



CHIEF EXECUTIVE OFFICER'S REPORT TO THE BOARD FOR 2009



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OUR VISION

Berry Street believes all children should have a good childhood, growing up in families and communities where they feel safe, nurtured and have hope for the future

A. SUMMARY OF THE YEAR

2009 was another year of significant growth for Berry Street, predominantly because of our involvement in the Victorian Bushfire Case Management Service (VBCMS). Many of our staff in Hume, Gippsland and North & West regions were either directly impacted themselves or through friends and family. The way they managed both their personal and professional lives during this time was mostly inspiring. So too was the response of staff in our Central Office who willingly and efficiently took on a significant additional workload, mostly without extra resources.

It was also a year where, through the VBCMS and the Support Service for Forgotten Australians, we moved into quite different areas of work. While both were the right decision, it has added another layer of complexity which we need to manage.

When I review the summaries of the monthly reports I prepare for the Board, the recurring theme is our drive to improve what we do - be that new systems like the Finance Management System, taking advantage of the Out of Home Care Reform agenda, being assessed as a leading Community Service Organisation (CSO) through registration and accreditation; introducing new internal processes like our Professional Development and Assessment Program, or advocating with Government, DHS and the community.

Despite the complexity of our work and the environment within which we operate, the risks inherent in our client group, funding constraints, our high level of accountability, the multiple stakeholders, risk averse governments and bureaucracies and a community that doesn't understand the challenges of the work, most of the time we manage to get it 'right'.

This would not happen without the commitment, hard work, expertise, flexibility, determination ('We Never Give Up'), knowledge, capacity to negotiate and work in partnership and advocacy of our staff.

The Board also plays a critical governance role and Berry Street continues to be enriched by the calibre and commitment of our Board of Directors.

The Board asked last year for my view of the 3 things where we did the best and the 3 areas where we were disappointed.

Things we should be proud of:

1. Our collective response to the Bushfires was magnificent and a testament to both our staff's goodwill and an organisational capability which didn't exist a few years ago.
2. Preparing for and achieving accreditation/registration through 7 different processes.
3. Our Aboriginal Strategic Plan, which brings together our many commitments to continue to work respectfully with Aboriginal children, young people, families, Aboriginal Controlled Community Organisations and communities.
4. The calibre of the people of Berry Street, living our organisational Values (eg result of our Employee Opinion Survey) and the continuing leadership role we play in the sector.

Things we could have done better:

Progress in achieving some of our Business Plan objectives was slower than we hoped, eg Foundations for Practice, our Environmental Sustainability and Infrastructure Plans, Foster Care recruitment, strategies for marketing and growing our independent income, client records project and progressing our knowledge and advocacy agendas.

B. EXTERNAL CONTEXT

As an organisation, but also as individuals, we are all affected by local, national and global influences.

Although Australia appears to have avoided the worst of the Global Financial Crisis, it was a dominant influence on governments, business and confidence, particularly in the first 6 months of 2009. With equity markets and government revenues down, we expected a significant tightening in government funding. However, the Victorian Bushfires and economic stimulus package meant that both our Federal and State Government funding increased.

Our charitable income increased slightly, although many philanthropic foundations either reduced or didn't make distributions and Workplace Giving was down slightly. Our investments in acquiring new donors continues to prove worthwhile.

Although unemployment rose, this wasn't as bad as expected. From our clients' perspective, affordable housing remains the most pressing issue and it is hoped that the impact of the big boost in Social Housing and the Homelessness Strategy will be felt in 2010.

The National Apology to the Forgotten Australians in Canberra on 16 November was a significant milestone for the 500,000 children and young people who grew up in institutions and the 8,000 child migrants from the UK.

Within Victoria, the devastation of Black Saturday continues to reverberate on the thousands of people who either lost family, friends, property or businesses, and many others in the wider community.

Because of our reputation and presence in Murrindindi, we became the largest of the Victorian Bushfire Case Management Services.

Child Abuse and Neglect received considerable community attention with the:-

1. Launch of the first National Framework for Protecting Australia's Children, a 10 year Action Plan agreed by the Federal, State/Territory Governments and non-government organisations to achieve a sustained reduction in child abuse and neglect.
2. The Out of Home Care campaign, which resulted in an additional \$134 million over 4 years to improve the capacity and quality of Victoria's Out of Home Care system.
3. The Ombudsman's Annual Report and specific Report on Child Protection, which provoked considerable media attention and additional \$77 million over 4 years.

The Department of Human Services (DHS) was split into Health/Aged Care and DHS, with a new DHS Secretary, Gill Callister.

There were a number of reviews which may impact in the future - the Henry Tax Review, the Productivity Commission's Review of the Contribution of the Not for Profit Sector, a review of Private Prescribed Funds (now Private Ancillary Funds) and ongoing COAG reform agenda.

The Office of the Community Sector (a response to the Strengthening Community Organisations Project and State Services Australia Review on Reducing the Regulatory Burden on Not for Profits) struggled to find its place.

C. REVIEW OF KEY AREAS

1. Vital Statistics

1.1 Income & Expenditure

	2005/2006 \$	2006/2007 \$	2007/2008 \$	2008/2009 \$	Increase %
Operating Income:					
Government	28,395,032	30,069,157	33,619,748	38,745,501	
Other	687,783	916,129	2,774,858	3,725,985	
Total Income	29,082,815	30,985,286	36,394,606	42,471,486	17.6%
Expenditure:					
Salary	21,365,847	23,553,781	26,194,439	30,362,272	
Other Operating	8,009,786	9,264,607	10,674,054	12,860,744	
Total Expenditure	29,375,633	32,818,388	36,868,493	43,223,016	17.2%
Surplus(Deficit)(Op.)	(292,818)	(1,833,102)	(473,887)	(751,530)	
Non Operating Income:					
Charitable	485,632	618,769	1,039,299	1,042,960	
Bequests	402,149	217,397	558,541	477,724	
Investments	1,144,246	2,540,482	(762,302)	(292,930)	
Other Non Op Income	*2,427,849	346,896	(66,439)	208,308	
Total Non Operating Income	4,459,876	3,723,544	769,099	1,436,062	
Total Surplus/Deficit	4,167,058	1,890,442	295,212	684,532	

* Includes proceeds from the sale of our East Melbourne property.

1.2 Balance Sheet

	2005/06 \$	2006/07 \$	2007/08 \$	2008/09 \$	Increase %
Accumulated Funds	21,367,653	26,293,716	28,817,922	29,019,797	0.7%
Total Assets:	30,642,412	35,581,365	38,828,501	39,820,856	2.5%
Current	18,834,442	21,529,427	17,084,170	17,191,086	
Non-Current	11,807,970	14,051,938	21,744,331	22,629,770	
Total Liabilities:	9,274,759	9,287,649	10,010,579	10,801,059	7.9%
Current	7,702,647	6,624,707	8,205,296	8,528,687	
Non-Current	1,572,112	2,662,942	1,805,283	29,019,797	
Total Net Assets:	21,367,653	26,293,716	28,817,922	29,019,797	0.7%

1.3 Financial Transactions

	2005	2006	2007	2008	2009
No. of Cost Centres	161 (+ 91 activities)	166 (+ 97 activities)	216 (+19 activities)	190	202
No. of Creditors paid monthly					
• Cheques	391	343	160	214	250

	2005	2006	2007	2008	2009
• EDI	130	198	350	397	406
No. of Accounts paid monthly	521	541	510	1003	656
No. of Housekeeping Allowances paid to residential units each month	20	20	20	22	25
No. of Debtors Invoices raised monthly	62	63	62	81	108

1.4 Staffing

	2005	2006	2007	2008	2009
Number of Staff (EFT) [end of calendar year]	326	335	365	381	477
Number on Payroll (inc. casuals) [end of calendar year]	503	544	560	650	709
Number of New Staff	78 perm 85 casual	90 perm 95 casual	97 perm 108 casual	102 perm 98 casual	166 perm 73 casual
Number of Staff Who Left	65	102	102	128	133
Number of staff on Remuneration Packaging	237	300	318	301	377
Paid Parental Leave					
Number:	13	7	14	12	9
Total Cost to BS:	\$47,977	\$52,662	\$75,274	\$60,440	\$65,473
Paid Partners' Leave					
Number:	4	4	2	2	6
Total Cost to BS:	\$5,657	\$4,422	\$3,638	\$2,468	\$8,649
Average Length of Service:					
Admin. (inc. maintenance)	3.72yrs	3.88yrs	3.13yrs	3.24yrs	3.23yrs
Residential	3.58yrs	3.82yrs	4.12yrs	3.80yrs	3.02yrs
Managers/Team Leaders	5.53yrs	5.60yrs	5.64yrs	5.33yrs	5.29yrs
Directors	6.27yrs	6.43yrs	6.6yrs	7.54yrs	8.24yrs
Other(Case Mgrs, etc)	2.70yrs	2.74yrs	2.93yrs	2.89yrs	2.78yrs

1.5 Properties and Worksites

	2003	2004	2005	2006	2007	2008	2009
Total Properties:	59	56	57	55	53	58	60
Offices	16	*23	23	23	19	18	18
Worksites	38	29	27	27	30	32	33
Other (eg. Lead Tenant, TYSS)	5	4	7	5	4	5	9

* Increase primarily due to new Take Two offices

2. Governance

- The Board met 10 times in 2009.
- Laurinda was re-elected President for her 3rd term, Neil Coventry was re-elected as Vice-President for his 3rd term and Paul Wappett was elected Vice-President.
- Janine Kirk retired (July) after 12 years and Lyn Allison (March) joined the Board.
- All Board members completed a Register of Directors' Interests and Declaration of Good Character.
- Our Aboriginal Strategic Plan 2009-2012 was developed with clear goals and an action plan outlining our commitment to Aboriginal people. We also undertook a census of the numbers of Aboriginal people accessing our service and gathered information about our compliance with the Aboriginal Placement Principle, Cultural Support Plans and reviewed our links with Aboriginal Community Controlled Organisations.
- In May, the Board and Executive Management Team (EMT) met for a day and a half to for its annual workshop to focus on: reviewing the 2008/09 Business Plan and develop priorities for the 2009/10 Business Plan; knowledge management and advocacy; managing growth; and how we position Berry Street in the changing environment.
- Existing Board Committees - Finance and Investment and Quality & Safety (now Quality and Risk Management) continued to meet and a new Governance Committee was established in December. The Marketing was put on hold and the Education Committee was discontinued.
- The Board heard from Trusted Impact about their review of our sensitive information and Caroline Carroll regarding Forgotten Australians.
- Thirteen staff were involved in Board discussions/presentations and the Board met at the new Eaglemont office.
- The majority of the Executive Management Team attended at least one Board meeting.
- A review was undertaken of our procurement systems and a commitment in principle to an Internal Audit process.
- The Board sought Freehills' advice and considered whether it was appropriate to transfer to the Corporations Act and decided to stay with the Associations Incorporation Act.
- The Chief Executive Officer provided comprehensive monthly reports that included items for discussion/decision; items for information; and operational issues.
- Board meeting minutes (once confirmed and confidential items removed) were posted on the Intranet.

