



*Our youth, their future.*



**ANNUAL REPORT**  
**OUR IMPACT**  
**2021-2022**



This report offers a snapshot of our activities, for more information about our work please visit our website [www.burdekin.org.au](http://www.burdekin.org.au).



The Burdekin Association Inc (TBA)

ABN: 98 571 551 434

TBA is a Public Benevolent Institution (PBI) and endorsed as a Deductible Gift Recipient (DGR)

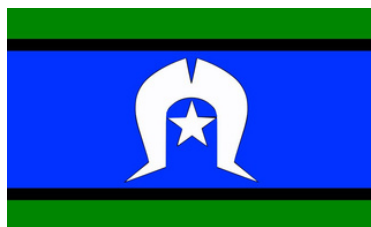
Donations of \$2 and more are tax deductible.

TBA is a registered charity - 10994



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ABN: 98 571 551 434



The Burdekin Association acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to Elders, past, present, and emerging.



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# President & CEO



Jon Davies

**President**

Justene Gordon

**CEO**

“They say a man’s house is his castle. After you’ve been homeless, you thank heaven for every brick. Pliny the Elder said home is where the heart is. After you’ve been homeless, you’re grateful to have found where it’s been hiding all these years. Helen Rowland said home is any four walls that enclose the right person. After you’ve been homeless, it changes your life to know the right person is you.” Quote from a Burdekin young person.

We believe every young person has the right to a life that offers opportunities to fulfil their potential. This belief drives all of our actions at Burdekin, large and small.

Importantly, this financial year, we articulated our Theory of Change or how ‘The Burdekin Way’ creates positive social change. This will shape how we measure and report our impact in the future.

Our impact on the lives of young people is threefold;

- We ensure young people have a ‘home’ where they can fulfil their potential. A home they can call their own well beyond simply having a physical space, a home in which they feel safe and emotionally well. A home which provides the foundation for a sense of belonging and connectedness to culture, to peers and the community. A home where they truly feel at home.
- Once a young person has settled into their home, in line with our holistic understanding of the young person’s needs, they are supported to successfully transition to independence breaking the cycle of disadvantage.
- Once young people live an independent and well-connected life, they can then contribute to their respective communities and help those communities thrive.

Our impact, when looked at in numbers, is significant.

- In the space of a decade, Burdekin has supported 3,140 young people and their families. 94% are engaged in education or employment. We are immensely proud of this.

One of the key success ingredients of 'The Burdekin Way' is building trusted relationships with young people. Burdekin team members and carers are excellent at connecting with young people.

"I want to thank Huzzy [my case manager] – for always being there, being my best friend when I had no one." A Burdekin young person said.

It is the passion & dedication of our staff that makes all the difference to young people. We thank them for always remaining focussed on working together with young people to fulfil their potential. We also thank them for their flexible and practical approaches while our communities have faced difficult times with the extended COVID-19 pandemic. They supported young people and built their resilience through this difficult time.

We are proud of our organisation's processes and capacity to have succeeded during recent challenges. We are happy to say, despite COVID disruptions, our organisation has remained financially and operationally strong, ensuring the continuity and viability for the long-term impact of our work. The financial statements in this report show a small surplus which was added to our cash reserves to see us through potential future difficult times.

None of this would be possible without the support of our major funders, the NSW Department of Community and Justice, Link Wentworth, The Property Industry Foundation, The Chappell Foundation, The Manly Warringah Sea Eagles, our Patron, Brian Burdekin AO and many others.

We thank the Board for their passionate support and dedication. In this context, we report with great sadness that we farewelled Morri Young, who passed away in February 2022. Morri made an outstanding contribution to the welfare sector. The Burdekin Association was fortunate to have him on its Board. He left a great impression through his mindful contributions and passion for both young people and strong governance.

In his memory, we have established the Morri Young Scholarship program to commemorate his impact and received 14 nominations during the 1st round of scholarships. Morri's family, supported by our staff, selected two Scholarship recipients.

Operationally, we are halfway through implementing our strategic plan focused on:

- creating inclusive work practices underpinned by Burdekin's Reconciliation Action Plan,
- developing our staff and ensuring their wellbeing,
- continuing to mature our processes and systems, and
- staying flexible in our approach to meet the individual needs of the young people we support.

