\$1M over 3 years) for evaluation.
- Improving our capacity to develop philanthropic partnerships - through the creation of a Trust and Foundations Co-ordinator (0.6EFT).
- Focussing the Director of Services role on operations - by creating a new Director of Statewide Programs.
- Enabling us to improve the way we manage information - through the creation of a Senior Manager, Information Systems.
- Realising that we couldn't manage our growing education services and advocacy role about the needs of our children and young people without specialist and dedicated resource - through the creation of a new Education and Training Statewide Senior Manager role.
- Strengthening our quality assurance and risk management - through the creation of a Corporate Quality and Risk role (0.8EFT).
- Strengthening our positioning as an employer of choice - through the creation of a Health and Wellbeing Co-ordinator role (starts January 2011).
- Strengthening our communications - through the creation of a full-time Communications Support Officer role.
- Enhancing our capacity to work with our most complex clients and review critical incidents - through the creation of a Principal Practitioner position (which subsequently became the appointment of Dr Neil Coventry [0.2 EFT] as the organisation's consultant child psychiatrist) and a new Principal Practitioner role.

2. *Services – Berry Street delivers the highest quality services for our clients and communities*

2.1 Service Development Highlights

- We extended the people with whom we work through Open Place, the new Support Service for Forgotten Australians. There was considerable discussion about whether this should be part of our core business. However, since we also played a role in the history of the Forgotten Australians, are the largest provider of residential care and were asked by the Forgotten Australians to submit, the decision was made to tender with Relationships Australia Victoria (RAV).
- With the outsourcing of 750 kinship care children from DHS (to assist them in managing their high unallocated lists), we were successful in Gippsland and Hume - and very disappointed not to be successful in the North and West.
- In each region/group, we established a number of new programs.

2.2 Statewide Services

2.2.1 Education

There have been numerous significant achievements amongst our various education programs during 2010:

- We appointed a new Statewide Senior Manager Education & Training, Anne Smithies, and she has brought a stronger focus on curriculum and professional development to our services.
- Melbourne University Youth Research Centre assisted us to finalise our Model of Education which is providing staff with a consistent framework for their teaching.
- With the Felton Bequest grant we received in 2009, we undertook a study of the feasibility of establishing a third campus of the BEST Centre in Shepparton. This study recommended that we pursue registration of this campus.
- We organised our first 2 day retreat for all education staff at which we introduced the new Model of Education and provided a session on understanding the educational needs of young people who have experienced the trauma of abuse and neglect. This retreat was the first part of a solid professional development plan for our teachers.
- With Take Two, we are exploring the application of Bruce Perry's neurosequential model in our school settings.
- In recognition of the increasing professionalism of our education programs and to maintain some parity with teachers in the public sector, we redeveloped our pay structure for teachers.
- With two and now possibly three campuses, we recognised a need to ensure our internal governance of the school is robust and are currently examining a draft model currently examining a draft model that would enhance consistency and communication across the regions.
- In early 2010, the Commonwealth funded renovations at the Noble Park campus were completed and then late in the year, IKEA refurbished all the classrooms so the physical environment of the school is significantly enhanced. We also received funding to upgrade our IT infrastructure.
- Our partnership with the Pavilion school in the North & West Region was strengthened this year and the Preston campus of the Pavilion is now called the Berry Street campus, despite it being a government school.
- As reported in 2009, our partnership with the Pavilion won \$50,000 from the NAB's Schools First Awards. The funds were used to bring teachers from New York's KIPP School to Melbourne, with two teachers spending a fortnight at the Pavilion and two others spending this time at Berry Street's school campuses. KIPP Infinity is one of the highest performing charter schools in New York and the teachers who visited with us had all won numerous awards. They have a strong commitment to high expectations of students and teachers alike, despite operating in very disadvantaged neighbourhoods, and the KIPP teachers brought this message to our settings. We held a highly successful, stimulating public event at the Malthouse and one of these inspiring teachers, Tom Brunzell is keen to spend 12 months with us in 2011/12.
- We continued our advocacy regarding the needs of disadvantaged students, contributing to the Labor Government's Flexible Learning Options policy discussion, making comment in *The Age* and meeting with the then Minister for Education Bronwyn Pike. We continue to encourage decision makers to recognise the need for adequately funded alternate education options for young people who have complex learning issues

which cannot be met in large mainstream settings. We were making some headway with the previous government and will make similar attempts to influence the new State Government.

2.2.2 **Open Place**

Open Place was launched by Minister Neville on 18 March and is providing a much needed and effective service, including:

- Eight hundred and twenty two (822) Forgotten Australians are now registered.
- Eight hundred and fifty four (854) brokerage applications were managed.
- \$640,000 was paid out, with most of this on health (eg dentures, glasses) and life skills (eg computer classes).
- Twenty five (25) consultations were held across Victoria and six Support Groups established (with four more planned for 2011).

2.2.3 **Saver Plus**

Research indicates that children first learn financial skills at home and that children in low income families have fewer opportunities to either understand mainstream financial services or build financial skills. Funded by the ANZ, Saver Plus is a proven financial literacy and asset-building program, with demonstrated ability to improve savings and financial management behaviour over the long term. In 2010, with support from the Federal Government, Berry Street expanded from four Saver Plus sites to 10. Through Berry Street the program has been able to:

- Develop capability and resilience of vulnerable families, not just respond to crisis needs.
- Contribute to stronger communities through reducing financial vulnerability of low income families and building relationships between schools and community organisations.
- Bring financial benefit to families and communities through the matched funding: most expenditure occurs in the local community supporting the local economy.

2.2.4 **Early Learning is Fun**

With the support of the Dara Foundation, our Early Learning is Fun program continues to grow. Highlights include:-

- Eleven (11) new communities in the Goulburn Valley, with 1,776 book bags distributed to new mothers through Maternal and Child Health services and 13 community reading days.
- Developing resources for the Sudanese, Afghan and Karin communities.

2.2.5 **Youth Empowerment**

- **BeNetWise - Cyber Safety**

This project has revealed the enormity of the equity, access and skills gaps for vulnerable children and young people and the staff who work with them. The website and training resources are due to be launched in early 2011.

- **Positive Memory Bank**

June 2010 saw the conclusion of the pilot year for the Positive Memory Bank during which grants totalling over \$40,000 were committed. An evaluation of the pilot informed the development of the ongoing program with \$68,000 available for grant-making in the 2010/11 financial year.

- **Embedding the Charter**

This Charter was developed by the Child Safety Commission to promote the rights of children and young people. Our role in this collaborative

project (with CREATE and VACCA) has resulted in opportunities for leadership in relation to human rights in the sector. We were invited to present at and participate in a panel at a VCOSS convened forum on human rights and have subsequently been asked to provide support to other organisations relating to their human rights practice. Governance policy, procedure and practice resources will be launched in early 2011.

- **Switch On**

The redevelopment of the Living Independently Manual, originally published in 2004, was completed in late 2010 under the new name of '*Switch On: do it FOR YOURself*'. We hope the new Minister for Youth Affairs, Ryan Smith, will be available to launch the *Switch On* resources.

2.2.6 **Heritage and Background Information Service (HBIS)**

- The HBIS supports past clients, or their families, to appropriately access records and information held by Berry Street. Approximately 100 enquiries were dealt with, with 25% from care leavers.
- As part of our commitment to improve support for young people leaving care, we are looking at how we provide access to their records, rather than wait for requests.
- Client registers of all past clients have been digitised.
- A Heritage Grant was secured for an independent assessment of our non-client related historical records, archive and heritage materials.

2.3 **Strengthening our Capacity to Work with Aboriginal Children, Families and Communities**

Our Aboriginal Service Plan was formally launched in December 2009 by the Chief Executive Officer, Muriel Bamblett, of the Victorian Aboriginal Child Care Agency (VACCA) at our annual End of Year Celebration. Muriel, in her remarks, highlighted two challenges for non-Indigenous child welfare organisations: embracing Aboriginal children, families, culture and ways of doing things within their services and programs, whilst proactively supporting the development of Aboriginal specific child welfare agencies, programs and interventions.

Our Aboriginal Services Plan:

- Outlines our specific commitments to work in respectful partnerships with Aboriginal organisations
- Delivers culturally competent and responsive services for Aboriginal children and families
- Requires that all staff, no matter their role, participates in training to build their cultural competence
- Each of our regional service delivery groups develops and implements a three year action plan consistent with the overarching plan and priorities for Aboriginal communities in their region

Oversight of the Plan rests with the Director Public Policy and Practice Development, with its ongoing development supported through the Walking Together Group.

The Walking Together group met six times during the course of the year and has:

- Guided the review and update of the Aboriginal and Torres Strait Islander cultural understanding training for all staff.
- Provided a forum for Aboriginal staff within Berry Street to develop internal networks of support.