Major issues discussed at the Board included:

CEO's 2008 Report; 2009/10 Budget; 2009/10 Business Plan; independent income; Bushfire response and case management service; results of our 2nd Employee Opinion Survey; quality & risk management issues; governance issues; Out of Home Campaign & Framework for Protecting Australia's Children; Ethical Investment Policy; Aboriginal Strategic Plan and Action Plan; Foundations for Practice; Compliance issues; Forgotten Australians Service & Apology; Anita's Churchill Fellowship; foster care recruitment and retention; the Ombudsman's Report on Child Protection; and free discussion time in May.

2007/2010 Strategic Plan

We are 2½ years into our 2007-2010 Strategic Plan, which is organised around our 5 Goal areas:

SERVICES	<i>Berry Street delivers the highest quality services</i>
PEOPLE	<i>Berry Street has the best staff and foster carers</i>
RESOURCES	<i>Berry Street has the right resources to do our work</i>
COMMUNITY	<i>Berry Street is supported by, and contributes to, a fairer and more inclusive community</i>
KNOWLEDGE	<i>Berry Street generates and uses knowledge, innovation and advocacy to meet changing needs</i>

The 5 key assumptions remained:-

- That we would remain Victorian based, but look for opportunities to share knowledge and expertise within Australia and internationally.
- Of being a leader in our field.
- Expecting continued growth.
- Good relationships being at the heart of our work.
- Strengthening both local and organisation wide approaches.

Reports on the 2008/09 Business Plan were provided to the Board in November 2008 and May 2009. Of the 23 objectives, 11 were fully achieved, 7 partly achieved and for 5 there was no progress. The 2009/10 Business Plan, with 19 priority projects, was developed and reported on to the Board in December.

Board Committees:

- A new **Governance Committee** was established in December, which incorporates the Board Executive Committee and the responsibility to review the CEO's performance and remuneration. The key objectives of the Committee are to: 1) review governance arrangements for Berry Street and recommend to the Board how best to review its effectiveness; 2) Given the continued growth of Berry Street, consider whether existing organisational structures, systems and staff roles are appropriate.

The Committee has met twice and to date has primarily focussed on organisational structures.

- **Education Advisory Committee** - This Committee was discontinued in 2009.
- **Investment & Finance Committee** met 4 times (now quarterly). Chair: Brian Watson. Members are: Mithran Doraisamy, Alice Morrell, Jonathan Clark, plus Sandie de Wolf, Peter Stansfeld and Neil Hutchins. Key issues discussed: monthly financial performance; Ethical Investment Policy; Investment Portfolio; Asset Allocation; Funds Management; and property issues.
- **Marketing Committee** met once. Chair: Mary Clark. Members - Janine Kirk (until July), Peter Koren and 7 advisors, plus Sandie de Wolf, Peter Edwards (until August). Key issues discussed included: terms of reference and structure of the Marketing Committee and future directions.

- **Quality & Safety (now Risk Management) Committee** met 3 times. Chair: David Green. Members - Neil Coventry, plus Sandie de Wolf, Marg Hamley, Jackie Mead, Sheree Limbrick, Ric Pawsey. Key issues discussed: clinical governance; root cause analysis; review of our response to the Bushfires; Accreditation and Quality issues, including Quality Framework; ‘weak signals’; Business Continuity Plan; and review of Risk Register.

3. Services – Berry Street delivers the highest quality services

3.1 Service Development Highlights

- The most significant service development was the establishment of the Victorian Bushfire Case Management Service. The way both our central and regional staff pulled together to recruit and support additional staff, equip them with phones, laptops and cars, find them places to work and even sleep, was very impressive. This was a significant new area of work for Berry Street and the feedback from the community and other stakeholders about the quality of our service has been very positive. See also 3.2 below.
- Another shift from our traditional focus was successfully tendering in partnership with Relationships Australia Victoria, for Open Place, the new Support Service for the Forgotten Australians.
- In partnership with EIV in Gippsland, we secured funding to help young people become ready for, and move into, employment (our Youth on Track program).
- We developed and launched our first Aboriginal Strategic Plan (see also 3.3 below).
- Saver Plus was expanded to 10 sites with funding from the Department of Families, Housing, Community Services and Indigenous Affairs.
- We secured funds from the Telstra Foundation for BeNetWise, a project on cyber safety.
- In partnership with Foundation House, we started working with the Afghani and Sudanese refugee communities to adapt ELF.
- We secured funds from the Buckland Foundation for a 2 year Health and Wellbeing project to improve the health of both young people in residential care and our staff.
- Our Positive Memory Bank was formally launched and granted over \$37,000 to help create 53 positive memories for over 60 children and young people.
- We received \$100,000 from the Federal Government National Child Protection Framework grants for Small Talk, our pilot project focusing on speech and language for children in Out of Home Care.

3.2 Victorian Bushfire Case Management Service (VBCMS)

Berry Street’s participation in the initial emergency response to the devastating bushfires of 7 February 2009 commenced at Kinglake the day after Black Saturday. On 10 February, State and Federal Government Ministers announced a case manager would be assigned to each Victorian family affected by the bushfires and by February 13th the Victorian Bushfire Case Management Service (VBCMS) was established.

Berry Street quickly began delivering the VBCMS in the Hume and North & West regions with staff located in offices in Alexandra (supporting the Shire of Murrindindi), Seymour (supporting the Mitchell Shire) and Eaglemont (supporting people from diverse communities including Kinglake, Strathewen and Whittlesea). Berry Street seconded staff from regional programs to manage the immediate task of responding to the needs

of the trauma affected communities. Additional staff members, eventually numbering approximately 50, were recruited over the following months. Ultimately Berry Street has been responsible for delivering approximately 15% of the Government funded case management service to bushfire affected people in Victoria.

The establishment of the VBCMS, in such a short timeframe and in the context of immense community pressure, was an enormous undertaking for a CSO already busily engaged in our core business. Our staff in Business Operations and People, Work & Culture were stretched to the limit as they sought to create the infrastructure required for the program. Similarly our service delivery staff were overwhelmed by demand from the hundreds of people who needed immediate support and assistance.

As well as being contracted by government to deliver the VBCMS in three Victorian communities, Berry Street has been actively involved in broader community rebuilding, particularly in the Shire of Murrindindi. We have used our profile to bring additional resources to the community, particularly from the philanthropic sector. For instance, we obtained funds so we can employ two youth workers to support the community for the next three years. We are attempting to obtain funds to provide creative practitioners in the Cathedral Ranges schools to assist students to deal with the trauma they have experienced through the Festival for Healthy Living program.

Based on our experience in Take Two we knew that our case managers would require specific support to best meet the needs of those who experienced the trauma associated with Black Saturday. We seconded a senior clinician from Take Two to Berry Street's VBCMS and she has been able to assist staff in how to respond to the traumatised people with whom they are working. We have provided staff with access to regular professional debriefing and monthly opportunities for reflection.

We also decided to carry out our own evaluation and contracted La Trobe University. The Report is due in April.

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

In 2009 Berry Street has increasingly been recognised by our colleagues as a leader amongst mainstream community service organisations for our work with Aboriginal people, organisations and communities. Our internal Walking Together Group continues to provide the focus and drive for our commitment to Aboriginal peoples and communities. At the end of this year we were thrilled that a member of the Walking Together Group, Corey Harrison (Indigenous education worker from Gippsland) won the Early Career Award at our Annual Celebration.

Particular achievements include:

- **Aboriginal Plan:** We are extremely proud to have produced our inaugural Aboriginal Plan for 2009 - 2012 following a comprehensive consultation phase which included much appreciated input from the Board. This is an ambitious plan which is complemented by an extensive Action Plan, outlining organisation wide as well as regional tasks and responsibilities. The plan was developed with the support of our Walking Together Group who continued to meet bi-monthly during 2009. This group will continue to play the significant role of monitoring the progress of the plan. We have also developed a communication plan so we ensure the relevant internal and external stakeholders are aware of our Aboriginal Plan. This included the launch of the plan at our end of year staff celebration by Muriel Bamblett, CEO of the

Victorian Aboriginal Child Care Agency. The plan is now publicly available on the Berry Street website.

- **Aboriginal Census:** We undertook our first comprehensive census on service use and access for Aboriginal children, young people and families. Most of Berry Street's programs participated in the census which covered the period from 1 July 2008 to 31 March 2009. The purpose of this census was to provide a profile of the Aboriginal children, young people and families using our services and to assess our internal compliance with policy and practice commitments. Two hundred and eighty six individual Aboriginal and Torres Strait Islander children, young people and adults received a service from Berry Street during the census period, including 97 in the North & West, 87 in Take Two, 59 in Hume, 29 in Gippsland and 14 in the South East.
- **Yarning up on Trauma (YuoT):** In February we launched the Yarning up on Trauma resource booklet at the Aborigines Advancement League. This was a great opportunity to recognise the success of the YuoT training initiative and to celebrate the innovative work of our Manager, Aboriginal Service Development, Shaun Coade.
- **Cultural Knowledge and Understanding Training:** As noted in the Learning & Development section of this report, the one day introductory Cultural Knowledge and Understanding training has been enthusiastically attended again in 2009. We have begun work on a further two days of practice related training for Berry Street's service delivery staff, which will be based on YuoT.
- **Bouverie Family Therapy training:** Take Two has continued to work with the Bouverie Centre, La Trobe University, to deliver the first Australian post graduate family therapy training for Aboriginal Child and Family workers. In May 2009 ten students of the course graduated at La Trobe University, including three staff of Take Two's Aboriginal team. Two courses have run this year in the Ballarat and East Gippsland Communities.
- **Therapeutic Residential Care:** Take Two has played a key role in the development of Aboriginal therapeutic residential care in Victoria. This includes training for both the Mildura Aboriginal Co-operative and VACCA, as well as providing the senior clinician for the VACCA pilot. This work further strengthens the already dynamic partnership we share with VACCA.

3.4 **Education**

Following the resignation of the Senior Internal Consultant Education & Training earlier in the year, we reviewed the need for the position. We decided the education programs were sufficiently integrated into regional structures that a dedicated, specialist role was no longer required. However by year end we are questioning this decision, particularly in view of the demanding quality assurance requirements for both our registered school and the Registered Training Organisation (RTO).