We express our gratitude to The Burdekin Association Board of Directors, our leadership team, our staff, volunteers, partners, funders and many other supporters. We couldn't do our work without you.

**Jon Davies, President and Justene Gordon, CEO.**





# Introduction

We work with the community to offer an integrated approach to solving issues of child and youth homelessness.

We provide accommodation, support and hope to children and young people aged 9-24.

On any given night we are housing 110 children and young people across the Sydney, Northern Sydney and South-East Sydney region.

We provide individualised case management support to ensure these young people have a clear pathway for their future upon exiting our service.

We directly support children, young people, their families and the community with the aim of preventing homelessness through intervention strategies that look to address the key risk factors that can result in homelessness, such as family breakdown, disengagement from education, mental illness and drug and alcohol abuse.

## OUR VISION

YOUNG LIVES, LIVED TO THEIR FULL POTENTIAL.

At Burdekin, we believe every young person has the right to a life that offers opportunities to fulfil their potential.

Our Shared Vision informs the way we see the world and the role we play in shaping its future for the young people who inherit it.

## OUR PURPOSE

TO INSPIRE HOPE.

Put simply, we exist to inspire young people to believe that their lives can be enriched by experience and empowered by hope.

Our Shared Purpose is what fuels our motivation and ignites our imagination.

## OUR VALUES

IMAGINATIVE

We find a way.

RESPONSIVE

We embrace individuality.

DETERMINED

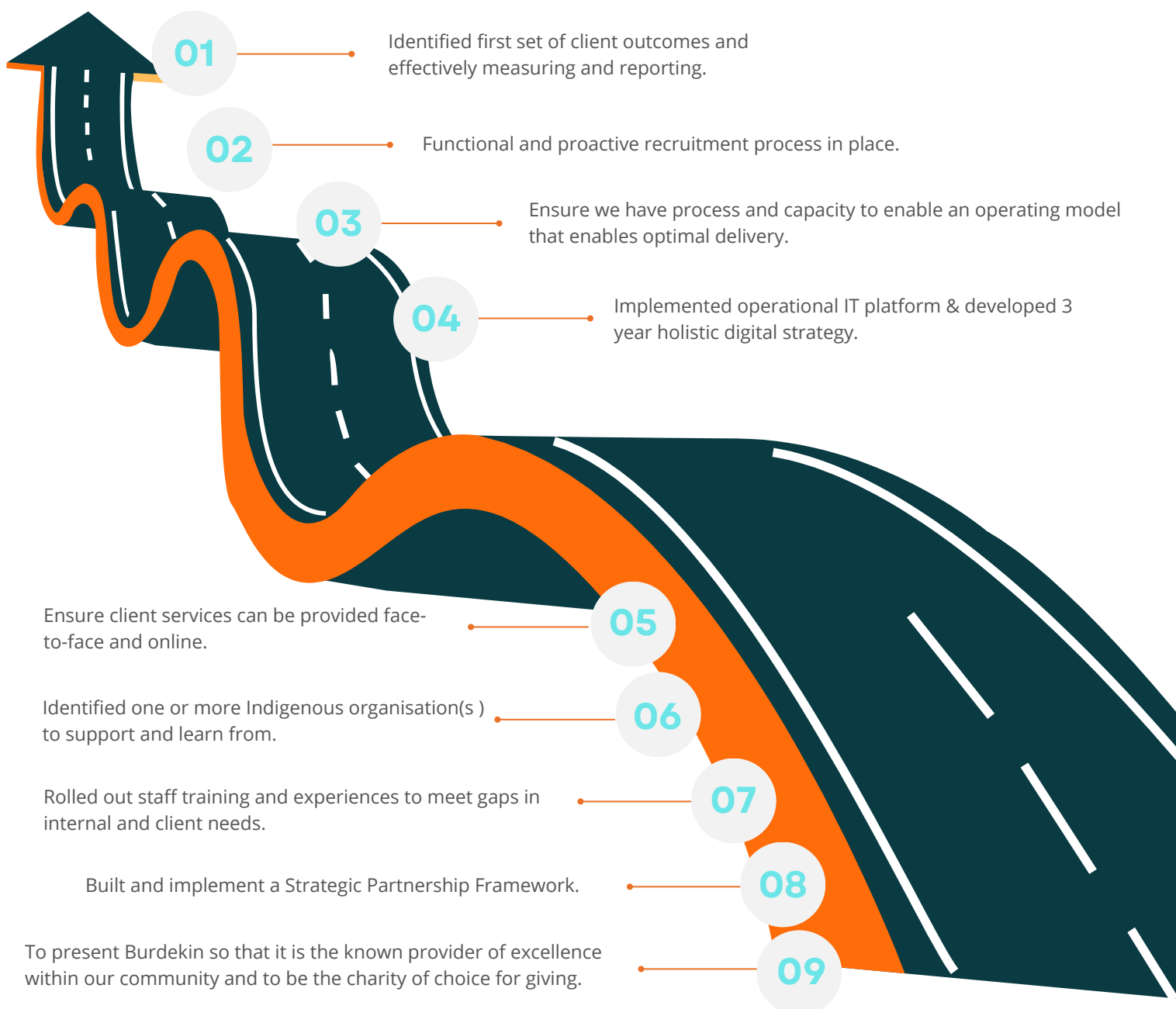
We give it our all.