- Supported the establishment of an Aboriginal and Torres Strait Islander Assessment Tool to enhance practice and engagement between our staff and Aboriginal and Torres Strait Islander clients.
- Provided coordinated input into the development of the major organisational documents, including the 2027 Strategic Direction, 2010-2013 Strategic Plan and Public Policy and Advocacy Agenda.
- Promoted participation in community events such as NAIDOC.
- Developed policy and advocacy advice in relation to current practice issues including cultural support plans, kinship care programs and national standards for Out of Home Care.

Together with MacKillop Family Services, we funded the Victorian Aboriginal Child Care Agency to develop a resource to help mainstream organisations become more culturally competent. This valuable resource, Responsible Partnerships, was launched in December.

2.4 Highlights from the Groups

2.4.1 Gippsland

- Establishment of the Gippsland wide Kinship Care Program.
- Thirty eight (38) staff completed the Diploma of Community Services (welfare).
- Successful tender for Attorney General's Victim of Crime money to deliver services to first time young offenders.
- Successful tender for Bushfire Mentoring Program with GippsTAFE.
- Co-location of White Lion-OCSC Resi Care mentoring program with us at Morwell.
- Opening of Gippsland (and Berry Street's) first house for kids leaving care.
- Secured additional funding for Therapeutic Resi Care and move to new premises on 5 acres in Traralgon.
- Home Based Care doubled in numbers of carers and placements
- First Take Two and Indigenous boys Wilderness Camp.
- Opening of new Warragul office with Sale planned.
- Establishment of our Supported Playgroup in Morwell.
- New DEECD Early Childhood Scoping Project in Bass Coast.
- Expanded office completed in Morwell and house refurbished.
- Award from Child Protection during Child Protection Week for our commitment to collaborative work.
- Trish appointed Chair of the Victorian Therapeutic treatment Board
- The Pride Culture and Respect Conference with Indigenous Educators throughout Gippsland.
- L2P learning driver program.

2.4.2 Hume

- Completion of a feasibility study with overwhelming support from key stakeholders, including DEECD regional office, for the establishment of a Berry Street school campus in Shepparton.
- Establishment of a three-way partnership for the delivery of Youth Connections in Goulburn Murray and Central Ranges LLEN areas.
- The 23rd annual Foster Care camp was enjoyed by over 200 children, young people, carers, staff and volunteers.
- New Kinship Care Model in Lower Hume Region.

- We received funding from a local fund to provide a kids group program as part of our Post Separation Services.
- New Intensive Case Management Service position, increasing targets from 12 to 18.
- Good outcomes achieved in our first therapeutic residential care unit.
- Entered discussion with DHS about opening new unit in Seymour (land purchased).
- Connect for Kids:
 - Reinvigoration and consolidation of the Connect for Kids team. All positions filled and two new Team Leaders in addition to the Manager.
 - MyLiinc team established: providing individual support to between 30 and 40 young people at any one time in addition to group and community programs (funded by the Darley Group).
 - Cartwheels (Festival for Healthy Living) delivered over 650 sessions with 15 artists in schools during 2010 (reaching every child from 6 primary schools, and a large number of students from Alexandra High School).
 - Flower Empower Art project involved every primary school student in the Murrindindi Shire (over 900 from 14 primary schools); each producing a personal 'flower' with most of these 'planted' along the Great Victorian Bike Ride Route.
 - 15 new volunteers recruited, trained and involved with local Berry Street programs.
 - Emergency Relief services re-established in Kinglake and throughout the Murrindindi Shire, with the Foodshare program extended to two days a week.
 - The Men's Shed opportunity and involvement of Berry Street in both a facilitation and advocacy role.
 - The Firewood Program was also another initiative that has served the community well in providing community connectedness to isolated members of the area.
- VBCMS:
 - Maintained and managed a cohesive team, despite downsizing.
 - Quality services provided to clients with multiple and complex needs.
 - Recognising the unique needs of Marysville with a team working from there.
- New L2P driver education program established in Seymour and Shepparton.
- Increased targets for Saver Plus.

2.4.3 North & West

- The NCARS (Northern Crisis and Advocacy Response Service) provided in partnership with Crossroads and Georgina and Martina's Refuges received a Victorian Police Innovation award. Also, identified as an example of best practice by DHS who are encouraging other Integrated Family Violence Service partnerships to adopt.
- Ten male staff attended the White Ribbon Luncheon pledging to not be silent in the face of any Family Violence situation.
- With funding from the Victorian Women's Trust, the Family Violence partnership developed a short term film 'Love Control', aimed at educating young women about the early warning signs of abusive relationships (www.whin.org.au/resources/videos/36.html).

- Nine new complex targets to establish the Children's Specialised Care Program to place children with sexualised behaviour in foster care.
- In response to the overwhelming numbers of children on Child Protection unallocated lists, Berry Street and Mackillop picked up case management for 20 families each on Supervision Orders. The success of this intervention has resulted in DHS completing some requisite policy work (due diligence and legislative compliance) in exploring the possibility of formally contracting supervision orders cases to CSOs.
- The time Berry Street provided Sue Thompson to work as chair of the ACCSA (Australian Children's Contact Service Association) enabled the completion of several standards and guideline documents to be produced and also to convene another successful National Conference.
- The Berry Street - Pavilion School working relationship was formalised into a partnership in 2010. This has resulted in a renaming of the school to be the "Berry Street Pavilion School" and Brendan (Principal) recommending this model as best practice for any future campuses.
- The first joint North West and South Eastern Regional Management Team Retreat, which focussed on: - some shared understandings of where and why we differ and opportunities for collaboration and support.
- The 5th and 6th Darwin Experience adventure for 28 young people.

2.4.4 South Eastern

Megan Pollard began in the Regional Director role in June 2010. The region has successfully initiated a number of new services developments in the last few months and has celebrated some client and programmatic outcomes. These include:

- An expansion of residential and case management service delivery into the Eastern region.
- DHS continue to request Southern Residential Services to tailor and provide specific care packages for children and young people who, due to their complexity are unable to be accommodated in the traditional system of care within the region. Two specialised care packages were formed in 2010 continuing into 2011.
- We were successful in a tender to DEECD to provide complex case management and tuition to a group of 14 students, as well as professional learning for State school teachers (for nine months).
- The BEST Centre progressed a restructure of the school staffing model to operationalise the Berry Street Model of Education.
- Following a review of our Home Based Care program, a number of issues were identified. This has resulted in a redevelopment of the program.

2.4.5 Take Two

- Take Two officially became an accredited health service through the Australian Council on Healthcare Standards process.
- We accepted our 2000th referral in late 2010.
- Continued to grow and learn as a program in all areas of our work and continuing to integrate clinical practice, research and training.
- We became involved with three mainstream and two Aboriginal Family Coaching (intensive placement prevention and reunification) pilots. This expands our area of working alongside the family services field and has created new partnerships and built on established ones.
- Take Two's involvement in the Bruce Perry Speaking Tour was a great opportunity for new learning, new networking and new version of the term 'team work.'

- Moving into Phase II of the Neurosequential Model of Therapeutics (NMT) which will include a Train the Trainer component.
- The creation of an Eastern Area office in Scoresby
- Completed a number of projects, such as the third evaluation report, the reunification project and the group analysis on family violence, mental health and alcohol and other drugs. The third evaluation report has been published, launched and disseminated.
- The Initial Health Assessment pilot drew to a close. Although we are disappointed at the way it finished and the absence of a formal evaluation, we have undertaken an internal review and will use this to inform the Coalition's policy on comprehensive assessments of young people in residential care.
- The implementation of the Small Talk research project to test the validity of a screening tool for whether or not children would benefit from a speech and language assessment.
- The beginning of developing a narrative group work model by the Aboriginal team known as the Tree of Life.
- Continued with a number of successful training projects such as the 'With Care' residential care strategy, Leadership Learning Labs for Child Protection and the Graduate Certificate and Graduate Diploma in Child and Family Practice. Also continued to expand other training.