Despite some challenges, there were numerous achievements in 2009 including:

- Having identified a lack of clarity amongst education staff about our approach to education at Berry Street, we contracted the Youth Research Centre at the University of Melbourne to articulate our Model of Education. This will be finalised early in 2010 but will include the following elements: integration of clinical (therapeutic), welfare & educational approaches; focus on engaging pedagogy &

curriculum; recognized & negotiated boundaries, goals & outcomes; building & maintaining positive relationships; developing & maintaining links with the community; attractive & accessible physical environments; catering for diversity; encouraging student voice & involvement; and supporting & ensuring high quality staffing.

- We successfully applied to the Felton Bequest for funding to undertake a study to ascertain the feasibility of opening a third campus of our registered school in Shepparton. If another campus is indicated, we have also been allocated funds for the campus establishment.
- The Victorian Registration & Qualifications Authority undertook a review and evaluation of operations of our school, including the campuses at Noble Park and Morwell. We were extremely pleased that the BEST school was assessed as being compliant with the minimum standards for registration under the Education & Training Reform Act 2006.
- We received two grants under the Federal Government's Building the Education Revolution for capital works at Noble Park and Morwell.
- Our partnership in the Northern Region with the Pavilion (Banksia-LaTrobe Secondary College) alternate education setting won a NAB Schools First Impact Award.
- We contracted a consultant to undertake an internal review of our RTO.
- We were invited to participate on the Advisory Group of the Department of Education and Early Childhood Development's Alternate Education Review. KPMG undertook the review on behalf of the State Government and their presentation to the Advisory Group indicated promising findings and recommendations. However it has been very disappointing to note the repeated cancellation of group meetings since mid year and the failure of DEECD to publish the review report.
- Berry Street is a member of the Equity in Education Alliance which is made up of VCOS members who are concerned about the burden of the financial costs of participating in compulsory education in Victoria. The Alliance facilitated a very successful Equity in Education Forum this year.
- For some year, Berry Street has been an active partner in the development of the SparkL program, the goal of which is to ensure disadvantaged students become confident, creative and literate learners. The program is generously funded by a private foundation and also involves the Brotherhood of St Laurence, Foundation House and the Victorian College of the Arts. SparkL was officially launched at the Malthouse theatre in late October and Marg Hamley spoke on behalf of the partners about the contribution community organisations can make in collaboration with educationalists.

3.5 **Highlights from the Groups**

3.5.1 **Gippsland**

Trish McCluskey (Director) brought new energy when she became the Regional Director in late 2008. This was evident with the number of new initiatives in the region.

- The first Gippsland Deb Ball involved 24 young people, with 350 family, friends and staff at the Ball.
- We were asked to take on a Wannick Indigenous Youth Transition Program (1 of 3 in Victoria).
- We employed a Sudanese Cultural Employment Learning Co-ordinator, (as part of Neighbourhood Renewal), launched by the Deputy Premier, Rob Hulls.
- In partnership with Employment Innovations Victoria, we were successful in securing funds for Youth on Track employment program (the replacement for JPET - Job Placement, Employment & Training).
- Our L2P driving program secured funds from VicRoads.
- Wilderness Program activities continued with 13 separate days of activities, 3 camps and 2 Reconnect movie nights.
- Our very successful mentor program was extended to include young people and mentors with disabilities (INSPIRE), funded by the Ross Trust.
- We successfully tendered to the Commonwealth for financial counselling.
- Saver Plus, now funded by the Federal Government, has been extended to 5 sites within Gippsland.
- A new Therapeutic Residential Unit was established in an existing residential unit in Morwell, but will be moving within the next 12 months to a great new 5 acre property in Traralgon.
- Our Happening Families program was refunded by the Federal Government for a further 12 months.
- We received additional funding (0.6) through Bushfire Recovery to increase our Aiming High Project to extend into Latrobe and Baw Baw to young people in bushfire affected areas.
- We were successful in our application to deliver Youth Connections in Baw Baw and Latrobe as the lead agency.

3.5.2 Hume

- Victorian Bushfire Case Management Service in Alexandra and Seymour established.
- New Therapeutic Residential Care established.
- Funds secured for 3 years from the Darley Group for 2 youth worker positions in Alexandra.
- The 22nd Annual Foster Care Camp provided a special week for 200 kids, carers, volunteers and staff.
- Our Artist in Residence organised a photographic exhibition (Our Elders, their Stories), which showed at the Melbourne Museum.
- We were successful in our applications to lead 2 new Youth Connections consortiums.

3.5.3 North & West

- All our North & West services (with the exception of the Children's Contact Services at Watsonia & Richmond) were brought together (from 3 offices) in Eaglemont.
- One team of case managers (VBCMS) was established and additional funds were secured for family and financial counselling following the bushfires.
- Twenty-six (26) young people, plus staff and volunteers enjoyed the Darwin Experience.
- We secured 2 additional positions to provide post care support.
- Were successful in tendering for Youth Connections and secured one position.
- With additional funding to Out of Home Care, we were allocated an additional two positions in Home Based Care.

3.5.4 South Eastern

- We reviewed the way the BEST Centre operates and building renovations occurred.
- A new therapeutic residential unit was established.

3.5.5 Take Two

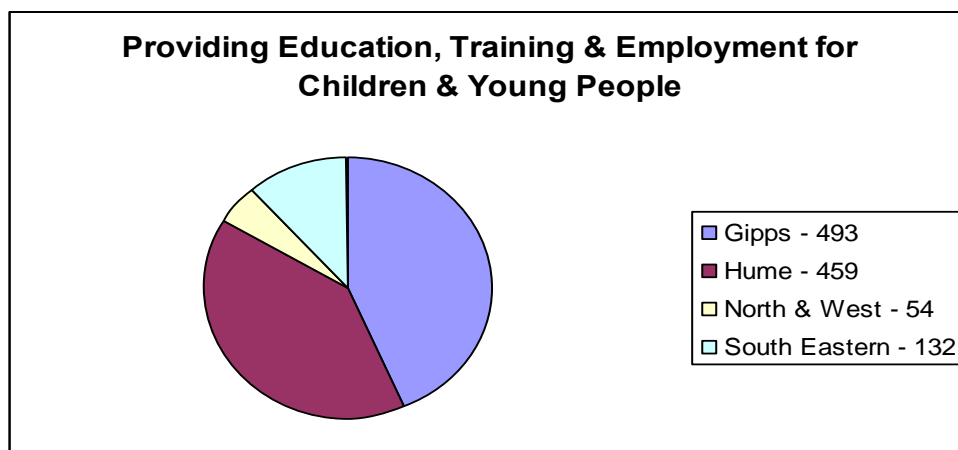
- In partnership with Melbourne and La Trobe Universities, Bouverie and VACCA, we developed the Graduate Certificate in Child and Family Practice and the Graduate Diploma in Child and Family Practice Leadership.
- We secured funds from DHS to run Learning Labs for middle Managers in Child Protection in partnership with La Trobe University and Mindful over a 2 year period.
- The 3rd Evaluation Report was completed (and will be launched soon).
- The Child Safety Commissioner asked us, in partnership with La Trobe University, to do a group analysis of child deaths where parents had mental illness, family violence and substance use issues.
- We supported the rollout of Therapeutic Foster Care and Residential Care, with 9 new clinician positions and a forum with all our partner organisations in November.
- We worked in partnership with Westcare (Salvation Army) to run training for all the therapeutic residential care pilots throughout Victoria (see also 'With Care' training).

3.6 Summary of Program Statistics

3.6.1 Community

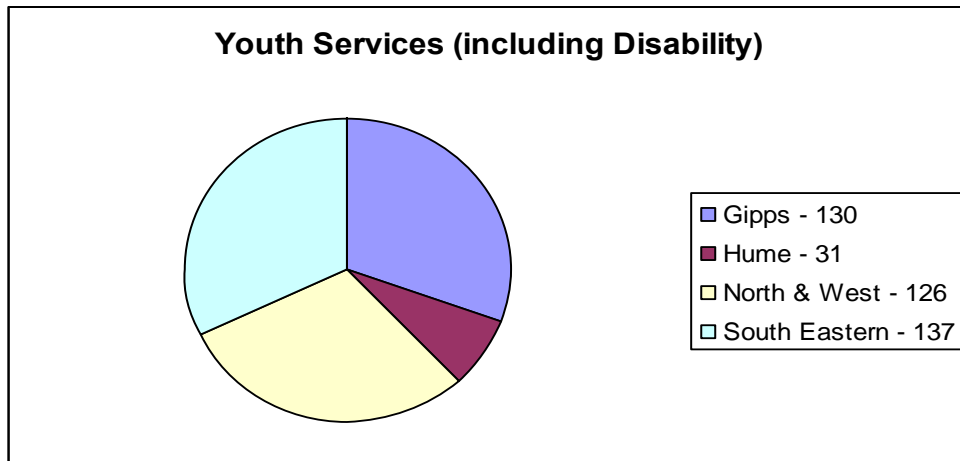
Our community services remain our smallest financial investment, but reach the greatest number of people (4,657). Most of these are through our Connect for Kids program in Alexandra and Yea. Financial Inclusion, emergency relief and the VBCMS make up most of the remainder.

3.6.2 Education Services



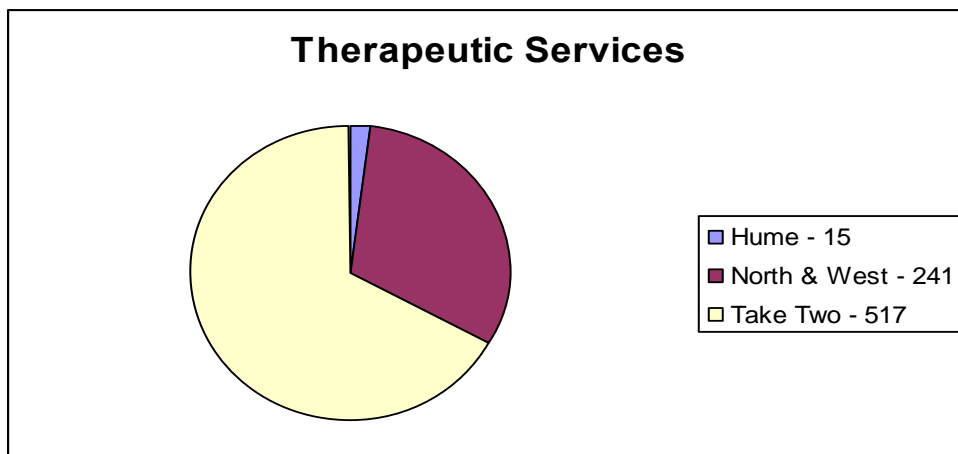
We worked with nearly 2000 young people through our various education programs.