Our Shared Values are easy to spot. They're who we are, so they show up in the way we do all that we do.

# Our Strategic Direction

Our Strategic Direction is a work in progress and dictates our priority investments. We review our work annually and adjust the direction as required.

In the middle of 2021 we set the following milestones which we work towards and report against. We are proud to have achieved what we set out to do.



# Our Strategy in Action

While we haven't achieved all of the milestones, we have achieved more for some, are on target with others and others are under development.

## Milestone 1



### THEORY OF CHANGE & OUTCOMES FRAMEWORK

During 2021/22 we developed a theory of change to communicate how and why Burdekin effects positive change, and an outcomes framework to measure this.

With the support of Social Ventures Australia (SVA), we led a group of 10 staff from across the organisation through workshops to arrive at several priority outcomes for clients, staff and community, which we look forward to announcing soon.

Reporting against outcomes increases our accountability and will challenge us to continually improve our services to deliver the outcomes we have set.

Achieving this milestone has brought us a step closer towards achieving our Strategic Goal of having "Demonstrable Outcomes on Restorative Services on Childhood Trauma".

## Milestone 4



### IMPLEMENTED OPERATIONAL IT PLATFORM & DEVELOPED 3 YEAR DIGITAL STRATEGY

With growth, it was necessary for Burdekin to shift some of its processes to more sophisticated platforms.

This year we have invested in:

- Weel for expense reimbursements to staff which removes the need for cash handling,
- KeyPay for rostering, timesheets and leave approvals,
- CTARS for Client Management,
- Teams for video calls and;
- Strategy Connect for strategic plan reporting.

## Milestone 7



### STAFF TRAINING & EXPERIENCES

This milestone was chiefly about reviewing our training strategy and content to respond to our needs as a larger and more complex organisation.

This year, we have delivered or enlisted support to provide a suite of regular training for our staff. Some examples include:

- First Aid,
- Healing From Trauma,
- Aboriginal Cultural Competency,
- Case Work and Life Story Work,
- WHS for Leaders,
- Performance Management and;
- Child Protection.

The complex nature of the work as well as the emergence of new issues means that quality, purposeful training and access to specialist support can be a key tool in ensuring quality services.



# Our Work

One of the reasons we have been successfully providing support services to young people on the Northern Beaches since 1987 is our ability to provide additional support services outside our core program areas which include Brokerage, Outreach and Prevention.

We currently deliver services through three key programs:

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## Community

One of the reasons we have been successfully providing support services to young people, commencing in the Northern Sydney region in 1987 and expanding to the Inner West in 2020, is our ability to provide additional support services outside our core program areas which include Brokerage, Outreach and Prevention.

## Assisting Families

Our Family Services offer a flexible response to issues raised by families, providing practical and therapeutic support. The focus is on identifying individual and family strengths and encourages the young person together with family members to create their own solutions.

## Youth Housing

We offer semi-independent housing for homeless or at-risk local young people committed to working with our case managers to develop the skills required to make the transition to living independently in the community.



## Out-of-Home Care

We offer accommodation and support options for children and young people aged 9 to 17 who are under the care of the NSW Minister.

We also offer an extension for young people turning 18 who require further support.