2.6 Summary of Program Statistics for 2009/10

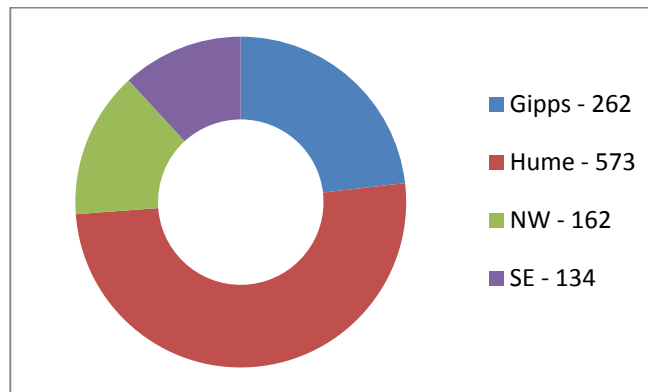
Service Type	Central	Gipps	Hume	North & West	South-East	Take Two	Total
Community *	744	1975	2358	1173			6250
Education, Training & Employment		262	573	162	134		1131
Family		72	301	2788			3161
Foster Care & Kinship Care		79	182	121	77		459
Residential Care		79	17	52	49		197
Therapeutic			20	434		705	1159
Youth (incl Disability)		282	128	214	149		773
Total	744	2749	3579	4944	409	705	13130

* includes Financial Inclusion programs

2.6.1 Community

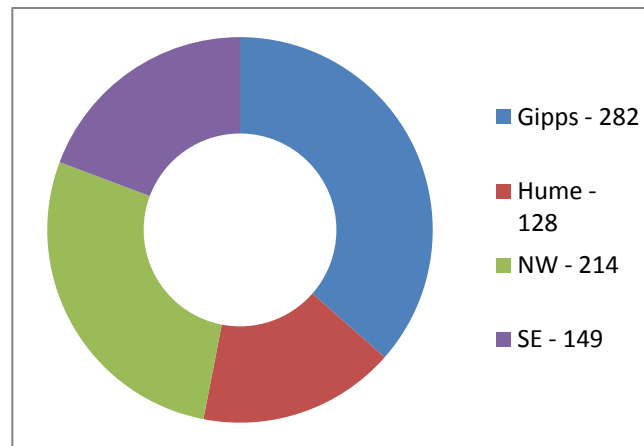
Our community services remain our smallest financial investment, but reach the greatest number of people (6,250). Most of these are through our Connect for Kids program in Alexandra and Yea. Financial Inclusion, emergency relief and the VBCMS make up most of the remainder.

2.6.2 Education, Training & Employment Services



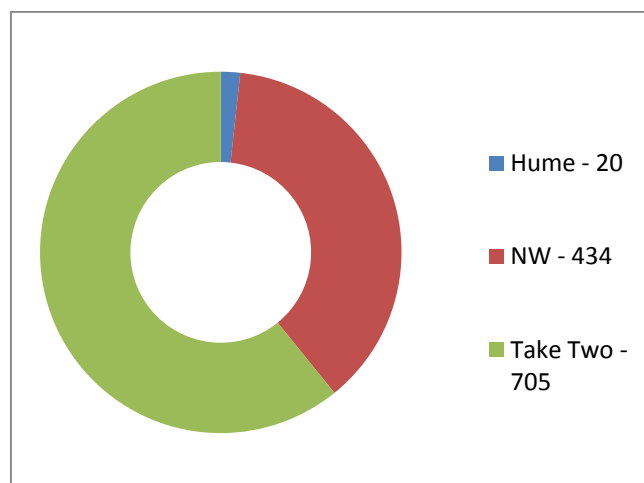
We worked with over 1100 young people through our various education, training and employment programs.

2.6.3 Youth Services (including Disability)



Youth Services to 773 young people, included case management, mentoring, housing, safe driving, leaving care, counselling and advocacy. We were supported by 72 mentors across Gippsland and North West.

2.6.4 Therapeutic Services



We worked therapeutically with 1,159 children and young people, predominantly through Take Two, but also through our family therapy

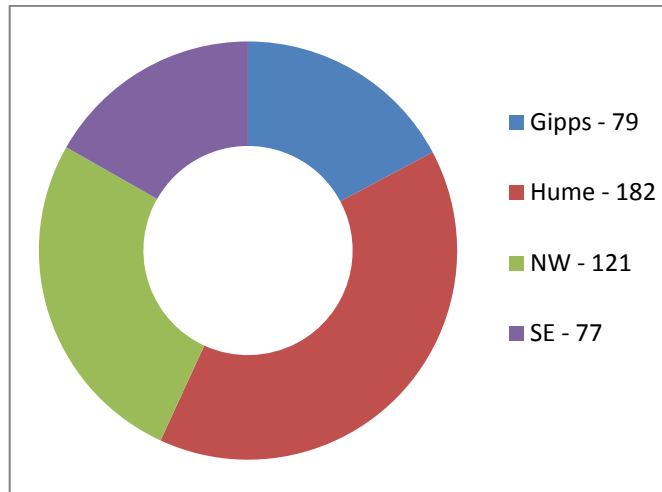
program in the North & West and Sexual Abuse Prevention Program in Hume. Eighty two (82) of the Take Two clients were Aboriginal.

2.6.5 Family Services

Most of our family services are delivered in the North & West region, predominantly through our Family Violence programs (2,788 clients).

Three hundred and sixty two (362) families (and 431 children) used our Children’s Contact Services in Watsonia, Richmond and Shepparton and we worked intensively with another 312 families in Gippsland and Hume.

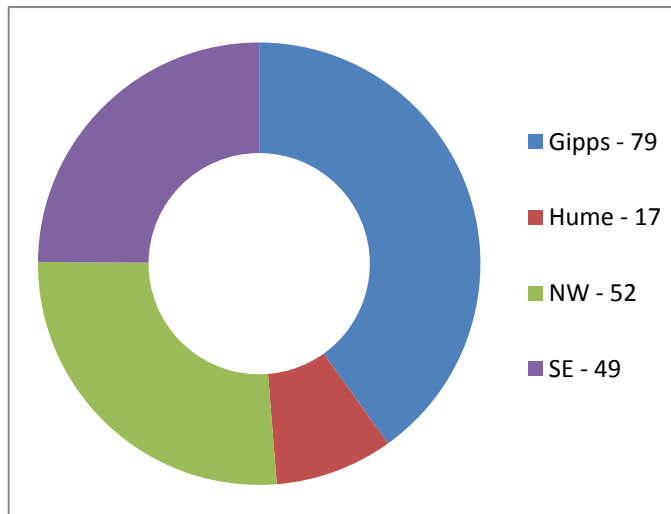
2.6.6 Foster Care & Kinship Care



Our 198 carer households (217 in 2007/08; 238 in 2008/09) provided care for 459 children and young people (346 in 2008/09; 395 in 2007/08).

Thirty-eight (38) new carer households were recruited and assessed (which is the same as the previous year).

2.6.7 Residential Care Services



Residential Care is our most costly area of service delivery and where we work most intensively with the young people. We ran 23 ongoing units and set up an additional four contingency units. Care was provided for 197 children and young people (221 in 2008/09; 184 in 2007/08; 148 in 2006/07).

3. People – *Berry Street has the right people and organisational culture for quality service provision*

3.1 Executive Management Team (EMT)

Chief Executive Officer	Sandie de Wolf
Deputy CEO / Director of Services	Marg Hamley (until December) Ric Pawsey (from December)
Director Business Operations/ Chief Financial Officer	Peter Stansfeld (until July) Emmanuel Tsakis (from June)
Director People, Culture & Information Systems	Jackie Mead
Director Public Policy & Practice Development	Julian Pocock
Director Strategic Initiatives	Marg Hamley (from December)
Director Take Two	Ric Pawsey (until December) Annette Jackson (from December)
Director Gippsland	Trish McCluskey
Director Hume	Anita Pell
Director North & West	Craig Cowie
Director South Eastern	Matthew Reeder (until June) Megan Pollard (from June)
Director Statewide Programs	Sheree Limbrick
Executive Manager, Marketing & Development	Michelle Brownstein (until October - M/L) Karen Mason (from November - M/L replacement)
Executive Officer	Jacqui Riters

2010 was a year of significant change for the EMT with:-

- Marg Hamley stepping down from the Deputy CEO/Director of Services role to the Director Strategic Initiatives role.
- Peter Stansfeld retired and was replaced by our new Chief Financial Officer, Emmanuel Tsakis.
- Creation of a new Public Policy and Practice Development role, which Julian Pocock assumed.
- Creation of a Statewide Programs team, which brings together all service delivery Statewide programs under Sheree Limbrick.
- Anita Pell stepping down from the Hume Regional Director role to work as a Statewide Senior Manager, Home Based Care at the Central Office.
- Promotion of Ric Pawsey to the Director of Services, Annette Jackson to the Director Take Two and Patrice Jackson to the Director Hume.
- Matthew Reeder resigned and Megan Pollard was promoted to the Director South Eastern role.
- Karen Mason joined the Development Team when Michelle Brownstein went on Maternity leave.

The EMT is scheduled to meet for 4 hours fortnightly and met 16 times. In addition, we had two overnight retreats in February and November, where we focussed on: planning for 2010; reviewing the external context; reflecting on previous Strategic Plan and developing priorities for the 2010-13 Strategic Plan and

Strategic Directions; managing stakeholders; sharing Group/Regional Plans; Excellence Framework; and reviewing existing and potential partnerships.

The EMT also joined Senior Managers for a two day retreat in April. The primary objective of the two days was to reinforce our culture and leadership roles. We also discussed: context within which we are working; priorities for the new Strategic Directions; advocacy; stakeholder management; and reaffirmed and refined our Vision.

Marg Hamley continued to chair the monthly Services and Practice meeting, which includes the 6 Operational Group Directors and Director Public Policy and Practice Development, and others as required. The meetings focussed on strategic development of services and programs.

