

Annual Report

2014

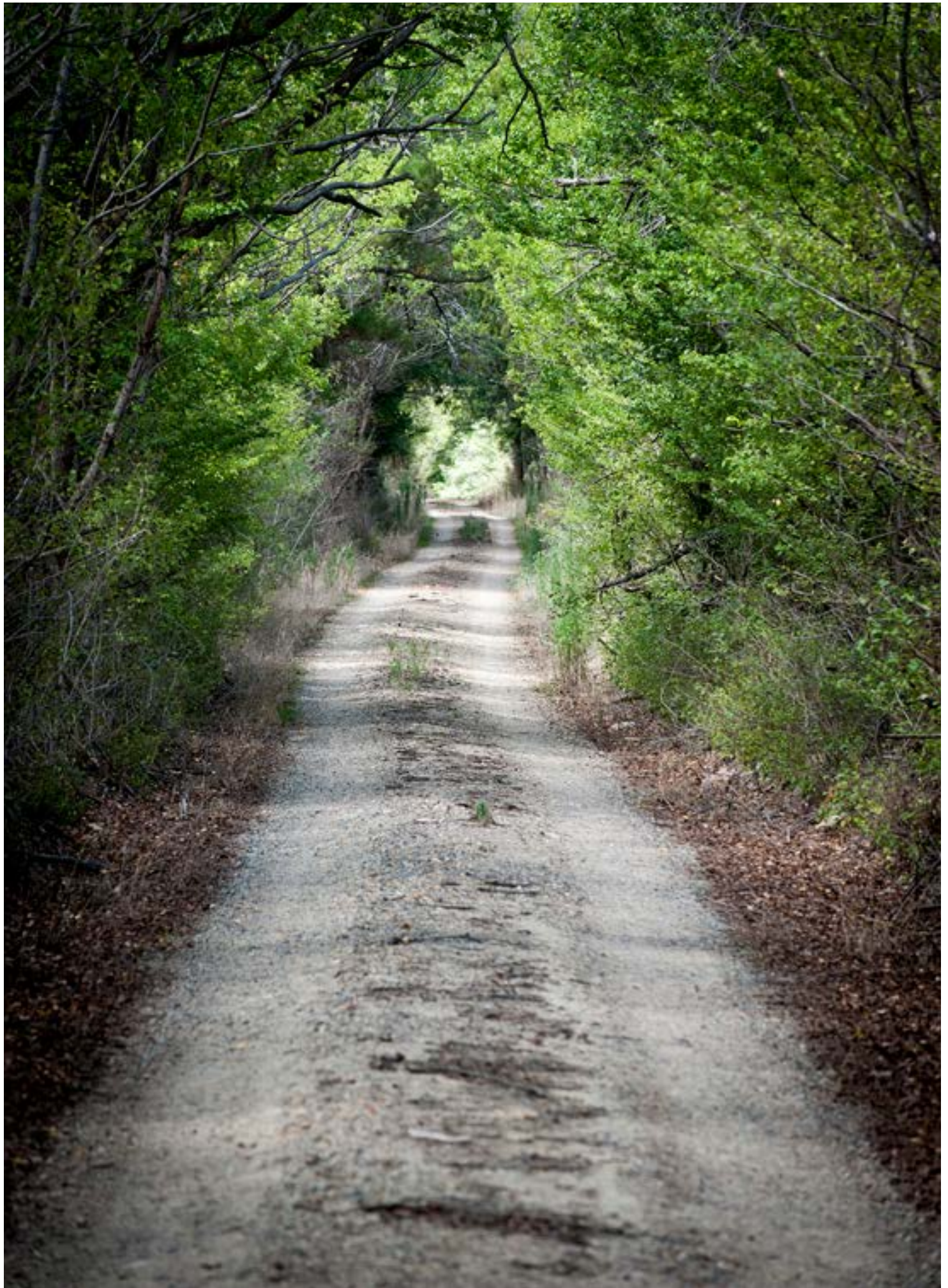


pathfinders  
PUMPKIN 2014  
RUN

FIND **your** path







Entrance to Tilbuster Station

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# CEO REPORT

It is with pleasure that I present the 2014 annual report to members, partners and stakeholders.