Whilst overall client numbers have stabilised, it should be noted that we have seen several older young people depart the service due to aging out or completing the Supported Independent Living program. We have had an increase in younger children being placed in our Staffed Care Home Program. This change in age group required a change in service delivery and wraparound service approaches.

# Community

## Avalon Youth Hub (AYH)

The three service pillars of the Hub are:

- early intervention and prevention,
- direct intervention and outreach and
- community engagement.

Northern Beaches Council's financial assistance of \$90,000 per annum funds the core operational needs of the Hub to sustain the coordination, accessibility, and service delivery for the community.

“The Hub has provided a safe place for me and my friends to go no matter what the situation is. It is incredibly inclusive and welcomes anyone.” Female, 15 yrs

AYH  
Youth  
HUB

## Dee Why Project

The Dee Why Project was funded by the Office of Responsible Gambling NSW, to develop a gambling, gaming, education and case management awareness program for the DY Community

The Dee Why Project has given Burdekin the opportunity to make a positive difference in regard to issues of gambling and gaming for a broad range of participants.

### Stage 1:

- A gambling awareness and education program for Burdekin clients over 18.
- A training workshop for Case Managers.
- Workshops in schools.

### Stage 2:

A forum for the community on gaming/gambling support came from GameAware, headspace and GambleAware.

76.47% of participants were parents, 50.98% were seeking information about gaming and how to tackle the issue with their teenager. 92.15% of attendees felt more aware of resources and local services available to help with their young person / teenager as a result of this forum.

## AYH Key Program Outcomes

Waves of Wellness:

- 72% learned new skills to help with their wellbeing/mental health.
- 87% would recommend the program.

Body Image and Nutrition Workshop:

- 81% gained new information about diet and its link to wellbeing.
- 90% would continue with future sessions in high schools in 2022.

Podcast

- 95% learned a new skill (media training with Gus Worland).

Hub phone – parents are routinely asked how helpful their phone call to the Hub phone has been.

- 93% of parents indicate that the contact has been very helpful.
- 60% increase in the number of community members seeking to support the efforts of the Hub.
- The overwhelming feedback from the children and young people that attend the Hub is that it is a positive environment and they would seek out support.

“It was great to hear about this issue on gaming specifically and linking it through gambling that was interesting information to gain awareness.”

## Canada Bay

The Canada Bay Project is a youth service provided by Burdekin through Canada Bay Library.

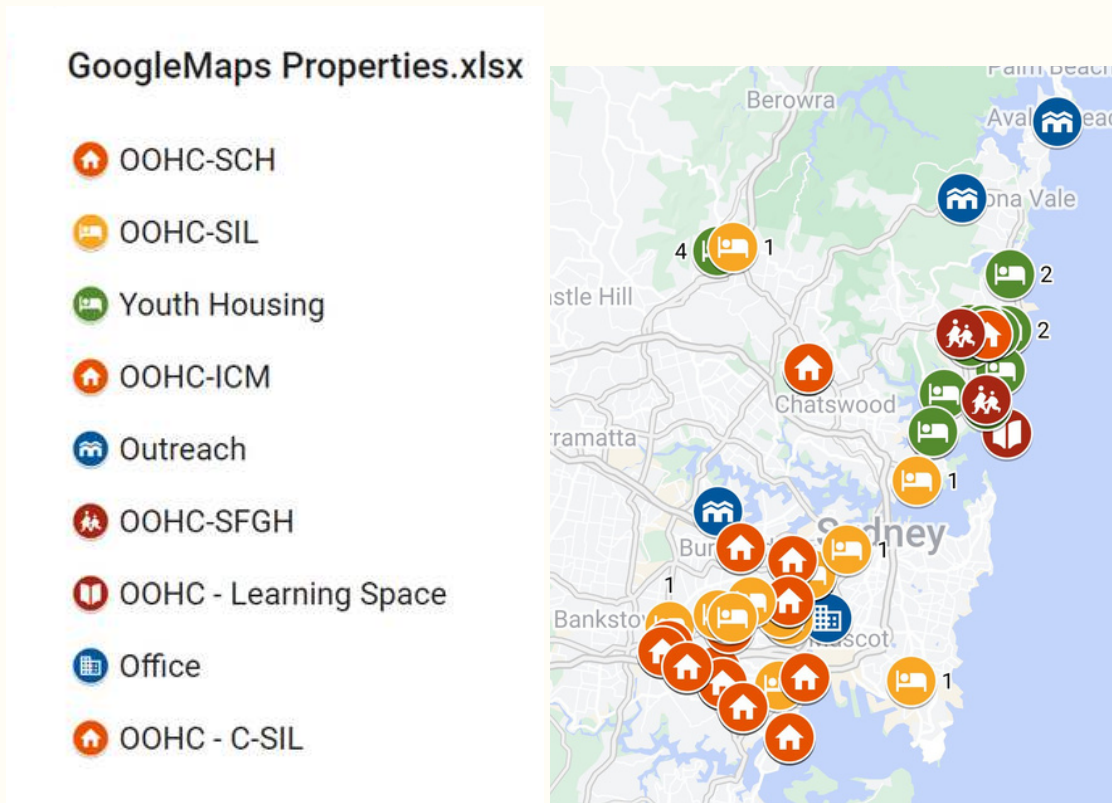
We are currently offering our Youth Space online program every Wednesday afternoon and topics include:

- Trivia using the Kahoot game-based learning platform.
- Mindfulness and self-care including tips on how to reduce stress, improve attention plus managing emotions and thoughts.
- Demystifying meeting a counsellor - understanding how to access counselling services.

We also held a Youth After Dark event celebrating end of school term at Five Dock Library.

# Our Expanding Footprint

The Burdekin Association properties in one glance:



**206**

Children, young people and/or family members supported in the financial year 2019/20



**233**

Children, young people and/or family members supported in the financial year 2020/21



**246**

Children, young people and/or family members supported in the financial year 2021/22



# Case Study

*Billie joined Burdekin in March 2019 and is part of our Supported Family Home program. He has been living with one of our wonderful carers in Manly since December last year with another one of our fabulous young people. After attending the Learning Space consistently 5 days a week, he's recently started a TAFE course and is flying through, constantly impressing us with his musical, creative and problem-solving skills, as well as his encyclopaedic knowledge of superhero films.*

*Billie has recently celebrated his 16th birthday with us, together with his sister Abigail who turned 18 a few days later (she is also with Burdekin).*

*Billie also very recently got his L plates thanks to our Learning to Drive program and help from one of our volunteers.*



# Volunteers

22 active volunteers  
as at July 2022



Since the commencement of our first training session in 2020, we have trained a total of 69 volunteers and fully recruited 46.

We now have a thriving volunteer population out of the Northern Beaches and expansion of the program into Inner West Sydney has been implemented and will hopefully continue to grow and flourish as it has in the Northern Beaches.

## VOLUNTEERS PLAY A HUGE ROLE IN CONTRIBUTING TO HEALTHIER AND MORE RESILIENT COMMUNITIES.

While volunteers who provide transport support and learner driver supervision may see this as just offering practical support, the rapport that builds over time between the young person and the volunteer leads to a strong connection and the resulting mentoring relationship gives much added value to services already in place.

Volunteers provide an important economic resource for us and all non-profit organisations. The cost benefit of our volunteer program is estimated to total savings during this financial year up of \$45,000, a monthly saving of about \$3,700.

Northern Beaches Volunteer Coordinator Kerri Muir has brought passion, skills and hours of volunteer time to the role.

Combined with Katja Steffen, our new Inner West Volunteer Coordinator, the two will bring much value to our organisation for which we are very grateful.



Three consultant volunteers offered their professional expertise to the Burdekin team in 2022:

- John Rosewarne helped assess our utility bills to ensure we are getting best value for money plus giving due consideration to environmental concerns.
- Bruce Christie, a retired financial planner, offers guidance to Case Managers and young people about how to understand money well while developing the skills to make good financial decisions.
- Cecilia Stenstrom, a Human Resources and Leadership professional, helped management to do a “temperature check” amongst staff about how well supported they feel.

Other volunteer hours have been spent on:

- Burdekin “projects” e.g. researching, purchasing and delivery of company used vehicles.
- Completing our Annual Client Feedback Survey, utilizing the skills of the wonderful volunteer trio Amy, Bec and Caitlin.