4.2 **Initiatives to enhance Berry Street as an employer of choice**

As part of our goal that *Berry Street has the right people and organisational culture for quality service provision*, we aim to ensure we can attract and retain the best available staff. To this end we aim to pay staff in the top third of our sector for remuneration.

We also worked very hard at sustaining a culture which was supportive, encouraged initiative and where learning was valued.

Other key initiatives to assist Berry Street to be an Employer of Choice, included:-

- The completion of our **third Employee Opinion Survey** in March. Key results included the following:
 - 433 staff responded to the survey (67% response rate compared to 66% for 2009 and 64% for 2008), including a significant increase in responses from residential staff.
 - 89% of respondents would recommend Berry Street to others as a good place to work (94% in 2009 and 89.1% in 2008).
 - 92% of respondents said they had opportunities to express their ideas and 86.9% said that the organisation was responsive if they made suggestions.
 - Almost 54% of respondents think communication has improved in the last 12 months and another 32% think the current level meets requirements. This is stable compared to last year.
 - Berry Street Values are well understood with 97% of respondents saying they are aware of the Values and that they see others applying them in their work (same as last year and the year before), with 98% aware of our Code of Conduct.
 - 97% of respondents said that the organisation was accepting of people from different backgrounds.
 - 89% of respondents either believe that the culture has improved in the last 12 months or was already at an acceptable level (similar to last year).
 - 23.2% of respondents indicated that they do not have enough time to complete their work satisfactorily (25% last year and 46% in 2008).
 - 82.1% of respondents believe that their competence in dealing with diverse cultures has improved in the last 12 months or that they were already skilled in this area (72% last year).
 - 93% of respondents believed that Berry Street advocated for the needs of our clients.
 - 99.5% of respondents believed we make a difference in the communities in which we operate.
- A 3% salary increase for all staff in July.

- A review of our approach to Parental Leave to maximise staff benefit from the Federal Government's newly introduced **Paid Parental Leave Scheme**. It is now possible for a staff member who is the primary carer of a child to have 18 weeks off at full pay including superannuation following the birth or adoption of a child.
- We were very proud to win the **Compassionate Employers Award** this year. This award recognises our caring approach to staff who suffer a significant bereavement. In particular, the judges were impressed with our offers of ongoing support, that leave could be used not just at the time of the funeral but for some of the ongoing issues that may need to be dealt with and the care and compassion shown by our supervisors and staff.
- This year has seen us roll out a **new Professional Development and Assessment Program** across four of our groups with the other two scheduled for early 2011.
- Our new Diversity online module was launched as part of a celebration of Harmony Day.
- More than 12% of our carers, staff and their families utilised our **Employee or Carer Assistance Program (EAP/CAP)**.
- We have implemented access to Meal and Entertainment and Venue Hire aspects of salary packaging for all staff.
- We have undertaken a review of our **Equal Opportunity and Anti-Bullying Policy** and the role of Contact Officers across the organisation.

4.3 **Recruitment, Induction, Orientation, Support and Supervision**

In 2010 we have taken steps to centralise our recruitment processes. HR are now 'project managing' each vacancy, ensuring that all paperwork is collected, that candidates do not start until relevant checks are completed and adding expertise regarding recruitment into all interview panels.

In the second half of 2010, we have piloted an innovative approach to **Residential Care recruitment**. We are using a group recruitment process that includes some staff, and in the future some clients, to identify candidates who may be appropriate for a role in Residential Care. They are then being offered the opportunity to be employed casually and attend three days of training. If we still believe they are appropriate they are then offered 10 'shadow' shifts in a Resi Unit, interacting with our clients. It is only after we receive feedback regarding their performance in this real life situation that they may be offered further work, either casual or more permanently. Initial feedback from the Residential Care Managers is that the process is giving them a high quality candidate and the proposed regular recruitment calendar to 2011 will ease their ongoing rostering issues.

2010 saw an increased **focus on Early Employment**. This included a new Probationary Period Review Form, written to support the new Professional Development and Assessment Program. A new Early Employment Policy and Procedure were implemented, as well as an Induction Checklist. All major Berry Street sites now have an Induction Booklet, based on a consistent template (with some regional variation) and HR now sends prompts to all supervisors regarding completion of probationary periods.

One hundred and eight (108) staff attended one of six Organisational Orientation sessions held during 2010 at Central Office.

4.4 **Leave Liability**

In 2010 Berry Street identified some key concerns with our leave liabilities. All Directors were required to develop plans for staff with more than 6 weeks leave and most of these have been implemented. We will maintain a strong focus on this in 2011.

4.5 **Industrial Relations**

4.5.1 **Portable Long Service Leave**

In 2010 we were heavily involved in lobbying the then Labor State Government to ensure that the proposed system to provide portability of Long Service Leave to staff within the sector was cost effective and workable. Legislation to bring the scheme into effect went through a second reading in Parliament, but then required some changes to federal legislation. In the mean time there was a change of government. Berry Street continues to work with VCOSS and the Centre to ensure we will have a seat at the table in any future review.

4.5.2 **Pay Equity**

In 2010, the Pay Equity case has continued at a slower than expected pace. The original timeframe to have the case heard and decided by the end of 2010 has now seriously slipped as a result of additional time being granted to take submissions. The ASU is now hoping that the decision will come down before the end of July when the new classifications for the Modern Award begin.

At present, both the State and Federal Governments have agreed to fund the increases. Berry Street has been asked to join the DHS Working group to determine the true costs associated with the proposed increases.

4.6 **Quality Improvement and Accreditation**

While 2009 was largely characterised as preparing for external audits, we were able to look more strategically at quality improvement through key projects in 2010. The establishment of the internal Quality Risk Working Group and three quality workshops enabled the quality team, relevant Directors and Director of Services to explore ideas of quality, risk and evaluation and undertake the development of an excellence framework for the organization.

A draft Quality Framework was developed into a high level document 'Excellence Framework', describing our approach to our core services, support services and how results and evaluation ultimately contribute to improving our service to clients.

A 'quality team' of four staff was established in earnest during 2010, with the appointment of a 0.8 EFT Senior Consultant - Corporate Quality & Risk, and a full-time Internal Consultant - Practice Quality Improvement. This move was significant in resourcing us to move beyond compliance.

We consolidated recommendations and learnings from 2009 audits into an organisational Quality Action Plan and continued to work towards specific recommendations in program areas to support Community Service Organisation Registration, Australian Council on Healthcare Standards and HASS programs.

4.7 Safety and Risk Management

There was considerable discussion amongst Quality and Risk forums, including Board and Board sub-committee level, about approaches to Quality, Safety and Risk Management throughout 2010.

4.7.1 Health and Safety

- The Health and Safety Committee met four times. The Committee has reviewed the proposed Health and Wellbeing Strategy, and discussed regional approaches to staff health and well-being.
- Created a site visit checklist for use at all worksites to cover off OH&S requirements. All sites to be visited by Corporate Quality by June 2011.
- Reviewed reception security.

4.7.2 Privacy

Rolled out the 'Privacy in the Workplace' tool in July 2010. This tool was completed by all teams and used to discuss the privacy risks associated with the work of individual teams across Berry Street.

4.7.3 Emergency Management

- Implemented plans to comply with the DHS 2010-2011 'Leaving Early' policy for all clients and carers in 52 high risk areas and extreme areas as rated by the Victorian Fire Risk Register.
- Updated Berry Street Bushfire Preparedness policy and developed Business Continuity Plans for each region and the whole organisation.
- Did a stocktake of all Berry Street vehicle bushfire safety kits and replenished stock (eg blankets, torches, masks, stickers) and rolled out Vehicle Bushfire Safety kits to carers in high risk areas.
- Undertook an audit of all sites that ensured we have emergency evacuation plans displayed at each worksite. This audit also pointed out areas for improvement including a need to appoint wardens and develop comprehensive emergency manuals at some sites.

4.8 WorkCover

The WorkCover premium for 2010 was \$816,245. Through determined effort, we continue to see a reduction in premium despite an increase in wages each year. The 2010 premium rate reduced from 2.24% in 2009 to 2.06%.

4.9 Professional Development & Training

We continue to invest significantly in professional development and training, with the objectives of:

- Reinforcing our learning culture
- Ensuring the highest quality services for our clients
- Ensuring, as far as possible, that staff have the necessary skills and qualifications to carry out their role
- Reinforcing Berry Street as an employer of choice

2% of staff salaries was allocated to professional development, which remains higher than the sector average of 1.6%. The value of this is reinforced through the Employee Opinion Survey, which consistently reports that professional development is a key factor in staff retention and satisfaction.

4.9.1 New Initiatives

Our core professional development focussed on: embedding leadership skills; promoting competence in working with Aboriginal people; ensuring

compliance requirements are met; specific practice requirements; and improving qualifications of residential care workers.

