I am pleased to present Pathfinders’ Strategic Plan. It sets out the blueprint for action for the organisation for the next five years, giving the community and the Pathfinders team direction and inspiration to continue as a leading provider of support for the vulnerable and disadvantaged across the New England and Northern Tablelands and Mid North Coast of NSW.

Our 30 year history in the region has an impressive legacy, and this plan will continue to build on the remarkable work we have already achieved. Our business touches the lives of many, making a significant impact on the quality of life and opportunities for our clients, particularly families, children and young people.

Alan Brennan, CEO

It is an honour to be the Patron of Pathfinders. The organisation has an impressive track record of creating innovative and effective programs to support and improve the lives of many in the region especially those affected by discrimination, inequity, neglect or distance.

As a lifelong advocate for child welfare and justice, I welcome the opportunity to support the many activities that Pathfinders’ Strategic Plan promises for the future and to seeing the difference they make.

The Hon. James Wood AO QC, Patron
**OUR VISION**
Thriving communities, in which all fully participate and develop freely through mutual trust and acceptance.

**OUR MISSION**
To empower people to live with hope and equal opportunity to achieve their potential.

**OUR VALUES**

**BELONGING**
We are a valued part of our communities and we help others to belong.

**MASTERY**
We believe in and encourage others to reach their full potential.

**INDEPENDENCE**
We encourage individuals to think for themselves, to participate in the life of the community and be responsible for their actions.

**GENEROSITY**
We give generously of ourselves.

**our purpose**

**our strengths**

**PEOPLE**
Valuing and investing in the unique skills and experience of our people.

**CONNECTIONS**
Integrating within our communities, with enduring partnerships developed over 30 years.

**DYNAMISM**
Being proactive and flexible.

**CELEBRATION OF DIVERSITY**
Celebrating uniqueness with a deep and abiding respect for diversity.

**INTEGRITY**
Embracing corporate and social responsibility both within and beyond our communities.

**SCOPE**
Delivering a broad range of quality services and assistance to individuals, families and communities — both locally and internationally.

**ECONOMY**
Financial stewardship with transparent processes for compliance, growth and sustainability.

**INNOVATION**
Leading new and creative solutions in response to community issues and needs.
Pathfinders has been supporting our local communities for over 30 years, enabling individuals to reach their potential and communities to thrive.

Starting life as a youth refuge in Armidale, our program scope and geographical coverage has expanded to include the whole of the New England North West region of NSW, providing a continuum of service from prevention and diversion to long term care to more than 3000 people annually.

Our approach to our work and the quality of our services has placed Pathfinders at the forefront of initiatives to consistently meet the needs of the vulnerable and disadvantaged in our communities. As demand for our services increases, Pathfinders will continue to strategically plan to build on our strengths and enhance our capacity to fulfill our mission and vision.

STRATEGIC PRIORITIES 2015-2020

Proactively respond to existing and emerging community needs.

STRATEGIC OBJECTIVES

• Influence public policy and community values by advocating for existing and emerging needs.
• Develop partnerships with other service providers, key influencers and research organisations.
• Create thriving communities by delivering integrated services which ensure safety and connectedness with individuals and communities.
• Be recognised as leaders in the provision of culturally appropriate services.
• Services strive to exceed evidence-based best practice standards of excellence.

SUCCESS INDICATORS

• Positive social change is achieved through our activities.
• Constructive feedback is received from our clients.
• Increase of successful outcomes from programs.
• The extent to which our programs are increasingly sought by our clients, partners and funders.
• Positive internal and external audit results.
**STRATEGIC OBJECTIVES**

- Foster commitment to the Pathfinders organisational culture.
- Recruit and select the "right" people who create "success" for our clients and our organisation.
- Provide opportunities for our people to develop a broad set of skills and expertise to support positive outcomes for our clients.
- Develop and commit to a career development and succession program.
- Commit to the Work Health and Safety of all our people.

**SUCCESS INDICATORS**

- Demonstrated improvement in organisational culture.
- Increased staff involvement in training and development programs.
- Positive staff satisfaction surveys.
- Positive staff performance levels.
- Low staff attrition rates.
- WHS performance measures.