3.6.3 Youth Services (including Disability)



Youth Services include case management, mentoring, housing, safe driving, leaving care, counselling and advocacy. We were supported by 80 mentors in Gippsland.

3.6.4 Therapeutic Services



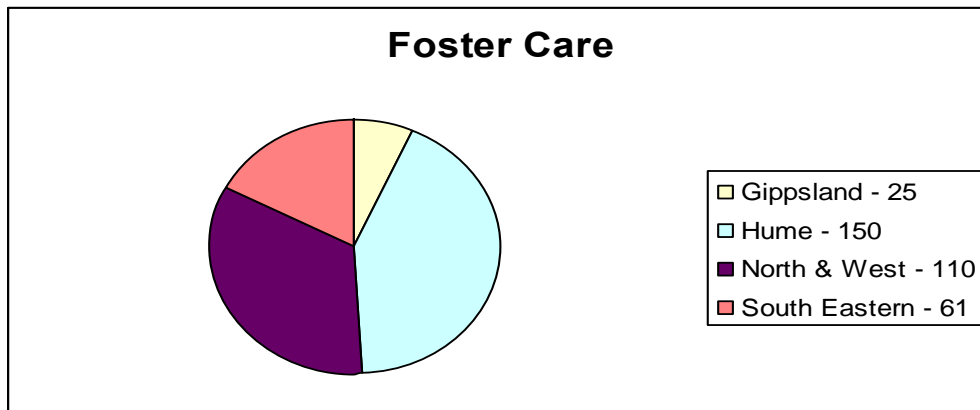
We worked therapeutically with 773 children and young people, predominantly through Take Two, but also through our family therapy program in the North & West and Sexual Abuse Prevention Program in Hume. 85 or 16% of the Take Two clients were Aboriginal.

3.6.5 Family Services

Most of our family services are delivered in the North & West region, predominantly through our Family Violence programs (2,919 clients).

Six hundred and forty one (641) clients used our Children's Contact Services in Watsonia, Richmond and Shepparton and we worked intensively with another 319 families in Gippsland, North & West and South Eastern.

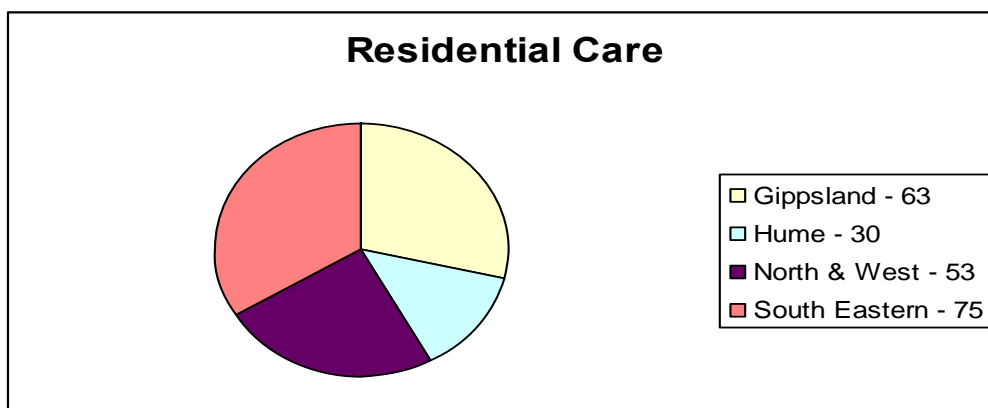
3.6.6 Foster Care



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

Thirty-eight (38) new carer households were recruited and assessed (compared with 47 in 2007/08 and 40 in 2006/07).

3.6.7 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 18 ongoing units and set up an additional 20 contingency units. Care was provided for 221 children and young people (184 in 2007/08; 148 in 2006/07).

4. People – *Berry Street has the best staff and foster carers*

4.1 Executive Management Team (EMT)

Chief Executive Officer	Sandie de Wolf
Deputy CEO / Director of Services	Marg Hamley
Director Business Operations	Peter Stansfeld
Director Community Relations	Peter Edwards (until September)
Director People, Work & Culture	Jackie Mead

Director Policy & Service Development	Sheree Limbrick
Director Take Two	Ric Pawsey
Director Gippsland	Trish McCluskey
Director Hume	Anita Pell
Director North & West	Joanna Bock (until December)
Director North & West	Craig Cowie (from Jan 2010)
Director South Eastern	Matthew Reeder
Executive Officer	Jacqui Ritters

The EMT is scheduled to meet for 4 hours fortnightly and met 16 times. In addition, we had an overnight retreat in April, where we focussed on: leadership; Appreciative Inquiry; relationships within EMT; signature strengths; Foundations for Practice; and review of EMT meeting structure.

The EMT also joined Senior Managers for a 2 day retreat in August. The primary objective of the 2 days was to reinforce our culture and leadership roles. We also discussed: operating context within which we are working; key directions for each Group; growth; sharing achievements of the past 12 months; and discussion of the new Strategic Plan.

Marg Hamley continued to chair the monthly Services and Practice meeting, which includes the 5 Operational Group Directors and Director Policy and Service Development, and others as required. The meetings focussed on strategic development of services and programs.

4.2 **Leadership**

All Berry Street staff are expected to participate in relevant networks and this expectation is included in all relevant position descriptions. EMT and Senior Managers are expected to play a leadership role in collaboration, policy development and service innovation in regional, Statewide and national forums as appropriate.

A list of groups where EMT and Senior Managers played a key leadership role is attached (Appendix 1).

Our leadership in 2009 was recognised by:-

- Being one of two finalists for overall strategy in the WorkSafe Awards.
- Sandie de Wolf - AM in the Australia Day Honours.
- Annette Jackson (Deputy Director/Knowledge Manager, Take Two) - Adjunct Associate Professor at La Trobe University.
- Pat Clinton (Senior Manager Southern Residential Services) receiving the Resi Rocks Leadership Award.
- Leading the sector campaign which secured \$134 million over 4 years for Out of Home Care and the Government and media response to the Ombudsman's critical report on Child Protection.
- Launching our Yarning Up on Trauma booklet in March, a guide to assist Aboriginal Controlled Community Organisations to better understand how their trauma affects staff and their clients.
- Participating in the Premier's roundtable on youth violence - Ric Pawsey & Annette Jackson, Take Two.
- The National Summit on mental health and children hosted by Therese Rein in Canberra - Ric Pawsey.

- Various interstate presentations and consultations, including the Wood Commission, Tasmania, South Australia, Queensland and Northern Territory Minister.
- Providing the 'With Care' Residential Care raining to more than 500 residential care workers across Victoria.
- Bringing out social care expert, Tony Morrison, for a week of training.
- Being asked to be the non-Indigenous critical friend in discussions with Aboriginal Controlled Community Organisations regarding transfer of guardianship - Sandie de Wolf.
- Leading the rollout of Therapeutic Residential and Foster Care in the State.
- Partnership Brokers Accreditation Scheme (PBAS) accreditation in the UK - Marg Hamley.
- Sector advocacy around Family Services pricing - Peter Stansfeld.
- Sector advocacy on Portability of Long Service Leave - Jackie Mead.
- Premier's launch of A Fairer Victoria, where Sandie spoke on behalf of the sector.

We presented our work at:-

- The International Foster Care Organisation (IFCO) Conference in Dublin - Anita Pell and Raeleen McKenzie on Therapeutic Foster Care.
- The Robin Clark Awards, hosted by the Minister - Sandie de Wolf on 'what inspires us'.
- 'Resilience as a guiding framework for research and practice on child maltreatment' - Annette Jackson at the University of Washington.
- The Social and Community Services Industry Training Board Conference on Project Management - Pam Miranda.
- Asia Pacific Regional Conference on Child Abuse and Neglect in Perth - Amanda Jones on ELF (Early Learning is Fun).
- Resi Rocks Conference & Centre for Excellence Conference - Annette Jackson on 'Promise or Reality: Residential Care being Therapeutic' and Resilience.
- Stability, Adoption and Permanent Care Conference - Annette Jackson.
- Victorian Child Psychotherapy Conference - Virtual, Real and Inner Lives of Children and Adolescents Conference - 4 Take Two, Western & Northern staff - on subliminal messages in context and vulnerable children and internet communication,
- Centre for Excellence Conference - Timothy O'Leary on Resilience.

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

As part of our goal that *Berry Street has the best staff and foster carers*, we aim to be in the top third in our sector in remuneration. All remuneration data available reflects the fact that we are currently meeting this goal within Victoria.

We also work very hard at sustaining a culture which is supportive, encourages initiative and where learning is valued. Flexible working arrangements are common place and, wherever possible, we encourage staff to arrange their work to meet family needs.

Key initiatives included:-

- The completion of our second Employee Opinion Survey in February. Key results included the following:
 - A 66% response rate, up 2% from last year.
 - 94% of respondents would recommend Berry Street to others as a good place to work (up from 89.1% in 2008).

- More than 90% of respondents in leadership roles said they had the skills and knowledge to manage team dynamics. A similar number indicated they were clear about organisational messages they were required to deliver.
 - 87% of staff agree they are kept well informed about plans and progress of the organisation (76% last year).
 - 78% of staff report regularly reading the Banner (down from 91% last year following a move to an electronic medium for distribution), which has now been redeveloped into an e-newsletter.
 - Almost 54% of respondents think communication has improved in the last 12 months and another 36% think the current level meets requirements.
 - The 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).
 - 92% of respondents indicated that their team regularly laughs and enjoys each other's company.
 - 18% of respondents said they did not have the time they needed to reflect on their practice (35% last year).
 - 72% 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.
 - 79% of respondents indicate that they have a good work life balance (up 5% from last year).
 - 99% of staff reported that they believe their job is worthwhile and 89.5% reported that the organisation also believed their work was valuable (up 4% from last year).
- A 3% salary increase for all staff in July.
 - Fifteen (15) staff took advantage of our 8 weeks paid Maternity Leave and 2 weeks paid Parental Leave. We also continue to have a very good retention rate for those accessing this leave and expect all except one to return to work.
 - More than 10% of our carers, staff and their families utilised our Employee or Carer Assistance Program (EAP/CAP). This is an increase in the usage on last year.
 - Have recruited 58 people to the Victorian Bushfire Case Management Service (VBCMS). We have used a model that means we have used both local leaders, local staff with excellent qualifications, including some from other roles in Berry Street, as well as people with a broad range of qualifications from outside of the area.
- Due to the nature of the VBCMS work, we have put in place additional supports around these staff including monthly phone "check ups" with a counsellor who can then provide debriefing as required, regular team debriefs provided by an external counsellor and our monthly Tuesday Focus meetings where information can be shared. All staff also have access to a skilled Take Two practitioner who can provide consults as required. Although the program was always time limited we undertook to train all of the supervisors in Berry Street's model of supervision and provide them with some mentoring and guidance as they established themselves in their new positions.
- We have implemented a new approach to Salary Packaging that has reduced Berry Street's administrative burden to deliver packaging and increased its flexibility for staff and have increased staff using packaging from 46% to 53%.