1) Organisational training

- Rolled out new Learning Management System (LMS) Online modules -
 - Equal Opportunity Refresher - 257 staff completed
 - Celebrating Diversity - 422 staff completed
 - Student Supervision - 8 staff completed
 - Student Orientation - 10 students completed
- Reporting on completion of modules became part of the improved reporting system for the People, Culture and Information Systems team.

2) Leadership training

- Privacy Training - One hundred and thirteen (113) Team Leaders and Managers attended sessions ran by Privacy Victoria, and led discussions within their teams on privacy requirements.
- Internal Consulting Training - We ran our first Internal Consultancy Training for Central Office staff.

3) Practice Based Training

- This area was strengthened by a new Team Leader (part-time) position of Practice Based Training.
- In partnership with Holmesglen TAFE, thirty-eight Gippsland staff completed a Diploma of Community Services as a response to a local shortage of qualified staff. This was a fantastic initiative, which has greatly developed the capacity of the region, and will deliver more flexibility for the region with staff able to undertake roles that have this qualification as a minimum requirement.
- A Certificate IV in Child, Youth and Family Interventions again in partnership with Holmesglen TAFE, has commenced with seventeen Residential Care staff from our Northern and Southern Regions. This is being delivered at our Eaglemont office, and will assist Residential staff in developing skills and attaining (often their first) industry qualification.
- New courses delivered in 2010 included Advanced Effective Conflict Management, Looking After Children, Preparing for Court and Circle Training. Advanced Effective Conflict Management was attended by nine (9) senior Residential Care staff to further build the skills of existing staff members. Three of these four new course were able to be delivered by internal Berry Street staff, which was pleasing and reflects increased internal capacity to deliver training.

4.9.2 Study Leave

We continue to encourage Study Leave (up to 5 hours a week), both to reinforce our culture of continuous learning and to enable staff to upgrade their qualifications and skills.

Fifty (50) staff made applications for Study Leave in 2010 either at the start of the year or mid year. This is double the number from the previous year. Undoubtedly this is a reflection on the change in policy in 2009 which reduced restrictions around time employed at Berry Street and

allowed study leave to be used more flexibly (placements and online education). Of these 50 applications, 44 were approved and allocated a number of hours to utilise throughout the academic year.

Courses studied included: Bachelor of Adult Learning and Development; Public Relations Certificate; Developmental Psychiatry Course (Mindful); Masters of Social Work; Bachelor Social Science - Counselling; Bachelor Arts/Social Work; Diploma of Community Welfare; Diploma of Youth Work; Certificate IV in Child, Youth and Family Interventions; Masters of Child Psychoanalytic Psychotherapy.

4.9.3 Qualifications

1) Diploma of Community Services Work - Gippsland

In 2010 a partnership between Holmesglen and Berry Street saw Gippsland staff complete a Diploma of Community Services Work. The feedback from the Gippsland region and Holmesglen has been very positive.

2) Certificate IV in Child, Youth, and Family Interventions (Residential Out Of Home Care) - Northern

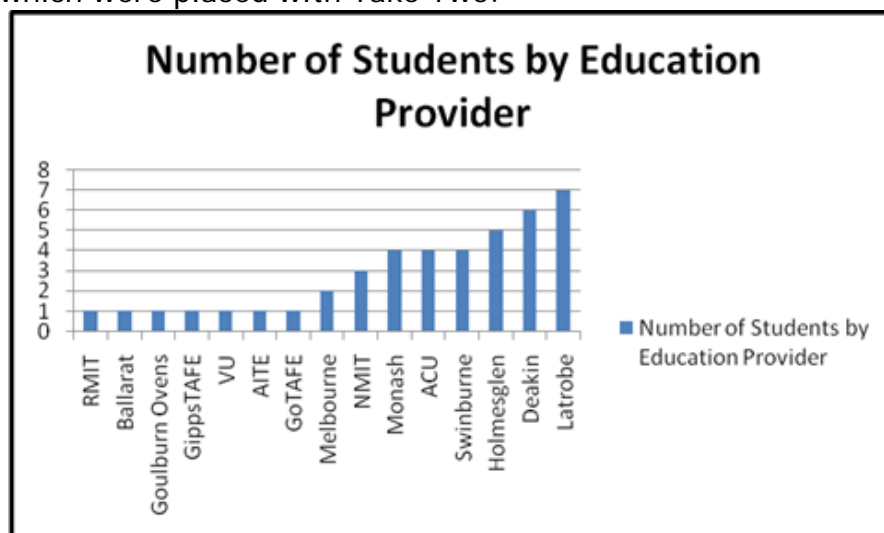
After the success of the Gippsland Diploma, Holmesglen has started to deliver a Cert IV qualification to residential care staff from the Eaglemont office in Oct 2010. Twelve (12) Northern Residential Care staff and five Southern Residential Care staff have enrolled in and commenced this course, which is due to be completed by April 2011.

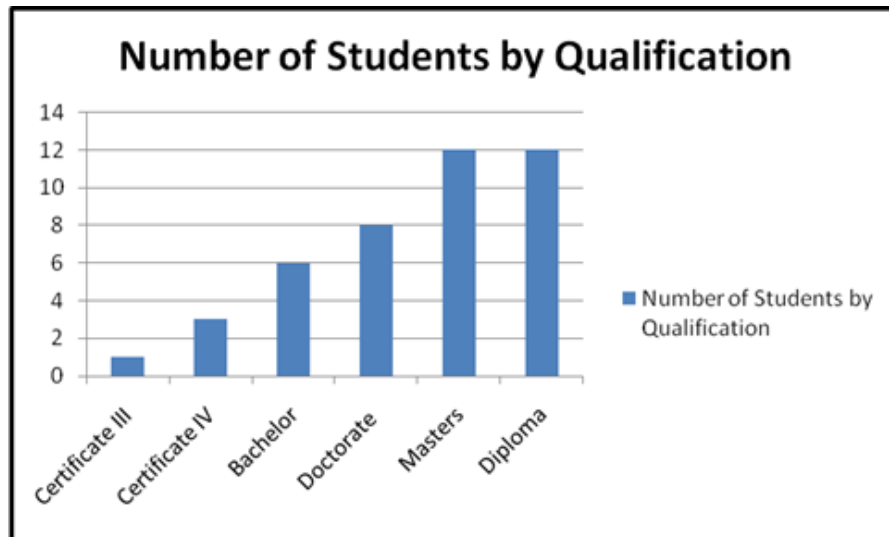
3) Traineeships

Traineeships, through Jobs Plus, have allowed Diploma and Cert IV programs to be financially viable. Of the Gippsland staff who completed the Diploma, 24 staff were eligible for traineeship incentives. Of the 17 staff who have enrolled in the Cert IV qualification, five staff are eligible for traineeship incentives.

4.9.4 Placement Unit

In July 2010 a new student placement policy and resource kit were launched. In addition to these resources, two online modules - Student Orientation and Student Supervision - were made available through the Learning Management System. As a result of this roll out, student placements are able to be better supported and tracked by the Placement Unit. Over 2010, 42 students were registered with the Placement Unit, 18 of which were placed with Take Two.





4.9.5 Training Plan

We have developed a new user-friendly format for our internal training calendar for January - June 2011.

The 2010 training calendar represented a focus on improving organisational quality and compliance issues; embedding leadership skills; promoting Aboriginal Cultural Knowledge and Understanding training; addressing practice-based issues; and providing staff access to key international speakers.

The diversity of other professional development opportunities is summarised in Appendix 2.

4.9.6 Conferences and Events

The Learning and Development Team demonstrated a markedly increased capacity for event management in 2010. The highlight of the year was Dr Bruce Perry's Speaking Tour which was attended by over 3,500 people across Australia; the National Therapeutic Residential Care Workshop; Tony Morrison's Tribute Day; Beyond Engagement Seminar; and visits from Clark Baim and Robbie Gilligan.

Due to the increased focus on events, we invested in Cvent, an event management program, which automated both our marketing and back-end systems. This successfully allowed us to professionalise our approach to running events and was also directly responsible for several requests for us to coordinate events for external organisations, specifically the National Therapeutic Residential Care Workshop (476 attendees) for DHS and Beyond Engagement Seminar (196 attendees).

The major events for 2010 included:

- Dr Bruce Perry's Speaking Tour in September.
- National Therapeutic Residential Care Workshop - attended by over 400 people from across Australia who have an interest in Therapeutic Residential Care. Dr Perry was the keynote speaker, with over forty workshops for participants to choose from over two days.