**STRATEGIC OBJECTIVES**

- Maintain and maximise a diverse and well-balanced portfolio of revenue sources.
- Continuous improvement and development of our financial reporting systems.
- Build capital reserves through current and alternative financial strategies.

**SUCCESS INDICATORS**

- Increased funding and stability to meet targeted growth over the next five years.
- Strategic diversification of income, including fee for service from both government and non-government sources.
- Establishment of a capital contingency fund for risk mitigation.
- Consistent positive audit results.

**people**

Ensure a positive and robust Human Resource Management system that supports the development of our team and a satisfying work life for all.

**financial framework**

Build sufficient resources to be sustainable and achieve growth over the next five years.
Initiatives to consistently meet the needs of the vulnerable and disadvantaged in our communities.
Commitment to continuous learning, evidence based practice and quality improvement.

STRATEGIC OBJECTIVES
- Services strive to exceed evidence-based, best practice standards of excellence.
- Ensure accountability and quality of service delivery in all programs and management systems.
- Provide opportunities for stakeholder engagement and involvement in quality improvement.

SUCCESS INDICATORS
- Quality and consistency of service delivery.
- Positive client outcomes.
- Positive stakeholder interaction.
- Risk mitigation strategies implemented.
- Continuous improvement objectives regularly set and achieved.
- Positive reviews, audits and feedback.
**STRATEGIC OBJECTIVES**

- Increase awareness and recognition of our services and brand with communities and stakeholders through ongoing profile development.
- Proactively engage current and potential stakeholders, clients and communities.
- Develop key messages, tailored for specific groups and create multiple channels for integrated communication of these messages.

**SUCCESS INDICATORS**

- Increased participation in Pathfinders activities, projects and events by stakeholders.
- New partnerships, alliances and joint projects.
- Public acknowledgement of successes and sharing of positive feedback or experiences by stakeholders.

**STRATEGIC OBJECTIVES**

- Ensure long term sustainability and financial security.
- Maximise and safeguard the resources of Pathfinders.
- Provide effective, efficient and ethical decision making.
- Provide transparent and accountable decision making.
- Provide dynamic, well-informed and responsible leadership.

**SUCCESS INDICATORS**

- Effective oversight of the company’s financial activities, controls and reporting and risk management activities.
- Maintain funding and ensure measured growth.
- Compliance with regulatory and legislative regimes, funding agreement obligations and accreditation requirements.
- Decision making processes are clearly documented, approved and communicated.
- Robust platform of policies and procedures subject to ongoing review.
- Board has an appropriate skills balance, diverse membership and a strategic focus.
- Opportunities are established for high quality training and development and performance evaluation.
Continually review, adopt and integrate technology to enhance service quality and efficiency.

**STRATEGIC OBJECTIVES**
- Effectively utilise existing and new technologies to meet organisational needs.
- Invest in technologies for economic returns and increased service quality.
- Lead, innovate and combine technologies to become the benchmark for other organisations.

**SUCCESS INDICATORS**
- Effective use of core technologies by staff across the organisation.
- Increased user satisfaction.
- All staff will be trained in the use of core technologies.
- Ongoing review and evaluation of all components of our ICT systems.
collaboration

Develop partnerships with other service providers, key influencers and research organisations.

STRATEGIC OBJECTIVES

• Partner with other NGO’s to deliver quality services.
• Work with other agencies and service providers to benefit our clients.
• Engage with research organisations and experts to contribute to academic knowledge in the sector.
• Train others in the methodologies we have successfully implemented.
• Work with other NGO’s/peak bodies to advocate for the welfare of children and families.
• Work with our international partner organisations to assist with projects and give our clients and staff a global view.

SUCCESS INDICATORS

• Increased local, regional and international joint projects — including research projects.
• Development of new partnerships and alliances.
• Improved referral pathways.
• Increased networking and participation in sector forums.
• Positive social change through advocacy and peak body interaction.
• Increase in number of Pathfinders collaborative partnerships.