- We were very proud to be nominated as a finalist in the WorkSafe awards this year. The ongoing reductions we have achieved in workplace injuries has been as a result of a holistic and committed response right across the organisation. Whilst we did not win the Award, it has encouraged us to raise our profile and use our successes to assist the broader sector. We have also begun to use this status in our recruitment advertising.
- This year has seen us finalise our Professional Development and Assessment Program. This framework, supported by a suite of tools, integrates many aspects of staff management from recruitment and position descriptions through to Appraisal. Take Two have piloted the appraisal system with good results and the new position descriptions are also rolling across the organisation.

4.4 **Employment**

- We have rolled out the Employee Self Service part of our new Payroll system to all staff, except those on rosters (mostly residential staff). This means staff can now complete their timesheets on line, request leave and update their personal details.
- We are also very pleased that the increased functionality of the Payroll system is allowing us to generate some excellent data for our operational teams. We are now providing quarterly reports, which look at turnover, labour costs, performance issues and compliance within each region and comparing these across the organisation.
- One hundred and twenty eight (128) staff attended one of nine Organisational Orientation sessions held during 2009 at the Central Office and regionally (VBCMS). It is pleasing to note that 61% attended these sessions within their first 3 months of employment. Of these new staff members (less than 3 months employment) 63% had already completed a Supervision Agreement, and 74% reported having supervision according to the Supervision Policy.
- We have created a part time position within the People, Work and Culture team that focuses solely on Early Employment, which will allow us to focus on how we induct staff and take them through compulsory training in their first three months.

4.5 **Volunteers**

- All of our foster carers (238 households) are volunteers and foster care would not exist without them. Similarly, you can't run mentoring programs (Reaching More Kids & Lead Tenant) without the 103 volunteer mentors.
- The majority of our five hundred volunteers (500) volunteers were engaged through our Community Relations/Development team (301), most of whom assisted with the Berry Street Football Cup and Merry Berry. There were 169 community volunteers and 132 corporates.
- An additional 176 volunteers helped with the annual Foster Care Camp and ELF Reading Days in the Hume region.

4.6 **Industrial Relations**

Primarily, our staff are covered by the Australian Services Union (ASU) or the Health Services Union of Australia (HSUA). Berry Street supports the ASU's pay parity campaign and we have provided them with the opportunity to talk to staff in both the North & West and South Eastern regions.

4.6.1 **Portable Long Service Leave**

The ASU has had an ongoing role in the negotiation of a Portable Long Service Leave Scheme for the broader community sector.

4.6.2 **Modern Awards and New Employment Standards**

The introduction of Modern Awards has not created significant difficulties for Berry Street to date.

4.7 **Quality, Safety & Risk Management**

- Over 2009 we have further consolidated the use of the Incident and Risk Reporting System, ERIN.
- Members of the EMT are responsible for evaluating risks in the Risk Register and we went through a review and update of all the risks electronically.
- Data from ERIN incident reporting has been used by managers to analyse trends.
- In December 2009, we entered into a new agreement with Riskman to provide Berry Street with RiskmanQ, a quality module that integrates into the current incident reporting system.
- The Health and Safety Committee met 5 times (one of which was our refresher training for all reps). Local residential unit meetings were also held regularly between representatives and the Residential Care Managers with support from HR, to ensure that issues were resolved quickly and efficiently.
- We used OHS Week as an opportunity to provide daily information to staff in support of the roll out of a Safety in the Workplace tool. This tool was used to discuss the risks associated with the work of individual teams across Berry Street and looks at all aspects of a role from the physical environment through to the stressors associated with the work.
- We developed Business Continuity Plans for the organisation as a whole and each Group.
- In preparation for this bushfire season, we developed Relocation Plans for children and young people in foster and residential care in one of the 52 designated areas and equipped all Berry Street vehicles with a blanket, torch and mask.

4.8 **WorkCover**

The WorkCover premium for 2009/10 was \$941,462.00, including GST. In dollar terms this is an increase when compared to 2008/09. However, this is due to a 28% increase in remuneration, estimated for the 2009/10 policy year. The Premium Rate remained steady at 2.4759% as a result of continued proactive claims management strategies and positive return to work outcomes.

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.

4.9.1 **New Initiatives**

- **VBCMS Tuesday Focus** - in support of the new VBCMS, a monthly professional development day was scheduled for staff in the Hume and North & West regions. Held in Hume, the Tuesday Focus has successfully provided a forum

for professional development, information sharing and support for staff working in these programs. 8 sessions were held in 2009.

- **Project Management Training** - due to the increased organisational use of project management methodologies, an additional training need was identified for those staff members participating in projects, but not managing them. The 'Introduction to Project Management' training was delivered by the Centre for Leadership & Management to 20 staff providing an overview of the Berry Street tools and the project management process. In addition, 17 staff completed the Diploma of Project Management in 2009.
- **With Care Training** - the launch of the 11 therapeutic residential care pilot programs in Victoria stimulated the popularity of the 'With Care' training considerably in 2009. Sessions were scheduled for both pilot organisations and other CSOs interested in working therapeutically. Nineteen (19) Stage 1 sessions (2 days) and nine (9) Stage 2 sessions (5 days) were held across Victoria with all sessions either filled to capacity or over-subscribed. Since August 2008, 524 people (mainly residential care staff) have completed the With Care workshops, and the need for further training continues. As a result, DHS has funded an additional 8 x Stage 1 sessions to be delivered over 2009/10.
- **Tony Morrison** - during January 2009, Berry Street was proud to host Tony Morrison, a leading UK independent Social Care Consultant. Over 300 people attended a series of internal and external sessions held during this week, including 91 Berry Street staff. Workshops focused on advanced supervision skills, effective inter-agency partnerships, attachment and the role of emotion in effective services and a workshop specifically targeted to the development of foster care workers and carers. Excellent feedback to Tony's workshops has prompted a return visit in May 2010 with a more extensive schedule of events.
- **Learning Management System (LMS) Reporting** - the recording and reporting of professional development via the LMS improved during 2009 with regular monthly reports distributed to all Senior Managers. This has created a consistent and valuable feedback loop ensuring better data capture. Regular reports have also been generated on compliance and non-compliance for mandatory training.
- **LMS Online learning** - three new online learning modules were developed in 2009 - 'Celebrating Diversity', 'Equal Opportunity Refresher' and 'Hand Hygiene'. Celebrating Diversity and Hand Hygiene have already been released for Take Two staff to complete. However, a wider organisational launch is scheduled for all modules in early 2010. Also currently in development are the 'Student Orientation' and 'Student Supervision' modules. As online learning is successfully becoming embedded in the organisational learning culture, it was identified as important to build internal capacity to develop these modules. As a part of this strategy, 'Global Whiteboard', an online module authoring tool was purchased. This program was used to create the Hand Hygiene module in 2009 and will provide considerable future savings on instructional design costs.
 - We received funding from the Telematics trust in December 2009 for the development of three additional online learning modules for the Foundations for Practice project. These modules will be developed in 2010 and include 'Child Development', 'Trauma' and 'Attachment'. This funding will be instrumental in progressing the launch of this project organisationally.

4.9.2 **Training Budget**

The Central Training Budget for 08/09 was \$323,443 (not including salaries), of which \$100,957 was invested in leadership courses and development and \$22,724 on the LMS and the development of online modules.

In addition, a further \$119,458 was spent on regional training. Together with conferences, the total spending on professional development was 2% of salaries.

4.9.3 **Training Plan**

The key focuses of the 2009 Training Plan included:- Aboriginal Cultural Knowledge and Understanding (ACKU) training; the delivery of mandatory training via the LMS; the support of VBCMS staff through the Tuesday Focus and other professional development initiatives; and an increased focus and spend on leadership courses and development.

It is important to note that as we make more professional development mandatory (eg ACKU, first aid & fire safety), our discretionary budget is becoming more restricted.

- Two hundred & sixty eight (268) staff attended ACKU training across the organisation. The organisational goal was to get as many permanent staff through this compulsory training by the end of 2009 and the actual completion rate of 89% is an excellent result.
- One hundred & twenty eight (128) staff attended Organisational Orientation and Equal Opportunity (EO) training.
- Eighty six (86) staff attended First Aid training.
- Seventeen (17) staff completed their Diploma of Project Management and 20 staff completed an Introduction to Project Management.
- Fifteen (15) Supervisors, Team Leaders, Managers and Senior Managers completed the 6-day Proteus Impact Leadership course.
- Thirty-two (32) staff attended Microsoft Office 2007 Key Features training
- Forty seven (47) supervisors across the organisation attended the 4½ day Supervision Training course delivered by Dr Judith Gibbs. Another 24 supervisors attended a 2 day Introduction to Supervision course.
- Thirteen (13) staff attended Presenting with Pride and Confidence training.
- Ninety four (94) staff attended an Introduction to the Sanctuary Model delivered by Take Two.
- Thirty (30) staff attended Step Back, Step Up for Leadership delivered by Jason Clark from Minds at Work.
- Three hundred & three (303) staff completed the Understanding Health & Safety and Practical Aspects of OH&S online learning modules
- Twenty three (23) staff completed the Code of Conduct online learning module
- Forty five (45) Take Two staff completed the Celebrating Diversity online learning module
- Forty two (42) Take Two staff completed the Hand Hygiene online learning module
- In addition to other organisational training, Residential Care staff completed the following specialised professional development:
 - 100 staff attended Stage 1 & 2 With Care training

- 39 staff attended Residential Care Orientation, which for the first time included a one-day introduction to Effective Conflict Management
- 33 staff attended Fire Safety training
- 28 staff attended Youth Mental Health First Aid training
- 11 staff attended the RCLDS Resi Rocks Forum with a focus on the theme of therapeutic residential care
- 8 staff attended YSAS Chroming training
- We also continued to support staff to obtain their Certificate IV in Community Services (Protective Care)

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

4.9.4 **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.