- Celebrating Tony Morrison's Work - Tony Morrison (Independent UK Social Care Consultant) tragically passed away in early 2010. He was best known for his work on Social Care Supervision, which continues to inform our supervision practice.
 - Tony was scheduled to come to Melbourne along with Clark Baim (UK trainer and co-author with Tony)
 - As a tribute to his impact on our sector we organised a public one day event, honouring his work and were fortunate to have sector leaders such as Emeritus Professor Dorothy Scott and Dr Judith Gibbs and Clark Baim (UK colleague of Tony's) contribute as presenters. We intend to use proceedings from this day for a Scholarship honouring Tony's contribution to the field of Social Care.
- Clark Baim (UK Psychotherapist and Trainer)- ran workshops on Theory and Practice of working with people who have violent & sexually abusive behaviour, Working with denial and resistance at our Richmond office, and also in our Hume and Gippsland regions. Excellent feedback was received and a return visit in 2011 has been planned.
- Professor Robbie Gilligan, from Trinity University in Dublin, best known for his work on Resilience, presented on this for 26 Home Based Care staff, ninety-one Practice based staff, and facilitated a very well received Policy Day for our internal executive who invited peers from our sector.

The Learning & Development team also provided substantial support to other training events, such as the With Care training delivered by a partnership of Take Two and Westcare.

4.9.7 **Training Facilities**

1) **External Hires**

In 2010, we moved into our third full year of providing our Central Office training facilities for hire to external parties.

2) **Training Room Usage**

On average, the Training Room was used 14 days of the month, of which 10 days were dedicated to internal training or meetings and 4 days to external room hires. This level of usage will dramatically increase in 2011, and clearly highlights that our facilities are becoming highly sought after space.

4.10 **Internal Communication**

4.10.1 The **Berryland Banner** is the main form of written communication to all staff and goes out fortnightly as an e-newsletter via email from the CEO. Twenty-three (23) editions were circulated and provided information on:- key events; achievements; celebrations; new programs and program changes; new and revised policies; property changes; training opportunities; staff vacancies and changes; pay information; and Health & Safety. We also introduced a new section 'Resources, Research and Practice Spotlight', which focuses on a different topic each fortnight and aims to develop practice and increase awareness and knowledge about the issues affecting our clients.

4.10.2 Four editions of our **Carers' News** were produced and sent to all active carers within Berry Street, including Kinship Carers. Each distribution includes both general and regionally specific information.

4.10.3 Two Newsletters were produced:

- The Spring newsletter- '*New Directions*' was sent to 7,693 supporters.
- The Autumn Newsletter - '*133 years*' on was sent to a total of 6,356 supporters.

The Spring Newsletter was the first in which we also produced an e-version. We also designed a new e-Xmas card which went to over 200 supporters and regional contacts.

4.10.4 **Central Office Monthly Bulletins** (7 editions) were circulated to all our Directors, Senior Managers, Managers and Team Leaders to ensure that they are aware of organisational policy and operational issues, significant staffing and program changes, sector issues and professional development opportunities.

4.10.5 **Regional/Group Management Team meetings** continued to be held monthly or bi-monthly in all groups/regions. Regional planning days to reflect on achievements and plan the Group's priorities for the next 12 months continued. Residential, Home Based Care and Education Cross Regional Forums and Regular Regional Management Team meetings continued across the organisation.

5. **Knowledge – *Berry Street generates and uses knowledge, evidence and innovation to enhance policy and service responses***

5.1 **Overview**

Led by our new Public Policy and Practice Development Team, we:

- Established through collaboration Berry Street's long term Public Policy and Advocacy Agenda.
- Led the development of a proposal for a Vulnerable Children's Framework in partnership with other non-government agencies and advocated for the framework during the 2010 State election.
- Supported the development of an Excellence Framework to drive quality improvement and a culture of questioning, reflection and learning.
- Coordinated the review, improvement and implementation of a new client records system to ensure an appropriate level of consistency in case files and high standards of privacy, file security and management.
- Developed online staff training modules under the Foundations for Practice commencing with a module on child development.
- Commenced work on the development of an agency wide Evaluation Framework (through someone seconded through the Australian Institute of Family Studies), that will serve a number of purposes including driving service improvement, outcomes monitoring and provide evidence and case studies for our public policy work.
- Took responsibility for evaluation of the Darwin Experience, Health and Wellbeing and Kinship Care programs, Positive Member Bank and Foster Care Camp.
- Working with service delivery staff, business operations and administration coordinated the development of successful major tenders for services focused on residential care, education for at risk young people and youth leadership programs for boys.
- Secured reforms to State Government early years funding programs for vulnerable children.

- Collaborated with our service delivery staff to produce public policy submissions relating to national standards for Out of Home Care, improved access to education for low income families, family violence law reform, child protection reform and the establishment of a National Commissioner for Children and Young.
- Developed structure and content for the Knowledge Centre within the Berry Street website, including a regular advocacy spotlight and introduced a Research/Resource Spotlight in our fortnightly Berryland Banner.
- Participated in State and national sector reform processes including, Ombudsman review of Out of Home Care; review of the Northern Territory Child Protection system; integrated standards for DHS funded community service organisations in Victoria, and development of national standards of Out of Home Care.
- Reviewed and revised the Service Charter and Policy Framework.
- Authored practice related policies and procedures relating to client records, children's contact services and secure transport, relocation and archiving of client information.
- Commenced projects to create an agency wide Out of Home Care policy manual and sexual health and education policy for children and young people in Out of Home Care.
- We also contributed to research through the Felton Chair 'Who am I?' and on Kinship Care, Saver Plus, Family Relationship Services Programs and evaluation of Family Violence Safety Notices.

5.2 Quality Improvement and Accreditation

Our services are subject to seven different external quality and accreditation frameworks.

Our approach has been to:

1. Support and assist staff to meet all the requirements of their particular regulatory and compliance framework.
2. Pursue the integration and cross referencing of separate regulatory frameworks internally and advocate for integrated standards to government.
3. Establish an *Excellence Framework* across all services and activities of the organization that integrates service evaluation, quality improvement and risk management. The *Excellence Framework* signals that we will focus on results and quality outcomes for clients and communities regardless of the existence or otherwise of external regulatory frameworks.

During 2010 through the collaborative efforts of staff at all levels of the organization we continue to satisfy or exceed all the external licensing, quality standards and accreditation requirements applicable to our diversity of service types.

In particular we:

- Analysed all external reviews and quality audits conducted in 2009 and created an organization wide quality and risk action plan.
- Developed and implemented a consistent Client File Records system across all regions, programs and services.
- Achieved full accreditation for Take Two under the Australian Council on Healthcare Standards EQuIP standards.
- Developed a detailed project plan to support the audit process for Disability Standards.

- Undertook a comprehensive review the Registered Training Organisation compliance with standards and implemented improvements to prepare for audit in 2011
- Supported the development of the Berry Street *Excellence Framework*.
- Participated in Statewide advocacy in relation to the development of integrated service standards.

6. Leadership & Advocacy - *Berry Street contributes to a fairer and more inclusive community*

6.1 Leadership

Our expectation about our leadership role has been strengthened by including it as a specific goal in our Strategic Plan.

In every position description there is an expectation that people will contribute to relevant networks. The EMT and Senior Managers are expected to play a leadership role in collaboration, policy and service development in appropriate regional, Statewide and national forums.

Our leadership in 2010 was demonstrated by:-

- Being recognised as a Compassionate Employer by the Compassionate Friends Society.
- Jackie Mead being awarded the FABO national award as the outstanding HR Director.
- David Hall (Senior Manager of the Victorian Bushfire Case Management Service in Hume) being recognised as the Murrindindi Citizen of the Year.
- The role Julian Pocock played assisting with the Northern Territory Inquiry into Child Protection and the National Out of Home Care Standards.
- Hosting international speakers - Dr Bruce Perry, Clark Baim, Robbie Gilligan and the people from KIPP - and creating successful (both financially and reputationally) tours and forums.
- Hosting a number of international and national visitors and providing training in Macau.
- New and ongoing training of the sector, through Take Two.
- Developing and launching (by video conference) our first Environmental Sustainability Plan.

We presented our work at:

- The 6th Family and Community Strengths Conference at the University of Newcastle, NSW - Robyn Parker and Amanda Jones (Central) on 'Walking the talk: Evaluation in a service environment'.
- 'Translating Evidence into Practice' - Sarah Waters (Take Two) in Canada.
- Yarning Up on Trauma - Shaun Coade (Take Two) and Sandie de Wolf at the SNAICC Conference in Alice Springs.
- Caroline Carroll (Chair of the Alliance for Forgotten Australians and Open Place staff member) presented to the College of Child and Family Protection Practitioners in Canberra, at the anniversary of the Apology.
- Four papers at the National Therapeutic Care Workshop - Dr Yasmin Baliz, Raeleen McKenzie (2) and Adela Holmes (Take Two).

6.2 Public Policy & Advocacy

Building a long term strategic approach to public policy and advocacy in 2010 has presented the challenge of debating the breadth of policy issues that Berry Street will seek to influence. Issues which impact on the well being of children and families span every government portfolio and every level of government. Hence the list of public policy issues that Berry Street could arguably take an interest in is endless.

Our Public Policy and Advocacy Agenda will provide a framework to prioritise public policy work, focusing where we can have the most influence and are most likely to secure significant reforms for the benefit of clients and communities.