Monthly financial  
saving throughout  
2021/22

**\$3,700**

# Supporters

We enjoy the support of many people representing all walks of life - government, business, non-profits, philanthropic organisations. These are just two highlights of the past year:

## FleetPartners and Manly Warringah Sea Eagles

In May 2022, FleetPartners very generously provided a dedicated vehicle a Hyundai I-30 car for our learn-to-drive program. FleetPartners is a strong contributor to the communities in which they operate and this is just one of many meaningful ways they contribute to the community.

We're proud community partners with the Sea Eagles and we thank the Club for their initiative in bringing FleetPartners together with our learn-to-drive program.



## Property Industry Foundation (PIF)

Early last year, PIF together with partners SMLXL Projects and Bridge Housing began a restoration project for our semi-independent housing program.

Over the course of a number of weeks, a rundown cottage was turned into a modern, welcoming space for a young person.

We were incredibly touched by the generosity of the local community.

## Department of Communities and Justice

Our existence and quality service delivery are only made possible through our partnership with the Department of Communities and Justice, the Department of Health, our local stakeholders, donors and community partners.



Communities  
& Justice



# Events and Campaigns

## Annual Charity Golf Day

Following a number of unavoidable reschedules our Annual Charity Golf Day finally went ahead in early September.

Sponsors were:

Manly Warringah Pest Control, Sydney Beach Homes, Vivid Commercial Cleaning & Property Services, Link Wentworth, Norton Rose Fulbright, Touchpoint Technology, Compass Project Management, Manly Warringah District Cricket Club, Bendigo Bank, WT Partnership, Manly Warringah Sea Eagles, UpState, Drummond Golf, FleetPartners, Gage Road Brew Co. Multisparx, Quest Events and Nevada Partners.

Additional supporters were:

Victoria Bitter, Ben & Jerry's, Cromer Golf Club, Hitting Targets, Gage Road Brew Co. Leanda Lai Apartments, Bucketty's Brewing Co. Seven Miles Coffee Roasters, TSA Outdoors, Harbord Hotel, Francalia Homewares, Drummond Golf, 2UE Radio Easy Music, Sea Lord Howe, Lord Howe Island Bowling Club, NSW Rugby League, Manly Warringah District Cricket Club, Marine Adventures, Lord Howe Island Golf Club.



## CREATE Foundation Make it 21 Campaign

Following the Home Stretch - Make it 21 Campaign to extend the age of leaving out-of-home care to 21 in the state of Victoria, CREATE Foundation launched their #ItsyourturnNSW #Makeit21 campaign helping young people in NSW transitioning from care to adulthood to have their voices heard. The Burdekin Association joined this campaign in the 2022 financial year.

We believe all young people should have the option to remain in stable accommodation to give them the best chance of reaching their full potential.

Our Youth Housing Program supports young people 17 - 24 years of age via a semi-independent housing option for those who are at risk of or are experiencing homelessness.



# Collaborations

## Avalon Youth Hub Partners

## Safer Communities - Change your Course



*Making it happen*

## Youth Housing

## Haven House Balgolah

## Canada Bay Project

## Aboriginal culture and reconciliation

# Our Team

To do great work you need great people and we have an amazing team of creative, friendly, kind and like-minded individuals.

Our team continues to grow, but we retain our Burdekin family ethos and perspective.

We have a full complement of experienced senior staff in place and this has resulted in the capacity for focused and deliberate action in addressing operational demands, practice and workplace culture. In addition, clarity has been brought to the structure in particular for Out of Home Care. Further work is required within the Property Team and HR.

## Our team:



**Justene Gordon**  
CEO



**Peter Tustin**  
Head of  
Corporate  
Services



**Graham Bargwanna**  
Head of  
Business &  
Stakeholder  
Development



**Maura Magee**  
Head of  
Client Services



**Stephanie Mason**  
Quality and  
Compliance  
Manager

We began the financial year with 124 staff. Throughout the year we hired 91 new staff. As at 26/06/22 we have 170 active staff. This is a total increase of 34 staff to the previous financial year.