- Twenty (20) staff were granted study leave in 2009. This number is down from previous years (34 in 2008, 37 in 2007 & 83 in 2006). Courses 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 x 6; PhD; Certificate IV Training and Assessment; Graduate Diploma Counselling and Human Services; Advanced Training in Infant and Parent Mental Health; Certificate IV in Community Services (Protective Care); Introduction to Narrative therapy and Certificate of Narrative therapy; Bachelor of Accounting; Graduate Diploma of Child and Family Practice Leadership.
- The Fees Award of \$4,000 (to help subsidise fees) was shared between Amanda Kevin-Tidis (Bachelor of Adult Learning and Development); Kristie Baker (Masters of Social Work); and Cathy Brophy (Bachelor of Arts, Social Work).
- The Study Leave and Fees Award policy was updated in 2009 to reflect the growing trend towards flexible education. The time periods for eligibility for study leave and Fees Award have also been amended to encourage more staff to submit applications earlier in their careers at Berry Street and to encourage staff who have experienced barriers to accessing further education.

4.9.5 **Placement Unit**

2009 has seen the establishment of our new Placement Unit, providing support to our students throughout their time at Berry Street and also positioning us to have access to the best students available. This year has seen the development of a suite of tools to assist both managers and students to undertake successful placements. We have had a very pleasing result showing that 6 of the 31 students placed with us have gone on to employment within the organisation.

4.9.6 **Training Room**

Following the promotion of our training facilities for hire by external parties, bookings and income have steadily increased annually, with 2009 our most successful year to date. In particular it is pleasing that a significant portion of

people booking our training facilities are repeat clients who are gradually increasing their average spend per booking.

On average, the Training Room is used 15 days of the month, of which 9 days are internal and 6 days are for external room hires and events. Where possible, internal bookings were prioritised where there was adequate notice. These statistics strongly indicate that we are on target to meet our room hire budget for 2009/10 and that we are also near maximum capacity to accommodate external hires.

4.10 **Internal Communication**

- 4.10.1 The **Berryland Banner** is the main form of written communication to all staff. It was attached to each person's payslip until the introduction of electronic payslips. Twenty-five (25) editions were circulated and provided information on:- key events; achievements; celebrations; new programs and new and revised policies; property changes; training opportunities; staff vacancies and changes; pay information; and Health & Safety. Late in 2009, we launched our new fortnightly e-Banner, which goes out Monday mornings via email from the CEO to every staff member.
- 4.10.2 Four editions of our **Carers' News** were produced and sent to all active carers within Berry Street. Each distribution includes both general and regionally specific information.
- 4.10.3 Two **Newsletters** were produced, sent to a total of 7,400 current supporters and 3,300 new supporters. 7,000 copies of the Autumn edition and 8,000 copies of the Spring edition were printed, with the themes:
- Rebuilding Lives (Autumn)
 - Positive Memories (Spring)
- 4.10.4 A **Central Office Monthly Bulletin** (6 editions) was circulated to all our Directors, Senior Managers, Managers and Team Leaders to ensure that they are aware of organisational policy and operational issues, 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. Individual team planning days also continued across the organisation. Central Office staff meet together six weekly, and our Managers of Administration Forum met 3 times.

5. Resources – *Berry Street has the right resources to do our work*

5.1 **Financial Performance**

- 2008/09 was a slightly better year financially, with an overall surplus of \$684,532. This was a increase of \$0.4 million from the previous year, which was largely due to improved performance of investments.

- The Operating Deficit of \$751,530 increased from \$473,887 in 2007/08.
- A contract was signed for the implementation of a new Finance System. This will be operational by approximately March 2010.

5.2 **Financial Monitoring and Compliance**

- Year End processes were completed by mid-August.
- The audit was completed in mid-September and the Management Letter was tabled at the Board meeting in December.
- The DHS Financial Accountability Reports and other Government financial returns were completed in August and audited in September.

5.3 **Legal Issues**

We are most fortunate to continue to have probono legal support from Freehills.

5.4 **Properties**

Ensuring we have appropriate and sufficient accommodation for our growing services is a continual challenge.

- All of our Northern Services, except for the Children's Contact Centre (which remained at Watsonia) relocated to our new leased property in Eaglemont in January. We negotiated a lease with Southern Cross Care.
- The Eltham office was sold in July.
- The office in Welsford Street, Shepparton was vacated by Mission Australia at the end of July and sold in October.
- The building that was purchased in Alexandra for Connect for Kids was fitted out and is currently occupied by the Bushfire Case Managers. Connect for Kids are still in the rented properties.
- We leased the property next door to our Seymour Office to enable us accommodate the Bushfire Case Managers.
- We have leased a property in Richmond for Open Place, the new service for the Forgotten Australians, which began in January 2010.
- We leased three properties for staff accommodation; Morwell for the Director of Gippsland and other travelling staff, Eildon and Broadford for Bushfire Case Managers that needed to commute long distances.
- Upgrades are currently being finalised at the Berry Street Schools in Morwell and Noble Park to fulfil two Victorian Independent Schools BGA grants.
- Twelve (12) new properties were inspected to ensure they met all internal and external standards and legislative requirements, eg. fire safety.
- There were renovations carried out at the Watsonia office to improve the standard of accommodation and enable us to lease 50% to Relationships Australia, Victoria.
- Four (4) new contingency units were opened and three (3) vacated.
- At Present Berry Street operates from a total of 60 locations across Victoria.

5.5 **Motor Vehicles**

- During 2008/2009, the total fleet increased from 226 to 301, of which 223 were leased, 76 were owned by Berry Street, and 2 loan cars. The increase was primarily due to the Victorian Bushfire Case Management Service, and new program funding.
- Petrol costs increased by \$194,031 or 27%, compared to a 14% increase last year. The increase in fuel expenditure is against the drop of 24.75% in fuel prices, a 55% increase in kilometres travelled (2,435,835 kms) and a 33% increase in the size of the fleet.

- Driver Training - A defensive driving course is provided free with cars purchased from Subaru and we encourage staff to take up this opportunity.

5.6 **Information Management**

After a tender process, we selected Microsoft Dynamics GP for the new finance and client relationship management system. We expect it to go live in March and result in great efficiency with budgeting, fleet management, property, project management, tender and contract management, requisitions and help desk for IT, motor vehicles and maintenance.

- Site Upgrades (New Computers and LCD Monitors) were made to 7 worksites.
- Site relocations - Eltham, Watsonia and Heidelberg were merged to the Eaglemont office, including a new server, and the Take Two Northern team also moved from Richmond to Eaglemont.
- A new staff member commence with the team in December in the Help Desk function as a student undergoing industry based learning for 2010.
- Three (3) residential units were connected to broadband and Citrix.
- The IT support of the VBCMS included 50 new laptops, 20 Wireless Cards and a new site that was started in Alexandra.
- Re-negotiated our Internet and site links for another 2 year contract with Macquarie internet.
- Signed contracts to begin a rollout of video conferencing to our major sites (initially Richmond, Morwell and Shepparton, followed by Clayton and Eaglemont at a later date) and to laptop users.
- Internet has now been connected to computers at our schools for use by our young people. Access is being filtered by the Netnanny program.
- We strengthened our internet filters to restrict access to inappropriate websites and banned social networking sites during office hours.
- Changed over to Toshiba copier/printer/faxes at all main offices.
- We have virtualized three of our servers. This will help cut costs on new server hardware and the need for more server space, as well helping the environment by using less power.

Issues continue to include:

- The continued growth of Berry Street is placing increasing demand on servers and data links requiring further investment in IT infrastructure.
- Challenges due to the growth of “mobile” staff and their requirements to be connected to the network while out of the office. The move to Macquarie has helped with this due to the addition of wireless networking.
- Due to the increasing number of staff, our small 4 person IT team is finding it hard to continue the usual amount of face to face support.

5.7 **Procurement Systems Review**

2009 saw the Procurement Systems Officer complete his first full year of employment at Berry Street. The focus throughout the year was continued process improvement and cost savings.

Projects and notable achievements included:

- **New Credit Card System**
The introduction of credit cards to manage low value, high volume purchasing. NAB Credit Cards were distributed to key employees to provide an easy, flexible method of purchasing that will both speed up and simplify the process this freeing up staff to carry out other tasks and manage services. Web based card management software will replace the current paper-driven petty cash and reimbursement systems and provide managers and budget holders with accurate, up to date information on expenditure.
- **The upgrade of Berry Street copier fleet**
A total upgrade of all Berry Street copiers saw 27 new Toshiba multi-function machines replace the aging and expensive fleet of Konica Minoltas. As well as offering the latest print management technologies, average monthly savings in both rental and copy costs of 44% have been achieved.
- **Development of new purchasing software**
A key component of the new Finance software is the 'My Requisitions' purchasing module. The latter half of 2009 was spent developing the software to meet Berry Street's specific requirements. When implemented in early 2010, this software will simplify the process of devolved purchasing whilst ensuring goods and services are purchased from approved suppliers at contracted cost.
- **'Better buying for Resi' Project**
This project, working in partnership with the various Residential Services Managers, saw the development of a set of standards for furniture and white goods for our residential properties that focuses on safety, energy efficiency and value for money.
- **'Greener' Purchasing**
As part of Berry Street's Environmental Focus Team, a framework for 'greener purchasing' was developed to look at what we buy, how much we consume and how we dispose of our waste materials. Whilst it is recommended that Berry Street commits to purchasing products from recycled and renewable sources, a reduction in our consumption is the key to success.
- **Managing Mobile Phone costs**
Continued monitoring and reporting on mobile phone expenditure has kept costs relatively stable despite an increase in the number of mobile phones in use by 20% and the introduction of new products.
- **Office fit-outs**
Purchased furniture and office equipment for two major office fit outs for Eaglemont and the Open Place service.

5.8 **Environmental Sustainability Plan**

A Task Group of interested staff, Lyn Allison and a voluntary consultant, Graham Hubbard, was established and met 4 times to scope what we wanted in the Plan. Five areas were identified - energy, water, motor vehicles, purchasing and waste - and an external provider will develop the Plan for us within the next few months.

6. Community – Berry Street is supported by, and contributes to, a fairer and more inclusive community

6.1 Fundraising

- We undertook our 3rd donor survey, with 378 donors responding. The increase in the number and percentage of donors responding is great as it enables us to have a clearer picture of why our donors support us and how they like to be communicated with.
- Our Major Donor program is continuing to build and this is a key focus area for 2010.
- There were a significant number of external fundraising events and in-lieu celebrations held by our supporters during 2009. This is an area we will continue to support as it requires less resourcing from Berry Street compared to events we run ourselves.
- The internal Berry Street Staff Giving Fund raised \$3,077 in the 2008/2009 financial year. Fifty-three (53) staff members are currently contributing to this Fund.
- We have begun a series of regional visits to better understand their needs, which will enable us to approach appropriate organisations to procure the appropriate items.