Those five theme areas are:

- Safety is not enough
- Fairness & Equity for Families
- No Place for Violence
- Two Ways Together - Supporting Aboriginal Families and Children
- Childhood Belongs to Children

Alongside work to develop the Public Policy and Advocacy Agenda, we have maintained a significant level of activity in responding to current policy reform processes.

During 2010 we have provided formal **submissions** or made formal representations in relation to:

- Looking After Children (LAC) integrated reporting and standards.
- National Standards for Out of Home Care.
- Extension of Bushfire Case Management and Recovery Support.
- National Framework for the Protection of Australia's Children.
- Development of an Aboriginal Kinship Care Program by DHS.
- DHS Cultural Support Plans (problems with).
- Reform of Victorian Government early years programs for children at risk or known to Child Protection.
- Productivity Commission report on the Contribution of the Not-for-Profit Sector.
- Health promotion for young people in Out of Home Care, including sex education.
- Kinship care program reforms.
- Victorian Ombudsman Out of Home Care own motion inquiry.
- Charter of Rights for Children and Young People.
- Proposal for a 'Vulnerable Children's Framework', developed in partnership with VACCA, Community Child Care Victoria, Domestic Violence Victoria and the Centre for Excellence in Child and Family Welfare.
- National reform of Family Violence legislation.
- Australian Parliament Joint Select Inquiry into Cyber Safety.
- The Victorian Government review of Alternate Education.
- Victorian Law Reform Commission review of Child Protection statutory models.
- Establishment of a National Children's Commissioner.
- Northern Territory Child Protection Inquiry.
- Improved financial support for carers.

7. Resources – *Berry Street has the right resources and partnerships to do our work*

7.1 Financial Performance

Income increased by 21.8% to \$51.7M and total net assets by 1.6% to \$33.7M. A tool was developed to benchmark our investment performance and nine modules of the new Accounting system were successfully implemented.

7.2 Properties

Ensuring that we can meet the infrastructure needs of our continued growth remains a challenge. So too is ensuring all our 62 properties meet all compliance requirements and are well-maintained.

- We established Open Place in Richmond in January.
- In Morwell, we extended the office across another building (leased), renovated the old building (which we own) and carried out floor protection measures and built a new shed at the school annex (next to our office).
- The Take Two Eastern and Southern teams were relocated to a new leased property in Scoresby.
- The Take Two team in Ballarat was relocated to a new leased property in Ballarat.
- The Clayton office is currently going through a partial refit to create a better working environment and better use of space.
- We opened our first residential unit in the Eastern Region in December and relocated three other units.
- The upgrades at the Berry Street Schools were completed in accordance with the Victorian Independent Schools BGA grants.
- The Warragul office was relocated to better accommodation in the same street.
- Twelve new properties were inspected to ensure they met all internal and external standards and legislative requirements, eg. fire safety.

	2004	2005	2006	2007	2008	2009	2010
Total Properties:	56	57	55	53	58	60	62
Offices	*23	23	23	19	18	18	18
Worksites	29	27	27	30	32	33	39
Other (eg Lead Tenant, TYSS)	4	7	5	4	5	9	5

* Increase primarily due to new Take Two offices

7.3 Procurement

Our Purchasing Systems Coordinator continues to improve the efficiency and quality of our procurement processes.

Some highlights include:

- A renegotiation of our insurance.
- The growth of the NAB Credit Card Program to manage our low value purchasing.
- The introduction of Workplace Requisitions Purchasing Software.
- New Provider of Telecommunications Services.
- Environmental Management Plan.
- Procurement Policy developed.

7.4 **Motor Vehicles**

- During 2009/2010, the total fleet increased from 301 to 337.
- Fuel consumption has decreased from 9.2 litres per 100kms.

7.5 **Information Management**

2010 has seen the establishment of the Information Management Team.

Other key work of the team includes:

7.5.1 **Information and Records**

- New policies and procedures governing subpoena information releases have been created.
- A decision has been made to begin implementing Take Two's Client Information System early in 2011.
- We took part in a conference in Canberra dealing with taking care of records that have a historical significance. This will lead into an assessment of the 'heritage value' of our collection.

7.5.2 **Systems and Networks**

- New remote-access technology has been implemented, allowing simpler access to organisational resources from offsite.
- Wireless 802.11 access points have begun to be installed in Berry Street's major offices.
- Successfully migrated all users to the current version of Exchange, the email system used in Berry Street. This enables access by a new generation of mobile devices, like iPads.
- A regular audit schedule audit all computers was put in place.
- The Tandberg videoconferencing system was rolled out.

7.5.3 **Helpdesk**

- Microsoft Client Relationship Manager based helpdesk software implemented.
- Regularly scheduled regional trips instigated. Every region gets at least one regular visit per month by a member of the helpdesk. Response to the trial was overwhelmingly positive, and a slightly increased frequency of visits have been arranged for 2011.

7.6 **Development Team**

The Development Team exceeded the FY09/10 budget.

7.7 **Fundraising**

The Annual Donor Survey achieved a response rate of 7%.

7.7.1 **Appeals & Donations**

Appeal and donation income for 2009/10 was \$778,252 up 17% on the previous year.

7.7.2 **Trusts & Foundations**

- We have been very fortunate in attracting Lynette Moore (ex-CEO of Alzheimer's Victoria) to this Trust and Foundations co-ordinator role.
- We used our Strategic Directions paper very productively for discussions with a number of large foundations about possible partnerships.

7.7.3 **Bequests**

A bequest of \$1.4M was received from the Estate of the Late Tony Williams. The Trustees agreed that \$1M would go to our Positive Memory Bank and the remainder will be used for programs for primary school aged children.

7.7.4 **Major Donors**

A Major Donor Strategy was endorsed by the Board.

7.8 **Events**

- February - Donor Seminar (60) on Home Based Care.
- March - Launch of Open Place by then Minister Neville.
- April - Easter Egg Drive.
- May - Movie Night - Robin Hood, at which David Nye (Manager Financial Inclusion) spoke about Saver Plus.
- June - Bruce Heymanson's '40 Thieves' Golf Day.
- July - Run Melbourne, with 82 runners participating.
- August - Donor Seminar (62) on Adding Healing to Care.
- August - 25th Berry Street Cup, with the Tug of War, with 134 volunteers.
- August - Education Forum at the Malthouse (200).
- September - Enoteca Dinner.
- September - Dr Bruce Perry National Tour.
- October - Breakfast Forum on the impact of violence in our society, hosted by Ernst and Young.
- October - Hodges Walk.
- October - Annual Celebration, with Robert Fitzgerald as the guest speaker.
- November - Bequestor Luncheon on Foster Care, involving 26 bequestors.
- November - Foster Care Lunch.
- November - Show'n'Shine - car show event.
- December - New Scoresby Office opening.
- December - End of Year staff celebration at Caulfield Race Course with almost 400 staff attending.
- December - Respectful Partnerships resources launched at Melbourne Museum.

7.9 **Merry Berry Christmas Campaign**

Berry Merry is our biggest event.

In 2010, we received 7,000 gifts (up 27% on last year). These gifts were donated by 153 participants (up 24% on last year) - 11 schools, 18 groups, 27 individuals/families, 97 organisations.

Wishlist numbers were also up 6% on last year and we provided gifts for 1,400 children and young people.

Volunteers play an important role in Berry Merry. Nine-two volunteers (of whom 87% were from our corporate partners), helped pick up, deliver, pick and pack gifts.

As they have done for the past two years, Hyundai once again kindly provided a van, complete with Berry Merry artwork, for the collection and distribution of gifts at no cost.

7.10 Marketing, Media & Promotion

7.10.1 Marketing Strategy

The need for a Marketing Strategy to drive our profile-raising became more urgent with our new Strategic Directions. Through ANZ, Andrew McPhee led a team of volunteers to help develop our Strategy.

7.10.2 External Communication

- Our new website was launched in November, with much greater capability and a fresh look. On average, there are 6,000 'visits' per month (up 20% on 2008/09).
- 1,000 copies of the 2009/10 Annual Report were produced.
- Late last year a decision was made to establish a Berry Street Facebook page, with a focus, at this stage, on profile raising/publicity/marketing. A Web 2.0 (Online) Strategy will be developed early in 2011.

7.10.3 Media

We continued to look for opportunities to promote Berry Street and strengthened relationships with a number of key media people. Coverage was up 52% compared with 5 years ago.

D. LOOKING TO 2011

The new Victorian Government is committed to a judicial review of Child Protection, with a report in November. Despite anxiety from many of our colleagues, we think it is an opportunity to rethink the role of community service organisations vis a vis DHS. We will be arguing that much of the work currently done by DHS could be done more effectively by community service organisations. While there may be some sector capability issues, it is our view that it is worth investing in building this capability.

In his report to me, Julian used Bruce Perry's seminal work on the architecture of the developing brain to describe the challenges for 2011.