**170**

Total staff as at  
June 2022

**117**

Permanent staff as at  
June 2022

**53**

Casual staff as at  
June 2022



**up**

**34**

In a recent staff survey:

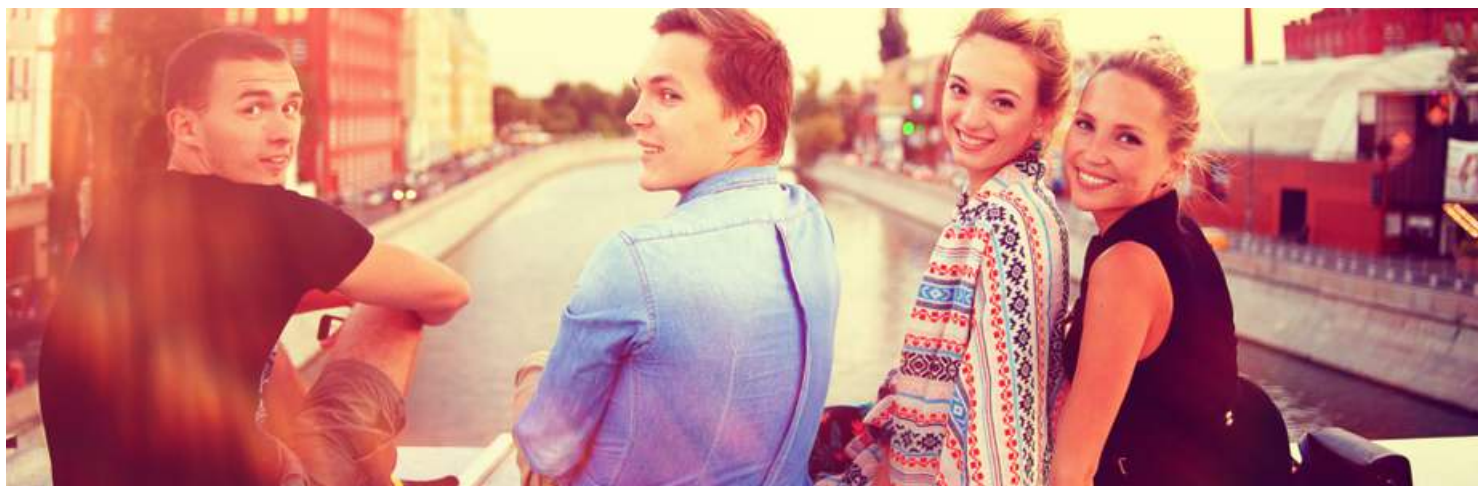
- 85% said their supervisor listened to what they had to say.
- 69% said they could keep their stress levels to an acceptable level.
- 76% said their job gave them a sense of personal satisfaction.
- 77% felt motivated to contribute more than what was normally required.
- 75% said their team strives to achieve it's goals.
- 81% said Burdekin meets the needs of its young people as best it can.
- 71% said I would recommend Burdekin as a place to work.

## Among improvements staff would like to see:

- Invest in and consider staff mental health and wellbeing to prevent burnout.
- Consolidate and bed-down processes and provide relevant training to staff.