6.1.1 Trusts & Foundations

	2004/05	2005/06	2006/07	2007/08	2008/09
Non Discretionary	\$75,752	\$122,700	\$140,257	\$164,955	\$125,882
Discretionary	\$319,893	\$264,252	\$205,206	\$709,998	\$436,436
• Specific	\$255,417	\$248,252	\$181,206	\$691,042	\$415,586
• General	\$64,476	\$16,000	\$24,000	\$18,956	\$20,850
Total	\$395,645	\$386,952	\$345,463	\$874,953	\$562,318

6.1.2 Bequests

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Bequests (number)	5	5	9	4	7	7
Total	\$779074	\$1356232	\$402,149	\$217,397	\$558,542	\$487,724

6.2 Partnerships/Relationships

6.2.1 New Partnerships/Relationships

- Australian Broadcasting Corporate (ABC) Victoria
- Friends of Church St Enoteca
- Mini Max
- New Oak Ford
- The Décor Corporation
- Social Traders

6.2.2 Existing Partnerships/Key Relationships

- The Australian Ballet
- ANZ

- Church St Enoteca
- Ernst & Young
- Freehills
- Goldman Sachs JBWere (GSJBW)
- Hall & Wilcox Lawyers
- Kelly Hazell Quill
- Medicare Australia
- Melbourne Aquarium
- Melbourne Convention & Visitors Bureau (MCVB)
- Melbourne Football Club
- National Australia Bank
- Shell
- SP-Ausnet
- Stockland

6.3 **Workplace Giving**

At the conclusion of 2009 calendar year, we had 13 Workplace Giving partners.

6.4 **Events**

The 2009 calendar of events included:

- February - Launch of our Yarning Up on Trauma booklet by the Executive Director of DHS (on behalf of the Minister).
- March - Breakfast Forum hosted by Goldman Sachs JBWere, with Hands on Learning.
- April - Bruce Heymanson's '40 Thieves' Golf Day.
- April - 3rd Golf Tournament in Hume.
- April - Donor Seminar with presentations by Sandie de Wolf and Ric Pawsey.
- April - Breakfast Forum hosted by ANZ, where Ric Pawsey spoke on 'restoring hope in the lives of traumatised kids'.
- April - Breakfast hosted by Melbourne Aquarium for Melbourne Girls' Grammar, where Ric Pawsey spoke.
- May - Positive Memory Bank launched to major donors. Young person spoke about his experiences at the Foster Care Camp and the Darwin Experience.
- June - Breakfast Forum hosted by Freehills on our Health & Wellbeing project.
- June - 'Day in the Big Smoke' with Goldman Sachs JBWere.
- June - Special Bushfire ELF Reading Day in Whittlesea with Kerry Armstrong and attended by 21 corporate volunteers.
- July - Opening of the new Alexandra office by Minister Neville.
- August - Berry Street Football Cup.
- August - 'Day in the Big Smoke' with Ernst & Young.
- August - Berry Street Challenge Dinner, hosted by Church St Enoteca.
- August - Friends of Berry Street lunch with the theme of 'journeys', hosted by ANZ with Simon Overland speaking.
- September - Breakfast Forum, hosted by Ernst & Young on the importance of good childhood memories and our Positive Memory Bank.
- October - Eaglemont Office opened by Minister Macklin.
- November - Launch of photographic exhibition 'Our Stories, Our Elders' at Melbourne Museum.
- November - Annual Celebration, with David Green as the Guest Speaker.

- November - Austin Healey Sprite Drivers Club Show ‘n’ Shine - 2nd annual show and raised \$3,000 towards Merry Berry.
- November - Church St Enoteca hosted major supporters and drinks.
- December - End of Year staff celebration at which Muriel Bamblett (CEO of VACCA) formally launched our Aboriginal Strategic Plan.

6.5 Marketing and Promotion

6.5.1 Communications

- A new Communications Officer role (0.8) was created to focus on our website, intranet and communications resources, with a significant improvement in our capacity to produce higher quality promotional material.
- Four (4) new promotional DVDs were produced and we refreshed our photograph catalogue.
- 1,000 copies of the 2008/09 Annual Report were produced (our first using 100% recycled paper).

6.5.2 Website

The Berry Street website received an average of 5,000 ‘visits’ per month (an 80% increase on last year).

We are in the process of selecting a provider to upgrade our Content Management System.

6.5.3 Media

An 18 month Media and Communications Plan was developed.

We continued to look for opportunities to promote Berry Street and strengthened relationships with a number of key media people. Exposure included:

Totals	2003	2004	2005	2006	2007	2008	2009
TV	10	2	9	8	11	9	6
Print	169	123	215	247	315	261	293
Radio	30	18	16	5	30	33	28

Although we can obviously always do better, the fact that Berry Street was mentioned in the media 327 times, or 9 out of 10 days, is one indication of our staff’s willingness and capability in using the media.

6.6 Berry Merry Christmas Appeal

This year we had a total of 117 participants across 110 sites who donated toys, gifts, hampers and money to the appeal. The breakdown is as follows:

- 57 corporates, companies, stores and shops;
- 26 groups (churches, community organisations, non-profits, government departments/bodies and councils);
- 11 educational bodies; and
- 15 individuals/families.

The number of children and young people receiving gifts through Berry Merry this year totalled 1,346.

Fifty corporate volunteers participated in packing the Christmas presents over a number of weeks, along with 12 community volunteers. Four volunteers helped us collect the presents from participants, all from the Berry Street Masonic Support Group.

As in 2008, Hyundai provided a van for the transporting of gifts etc, again providing artwork (Berry Merry branding) at no cost.

7. Knowledge – Berry Street generates and uses knowledge, innovation and advocacy to meet changing needs

7.1 Overview

During 2009 the role of the Policy and Service Development team has continued to evolve and grow. A constant challenge for the team is to balance the demands of supporting service areas to demonstrate their compliance with a variety of regulatory frameworks with our need to pursue longer term public policy and practice reforms.

Added to the above has been our contribution to supporting the agency to diversify our service delivery. This includes working on the preparation of tenders and submissions in collaboration with senior staff from across our regions and groups. Successful tenders have supported the establishment of new services including the establishment of *Open Place* - the support service for Victoria's Forgotten Australian's. Combined with our existing services in the early years and the Early Years Strategic Plan Berry Street our involvement in the lives of children and families is now very much across the entire life course.

The team is completing work on a diversity of resource development projects focussed on areas including leaving care and living independently, embedding the charter of rights of children and young people in OOHC, supporting young people in care to 'Be Net Wise' and parenting support. These resources will add significantly to the tools available to support our practice and work with families, children and young people.

In preparation for 2010 the team undertook a review of the Policy and Service Development core purpose and our capacity to manage an increasingly diverse set of functions for a diversifying spectrum of services. Guided by the BS Strategic Plan with its emphasis on *Knowledge* the outcome has been to more clearly define our internal consultancy role and explore how the team will continue to adapt as the challenges of 2010 and beyond emerge. The team can proudly reflect on 2009 achievements and look to 2010 with confidence.

7.2 Innovation and Service Development

During 2009 innovation and service development focused particularly on building our service continuum with emphasis on the early years - working with families prior to their formal involvement in the child protecting system and post care support. As noted above the development of *Open Place* represents a very significant milestone in Berry Street's history. The service has been established in a short time period without compromising on our commitment to have 'Forgotten Australians' at the centre of decision making in relation to all aspects of how the service will operate.

Alongside this the continued growth of ELF through its expansion into new regional communities and its adaptation for Sudanese and Afghan communities is testament to the programs current relevance and future potential.

Some of the highlights included:-

- Implementation and growth of the Positive Memory Bank with three rounds of funding in 2009 to support young people to create positive memories. Consistent with our commitment to empowering young people applications are generated by young people with the application process allowing applications to take a variety of forms (one young person made a DVD as their application). The bank itself still requires significant additional capital and as the positive stories accumulate we will seek to strategically use these stories to attract new funding.
- Supporting Creating Memories activities including The Darwin Experience, Foster Care Camp, Deb Ball in Gippsland.
- Continued redevelopment of our Living Independently Manual (LIM), a resource for young people who are forced to live independently.
- Establishment of *Open Place*.
- Expansion of ELF into new communities.
- Scoping and implementing the Client Records Project.
- Supporting the Youth Advisory Group and supporting the participation of young people in relevant internal and external forums.
- Continued work on our Foundations for Practice, including commencing work on the first three on-line modules with funding support from the Telematics Trust.

7.3 **Quality Improvement and Accreditation**

Work in relation to quality improvement and accreditation was extremely demanding in 2009. It put our ‘We never give up’ challenge to the test! However, 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.

Of particular note was the successful full accreditation of Take Two by the Australian Council on Health Standards (ACHS). This has been a long term objective of Take Two and is a very significant achievement for an organization that operates across community welfare and health disciplines. Meeting the ACHS EQuIP standards precipitated the need for us to accelerate the development of an agency wide Quality Improvement Framework with the capacity to monitor performance against key performance indicators. The resultant Berry Street Quality Improvement Framework will provide the framework for the development of performance indicators (outcomes based) for all Berry Street service types. Developing measurable, sustainable, comparable and meaningful indicators for all service types will be a focus of work in 2010 (and beyond).

An early task in 2010 is to analyse and consolidate all the learnings and key recommendations from external accreditation and review processes in to inform our longer term quality improvement work.

During 2009 we:-

- Completed our external audit of the CSO standards for registration involving 12 days of audit work across ten program areas over four regions.
- Achieved full accreditation for Take Two under the ACHS EQuIP standards
- Developed a project plan to support the (impending) audit process for Disability Standards.

- Three Berry Street programs were externally audited against the Homelessness Assistance Service Standards (HASS). Family Violence (North and West region), Transitional Youth Support Service (TYSS - North and West region) and Leaving Care (Hume) were audited on the 2nd and 3rd September. The audit was conducted by QICSA (Quality Improvement and Community Services Accreditation). Berry Street was found to be fully compliant in all areas except one with that requirement now fulfilled.
- Were assessed as compliant for registration at the BEST Centre by the Victorian Registration and Qualifications Authority.
- Undertook a comprehensive review the RTO compliance with standards and developed an action plan to improve quality and consistency of RTO operations
- Supported the FRSP (Family Relationships Services Program) FRSP funded services in Hume (Children's Contact Service and Post Separation Cooperative Parenting Program) outlining applicable standards and building capacity to understand approaches to quality improvement

7.4 **Heritage and Records Management**

Our Heritage and Background Information Service (HBIS) supports past clients, family of past clients and others to appropriately access records and information held by Berry Street. In 2009 the total number of new enquiries received was 103 with close to half of these (45) not proceeding beyond the initial enquiry stage. Around 26 enquiries (roughly 25% of the overall total) were from individual care leavers seeking information about their time in care. A further 49 (roughly 50%) might be classified as family history research, being from the offspring, siblings or descendents of clients. In addition, there were 16 which concerned adoption, and were therefore referred to the Adoption and Family Records Service at DHS.