Developing this analogy, we have identified many of the *neurons* we need. These include:

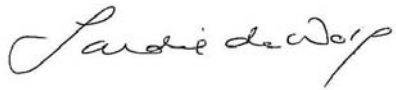
- Continuing to provide a diverse range of high quality services to clients with very complex needs, with real resource constraints and demand exceeding supply.
- Our 2027 Strategic Directions and Strategic Initiatives.
- A desire and growing capability to increase our independent funds.
- Our Public Policy and Advocacy Agenda
- Our service innovations
- Our Excellence Framework, which brings together quality and risk management
- The new Evaluation Framework
- Our 2010-2013 Strategic Plan
- Our Regional/Group, Early Years, Education and Aboriginal Services Plans

Our goals for innovation, advocacy agenda and excellence are ambitious. So too is our target for independent income.

Our challenge is how we nurture, develop and reinforce the *connections* between these *neurons*, within a complex and turbulent environment.

In Julian's words, *"ensuring that evaluation supports advocacy and quality, that client participation informs excellence, that strategic initiatives create knowledge and that all the above impacts on policy"*.

We know that the first three years are critical for the infant's developing brain. Most of the necessary foundations are now in place. The next couple of years should be an exciting time!

A handwritten signature in cursive script that reads "Sandie de Wolf".

Sandie de Wolf
Chief Executive Officer

27 January 2011

BERRY STREET LEADERSHIP ROLES 2010

Leadership roles at a State or national level include:-

Executive Management Team

- Sandie de Wolf (CEO):
 - Chair, Families Australia and the Coalition of Organisations Committed to the Safety and Wellbeing of Australia's Children.
 - Member, Victorian Children's Council and Chair of the Act Implementation Committee.
 - Sector representative on the Human Services Partnership Implementation Committee and Children, Youth and Families Act Evaluation Project Control Group.
 - Secretary, Child and Family Welfare Association of Australia (CAFWAA).
 - Member, Victorian Child Death Review Committee.
 - Chair, Greatconnections and member, Melbourne Community Foundation Boards.
- Craig Cowie (Director North & West):
 - Member, Regional Service Integration Group
 - Member, Out of Home Care Governance Group
 - Member, North & West Region Welfare Alliance
- Marg Hamley (then Deputy CEO/Director of Services, now Director Strategic Initiatives):
 - Vice-President, Centre for Excellence in Child and Family Welfare.
 - Chair, the Alfred Felton Chair of Child & Family Welfare Reference Group.
 - Member, the Child Protection, Placement & Family Support Services Strategy Group.
 - Member, the Evaluation of Child & Family Services System Reform Working Group.
- Annette Jackson (then Deputy Director/Knowledge Manager, Take Two, now Director Take Two):
 - Member, Reference Group, National Child Protection Clearinghouse, AIFS.
 - Member, Working Group for the Graduate Certificate in Child and Family Practice and Graduate Diploma in Child and Family Practice Leadership.
 - Member, Mindful Course Advisory Committee (shared with Sarah Waters).
- Patrice Jackson (Director Hume):
 - Member, Circle Program Development Advisory Committee
- Sheree Limbrick (Director, Statewide Programs):
 - Member, - DHS Integrated Standards Project Board
 - Member, Office for the Community Sector, Sector Consultation Group
 - Member, DHS Including Children and Young People in Decision Making Group
 - Member, Centre for Excellence, Forgotten Australians Sector Working Group

- Jackie Mead (Director, People, Culture and Information Systems):
 - Member, Office for the Community Sector Workforce Reference Group
 - Member, Pay Equity Implementation Advisory Group (DHS)
 - Member, Portable Long Service Leave Advisory Group
 - Member, Royal Children's Hospital Community Board Sub-Committee
- Ric Pawsey (then Director Take Two, now Director of Services):
 - Member, ACHS Victorian State Advisory Committee
 - Member, the Victorian Bushfire Children's Recovery Expert Advisory Committee
 - Member, the CAMHS Redesign Partnership Committee
- Anita Pell (then Director Hume, now Statewide Senior Manager, Home Based Care):
 - Member of Therapeutic Foster Care Advisory Group.
- Julian Pocock (Director Public Policy & Practice Development):
 - National Out of Home Care Standards Working Group
 - Northern Territory Child Protection Advisory Group
 - DEECD Early Years Advisory Group
- Megan Pollard (Director South Eastern):
 - Member, Leaving Care Alliance
 - Convenor, Outer South (Dandenong, Casey & Cardinia) Working Together Strategy
 - Member, Strategic Governance Group (Inner Middle)
 - Member, L2P Program Steering Group
 - Member, Southern Metropolitan Regional Quality Network
- Trish McCluskey (Director Gippsland):
 - Member of the Victorian Therapeutic Treatment Board

Senior Managers

- Joanna Bock (Senior Manager, Open Place):
 - Member, 'Who Am I?' Advisory Group
 - Caroline Carroll - Chair of the Alliance for Forgotten Australians
- Clare Fulton (Senior Manager, Corporate Quality)
 - Member, Centre for Excellence, Quality Circle
- Amanda Jones (Senior Manager - Evaluation, Policy & Research):
 - Member, DHS Sexual Health and Education Policy Development Sub-Committee
 - Member, Saver Plus Evaluation and Research Sub-Committee
 - Member, Stronger Families Sub-Committee on the North East Metro Child and Family Services Alliance
 - Member, Australian Psychological Society Public Interest Advocacy Group
- Meaghan Holden (Senior Manager - Quality Improvement):
 - Member, Quality Reference Group (and working groups) - Children, Youth and Families Division

- Member of the Statewide Looking After Children Reference Group.
- Lucy Prinzi - Member, Domestic Violence Victoria Board
- Sue Thompson (Senior Manager Family Relationship Services Programs, NW):
 - Convenor Australian Children's Contact Services Association (ACCSA)
 - Chief Justice Family Law Forums
- Marell Lynch (Area Manager, Take Two):
 - Member of the Victorian Therapeutic Treatment Board
- Raeleen McKenzie (Therapeutic Care Manager, Take Two) -
 - Member, Circle Program Development Advisory Group
 - Member, Therapeutic Care Executive Reference Group
 - Member, Evaluation of Therapeutic Care Reference Group
- Pam Miranda (Senior Manager, Learning & Development):
 - Centre for Excellence - Member, Residential Care Learning & Development Reference Group
 - Centre for Excellence - Member, Learning & Development Reference Group
- Nicole Milburn (Take Two):
 - Secondary Consultations to the Parenting Assessment and Skills Development Program, Queen Elizabeth Centre
- Ann Sherman (Senior Manager, Child and Family Services - NW):
 - Member, North East Metro Child and Family Services Alliance
 - Member, Nillumbik Alliance for Children and Families
 - Member, Family Services Managers' meetings
 - Member, START Reference Group
 - Member, Best Start Partnership
- Jill Waite (Senior Manager, HR)
 - Member Centre for Excellence, OHS Group

CORE PROFESSIONAL DEVELOPMENT COMPLETED BY BERRY STREET STAFF IN 2010

Organisational, Leadership & Online Training	Practice Based Training
Aboriginal Cultural Knowledge & Understanding (ACKU) (110) ACKU Train the Trainer (14) Celebrating Diversity, online (422) Code of Conduct, online (294) Impact Leadership (16) Diploma of Project Management (15) Equal Opportunity Refresher, online (257) Equal Opportunity Training (105) Group Facilitation Training (20) Hand Hygiene, online (35) Internal Consultancy Training (15) Introduction to Project Management (18) Know Your Awards & EBA's Training (7) Minute Taking (21) Organisational Orientation (108) PDAP Training for Supervisors (14) Practical Aspects of OH&S, online (202) Presenting with Pride & Confidence (10) Privacy Training (113) Student Orientation, online (10) Student Supervision, online (8) Professional Supervision Training (11) Understanding Health & Safety, online (204)	Advanced Effective Conflict Management (9) Beyond Engagement Seminar (43) Clark Baim: Attachment and interpersonal abuse and violence (45) Clark Baim: Working with denial and resistance (37) Clark Baim: Working with people who have violent and sexually abusive behaviour (37) Calmer Classrooms (9) Circle Training (17) Cyber Safety (3) Developmental Psychiatry Course (3) Dr Bruce Perry Speaking Tour (219) Effective Conflict Management (54) Effective Conflict Management Basics (26) Fire Safety (12) Fire Warden Training (6) First Aid Level 2 (66) First Aid Level 2 Update (55) Integrated Practice Training (5) Looking After Children (13) National Therapeutic Residential Care Workshop (62) NMT Refresher Training (48) Preparing For Court (10) Psychological Effects of Sexual Abuse (13) Resi Orientation (32) Robbie Gilligan Home Based Care Day (26) Robbie Gilligan Policy Discussions (9) Robbie Gilligan Practice Day (91) Skills for Psychological Recovery (7) Take Two Friday Focus (58) Take Two Orientation (16) VBCMS Tuesday Focus (48) VETTRACK Training (6) With Care Stage 1 (14)