# Staff Achievements



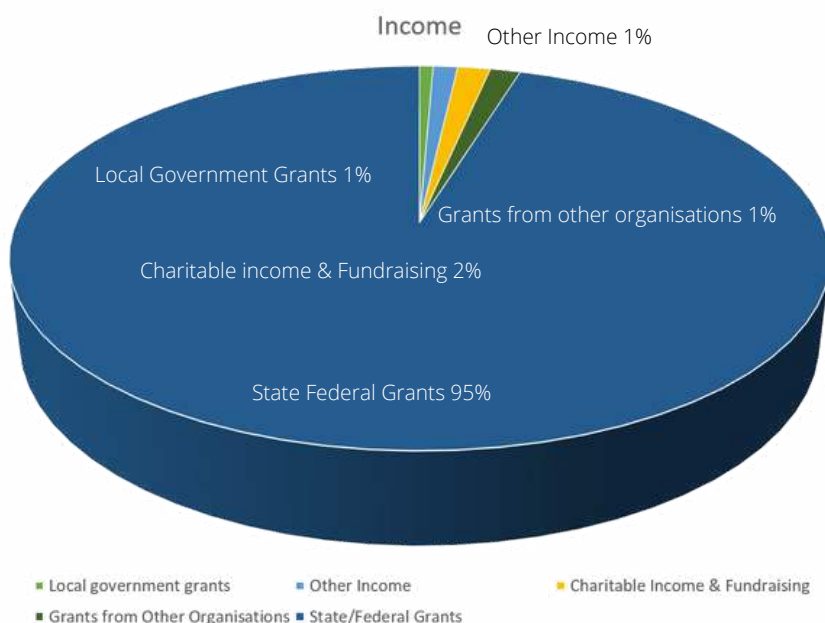
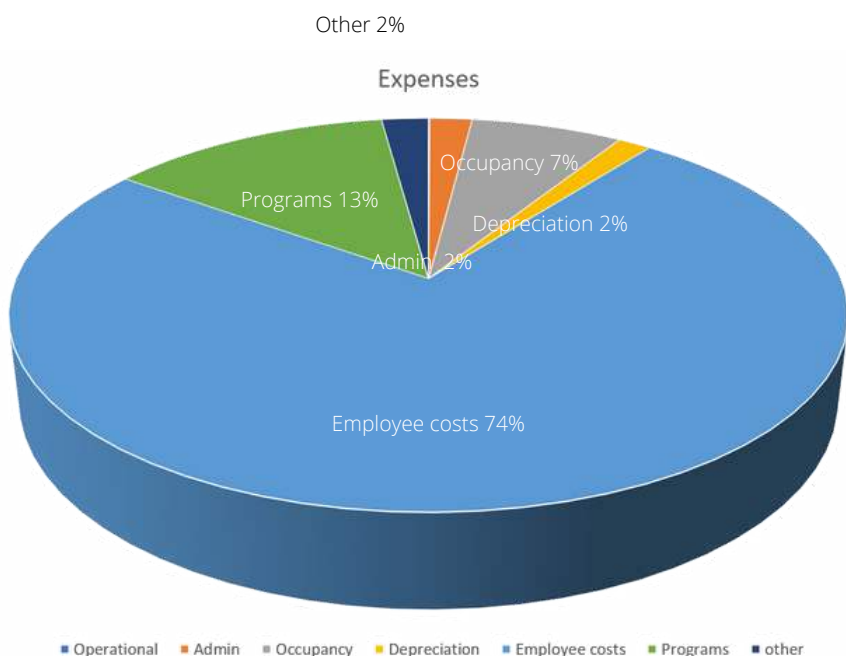
## CREATE Case Worker Award

Our very own Narelle Young has been awarded CREATE's NSW Case Manager of the YEAR! CREATE Foundation is the national consumer body representing the voices of children and young people with an out-of-home care experience. Their vision is that all children and young people with a care experience reach their full potential. CREATE's NSW Case Manager of the Year Awards acknowledge excellence in casework for children and young people with a care experience. Young People nominate a Case Manager for this award and this year our new Team Leader Narelle Young (Formally a Case Manager in the Inner West) was nominated by a young person she worked alongside.....and she won! We congratulate Narelle on this amazing achievement and look forward to her accepting this award soon and to see if she wins the Australian Case Manager of the Year Award.

## Westfields Local Hero Awards

Jacqui Gildaly our Passionate Program Manager is one of two finalists in the Westfields Local Heros for Hurstville. Jacqui supports children and young people who are living in foster care and supported accommodation. Jacqui is widely admired for her efforts in keeping children and young people in their local community, close to their friends. Thanks to her dedication, she has significantly boosted the number of children who get to stay close to their friends. Jacqui says a highlight of her work is keeping the young people connected to their culture. Westfield Local Heroes are nominated and voted for by their communities. Jacqui was awarded a \$5,000 grant to support the continuation of her work!

# Financials



In this financial year The Burdekin Association made a surplus of \$134,463 (prior year \$150,888).

We received revenue totalling \$15,897,376 (prior year \$11,625,711) throughout the year from various government sources, including the NSW Department of Communities and Justice, Department of Health and the Northern Beaches Council.

In addition, our service delivery was enhanced by grants (other organisations), donations, fundraising and philanthropic support amounting to \$683,030 (prior year \$517,983). Detailed financial reports are available from the ACNC website.

# Donate

*We are keen to forge new small and large partnerships aligned with our mission and vision, aimed at assisting young people to reach their full potential. If you share our vision and would like to work with us, please get in touch.*







*Our youth, their future.*

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# #BRDKNHOPE