Demand for assistance through the service in 2009 was similar to 2008 although has increased markedly in the later part of 2009. The heightened community awareness of the needs of people who have spent time in institutional care following the national apology to Forgotten Australians is seen as the reason for this increase.

During 2009 we:-

- Re-wrote a range of policies and procedures relating to the creation, content, accessibility, transport and relocation, archiving and disposal of client records.
- Commenced work on have the Public Records Office carry out a heritage audit of Berry Street historical and heritage materials.
- Supported all regions with the assessment, processing and centralised archiving of all dormant past client files.
- Undertook privacy training through the Office of the Privacy Commissioner.
- Piloted privacy training for staff in partnership with DHS in preparation for agency wide privacy training in 2010.
- Responded to subpoena for access to past client information.

7.5 **Organisational Forums**

Membership of these groups ranges across staff levels within the organisation and their meeting method and frequency is determined by each group. Groups consist of: Therapeutic Residential Care; Looking After Children; Quality (CSO Registration; Homelessness; Disability; Take Two); Education; Home Based Care; Residential Care; Residential Managers; and Children's Contact Services.

7.6 **Advocacy**

Advocacy focussed on system level changes that will benefit families and children is an ongoing essential part of our work. Policy and Service Development remains also very active in advocacy around policy and practice development through key relationships, working groups, committees or consultative forums.

During 2009 the key policy areas that were the main focus of our advocacy included:

- Looking After Children (LAC) integrated reporting and standards.
- National Standards for Out of Home Care.
- Development of an Aboriginal Kinship Care Program.
- 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 Government Out of Home Care reform direction and contracted case management.
- Charter of Rights for Children and Young People.
- Proposal for a 'Boarding School' model of Out of Home Care.
- Child Protection.

We made submissions to a number of Inquiries -

- Royal Commission into the Bushfires.
- The Victorian Drugs and Crime Prevention Committee Inquiry into Strategies to Prevent High Volume Offending by Young People.
- The National Child Protection Framework.

7.7 **Funding Submissions / Tenders**

The Central Funding Forum continued to meet quarterly to prioritise and match project ideas/requests with potential funders.

Over 2009, we made over 75 submissions totalling approximately \$5 million and generated in excess of \$3 million. The development of the new finance system within business operations will also integrate task of managing tenders, submissions and resultant contracts enable more efficient analysis of our tender and submission writing work.

7.8 **Research**

We have a continuing involvement in a small number of research projects on:-

- Utilisation of outcome measures within Take Two - a clinician's perspective.
- Police responses to breaches of Intervention Orders in the North & West region.
- Key factors which contribute to children in Out of Home Care connecting emotionally to their psychotherapist.
- LAC Assessment and Action records redevelopment.
- Young People's Experiences of residential care.
- Influence of organisational context on implementation of practice reforms.
- An Australian Research Council Grant in conjunction with Melbourne University regarding the identification of protective factors for children living with domestic violence.

7.9 Practice Policy Development

A major piece of work commenced in 2009 was the review of the Berry Street policy framework which provides a framework for the structure and parameters of all our policies and procedures. This review is proceeding in parallel with ongoing work to review and update individual policies and related procedures.

The following practice policies and procedures were developed in 2009:

- Heritage Archives Access Policy
- Revision of Practice Guidelines related to recordkeeping (to ensure consistency with the Client Records Procedure document)
- Privacy Policy (and two related procedures):
 - Procedure to access client information
 - Procedure to access non-client information
- Client Records policies and procedures as follows:
 - Client Records Procedure
 - Transport and relocation of client files
 - Transport and relocation of non-client related files
 - Records retention and disposal policy
- Child Safety and Wellbeing Policy

D. LOOKING TO 2010

It will be an interesting year, with elections at State and Federal levels. Traditionally, it is very difficult to get attention on, and commitment to, the needs of our clients. However, both are opportunities which, in collaboration with others, we need to pursue.

We can expect more demand for our services. The 2009 Australian Institute of Health and Welfare (AIHW) report on 'Child Protection Australia - 2008-09' has just been released and the number of children being notified, substantiated and requiring Out of Home Care continues to rise.

Because of the interdependence of the service system, if pressures on Child Protection continue to grow (as we expect), there will be more pressures on our staff.

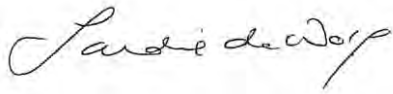
The decision about what is 'good enough' quality is both an ethical and practical one and these debates are likely to increase both within Berry Street and in the wider sector.

At our Board/EMT Retreat in May, we discussed a number of other challenges:

- How we create the space for innovation and change;
- How we manage increasing community expectations and the increased emphasis on risk management;
- How we help the community to better understand our business and the level of risk we carry on behalf of the community;
- The fact that the family is a very contested space;
- Our role in encouraging debate about what's happening to childhood and the possibility of new alliances; and
- Where we best invest our energy.

In 2010 we will develop a new 3 year Strategic Plan. This is an ideal opportunity to reflect on the many achievements of the past 3 years and set the priorities for the next 3 years.

Our organisational foundations remain strong and we are well positioned to tackle the challenges ahead.

A handwritten signature in black ink, reading "Sandie de Wolf". The signature is written in a cursive, flowing style.

Sandie de Wolf
Chief Executive Officer

28 January 2010

BERRY STREET LEADERSHIP ROLES

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.
 - Chair, Co-ordinating Committee for the Out of Home Care Review.
 - Sector representative on the Human Services Partnership Implementation Committee.
 - Secretary, Child and Family Welfare Association of Australia (CAFWAA).
 - Member, Victorian Child Death Review Committee.
 - Member, Office for the Community Sector Reference Group.
 - Member, Women's Correctional Services Advisory Council.
 - Member, VCOSS's Community Services Future Task Group.
 - Member, Greatconnections and Melbourne Community Foundation Boards.
- Marg Hamley (Deputy CEO/Director of Services):
 - 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.
- Anita Pell (Director Hume) - Member of Therapeutic Foster Care Advisory Group.
- Jackie Mead (Director, People, Work & Culture) - Member of Office for the Community Sector and HSPIC Working Groups on Workforce.
- Matthew Reeder (Director South Eastern) -
 - Convenor, Outer South (Dandenong, Casey & Cardinia) Working Together Strategy.
 - Member, Leaving Care Alliance.
- Peter Stansfeld (Director Business Operations):
 - Member, Centre for Excellence Finance Committee.
 - Member, Family Services Pricing Review Committee.
 - Member, VCOSS Price Index Working Group.

- Ric Pawsey (Director Take Two) -
 - Member, Reference Group, Department of Health-DHS Partnership Plan, Mental Health & Drugs Division & Child Youth & Families Division.
 - Member, Reference Group, CAMHS Redesign, Mental Health & Drugs Division.
 - Member, Reference Group, Bushfire Psychosocial Recovery, Mental Health & Drugs Division.
 - Member, Governance Committee for the Graduate Certificate in Child and Family Practice and Graduate Diploma in Child and Family Practice Leadership.
- Sheree Limbrick (Director Policy & Service Development) -
 - Member, Quality Reference Group - DHS Placement & Support & Family Services.
 - Member, Office of the Child Safety Commissioner's Sector Advisory Group.
 - Member, Forgotten Australians Report Victorian Sector Working Group.
- Trish McCluskey (Director Gippsland) & Marell Lynch (Area Manager, Take Two) - Member of the Victorian Therapeutic Treatment Board

Senior Managers

- Annette Jackson (Deputy Director/Knowledge Manager, 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).
- Felicity Rorke (Manager Family Violence) - Member of the Domestic Violence Victoria Board
- Meaghan Holden (Senior Internal Consultant Quality Improvement) - Member of the Statewide Looking After Children Reference Group.
- Megan Pollard (Area Manager, Eastern, Take Two) -
 - Member, Reference Group; Alfred CAMHS pilot redesign 0-25 years, MHDD
 - Member, Placement Prevention Advisory Group - DHS (Statewide)
- Patrice Jackson (Deputy Director Hume/Senior Manager Home Based Care) - DHS Specialised In Home Support Advisory Group.
- Sue Thompson (Manager Family Relationship Services) - Convenor Australian Children's Contact Services Association (ACCSA).
- Raeleen McKenzie (Therapeutic Care Manager, Take Two) -
 - Member, Circle Program Development Advisory Group
 - Member, Therapeutic Care Executive Reference Group - N&W Region, Hume Region, Gippsland Region, Southern Region, Eastern Region, Grampians Region, Loddon Mallee Region and Barwon South West Region.
 - Member, Evaluation of Therapeutic Care Reference Group.

Training Undertaken by Berry Street staff in 2009

Organisational/Leadership Training:	Practice Based Training:
<ul style="list-style-type: none"> • Aboriginal Cultural Knowledge & Understanding • Access 2003 (online) • Administration training • Celebrating Diversity (online) • Code of Conduct (online) • Defensive Driving • Diploma of Project Management • Diploma of Business, Impact Leadership • Equal Opportunity training • ERIN training • Excel 2003 Beginner (online) • Excel 2003 Intermediate (online) • Fire Warden training • Good Documentation • Introduction to Project Management • Introduction to Supervision • IRIS training • Microsoft Office 2007 Key Features • OH&S Representative training • Organisational Orientation • PowerPoint 2003 Beginner (online) • PowerPoint 2003 Intermediate (online) • Practical Aspects of OH&S (online) • Presenting with Pride & Confidence • Step Back, Step Up for Leadership • Supervision training • Understanding Health & Safety (online) • Word 2003 Beginner (online) • Word 2003 Intermediate (online) 	<ul style="list-style-type: none"> • Applied Suicide Intervention • Body Think: body image and self esteem • Case Management • Certificate IV in Community Services (Protective Care) • Certificate IV in Training & Assessment • Children's Car Seat Safety training • Cumulative Harm • Deaf Awareness • DHS Privacy training • Effective Conflict Management • Family Violence training • Father Inclusive Practice • Fire Safety • First Aid • Hand Hygiene (online) • Handling Difficult People • RCLDS Resi Rocks Forum • Resi Orientation • Sanctuary training • Single Session therapy • Strong Foundations for Early Childhood • Sudanese Cultural training • Take Two Friday Focus • Take Two Orientation • Tony Morrison Workshops • VBCMS Tuesday Focus • With Care Stage 1 & 2 • Youth Mental Health First Aid • YSAS on Substance Abuse