Firstly, I want to thank the extraordinary Pathfinders' family. We have faced a number of major challenges this year and without exception everyone understood what was required to get the job done.

It is an honour to work with you.

The Management Team have again demonstrated why they are such valued members of Pathfinders. Dedicated and united by a common goal to see Pathfinders set the benchmark for community services, you have guided and inspired your teams admirably.

I would like to thank the Board for their continued support, guidance and direction. Knowing that the Board is as passionate and committed as the staff about creating positive change makes my role as CEO much easier.

And a warm first year anniversary to our Patron, Justice James Wood. As a tireless advocate of children's rights and welfare, we are privileged to have Justice Wood as our inaugural Patron. We would be hard pressed to find someone more suitable to be our champion.

2014 was an extraordinary year for Pathfinders. Not long after we celebrated our 30 years in the New England and North West Tablelands of NSW, we now find ourselves extending our reach and sphere of influence over the ranges.

Pathfinders' offices and programs can be found in Armidale, Tamworth, Tenterfield, Glen Innes, Moree, Inverell, Kempsey, Port Macquarie, Taree and Coffs Harbour.

We currently have a direct impact on more than 90,000 people through our family, children and young person focused services and programs, including family support, disability, homelessness services, youth services and child protection services, but with our new Family Referral Service on the Mid North Coast that figure is set to grow.

Key highlights of the past year include:

- Our successful tender for a Family Referral Service for the Mid North Coast and the opening of four new offices, the appointment of 8 staff including two Aboriginal Family Referral Workers, with no break in service for our families and children from the previous provider...all achieved within six weeks. Remarkable.
- The establishment of our Foster Care program in Armidale and Inverell, with three children already placed, five authorised families and more in training, and ambitious plans to double the program by the end of 2014. All with no funding.
- The growth in the Circle of Courage program for our Out Of Home Care service with four trainers completing the program and receiving certification from the USA, and a further 12 staff participating in the Ignite program in Newcastle.
- Increasing the capacity of our homelessness services across Glen Innes and Inverell, giving families, children, and young people increased access to support and accommodation. In our Armidale Youth Refuge we will have more than 200 young people using the refuge across the year.
- We won a tender for the Ability Links program in a consortium bid with Mid North Coast Communities, the Northern Rivers Social Development Council,

CareWest and Intereach in the Riverina. Ability Links offers a new way to support people with disability, their families and carers, especially those who are not traditionally known to the disability service system.

- The ongoing development and renovation of Tilbuster Station which to date has seen approximately 200 disadvantaged children and young people experience this wonderful place – the opportunities they have been given include learning agricultural and other rural skills like welding, producing food for local Meals on Wheels and participating in the Pumpkin Run 2014 to Oasis in Sydney.
- Continuation of the Minimbah Project Birth Certificate and recent support by Pathfinders for the project in Dubbo, Narromine and Narrabri, which has now seen more than 1500 Birth Certificates delivered to those who could not afford one.
- Continued support for Ranwandi College in Vanuatu by partnering with the Fresh Hope Armidale Church of Christ, and the involvement this year of two of Pathfinders' young men. A life changing experience for both of them.
- Continuing our partnership with the Crescent Education & Volunteer Service (CEVS) in Tamale, West Ghana to build and expand the CEVS Disability Support Centre, which next year will see Pathfinders providing skills and community awareness training to teachers and community leaders in Northern Ghana.
- Activities such as DrumBeat, Fish N Mates, hip hop classes, National Youth Week celebrations, and the Toughen Up challenge, to name just a few.

Working and integrating with so many other agencies in order to deliver community based programs on such a large scale presented us all with a number of unique challenges.

Every organisation has their own way of working and their own internal culture but collectively we were able to present a powerful united front while remaining focused on ensuring that our programs and services were designed around the needs of our local communities.

We are continuing to explore ways in which we can develop constructive relationships with like minded agencies beyond the New England and North West Tablelands in order to strengthen our role in advocacy and ultimately service delivery. For example, Pathfinders, as lead agency, is preparing to deliver a school mentoring program throughout the Hunter/New England, Mid North Coast, Far North Coast and Central Coast.

There is a lot of hard work ahead of us. Government cutbacks in essential services in our industry will place increasing strain on our resources. Our vision that all children, young people and their families will have a home and family where they feel they belong, are free from abuse, neglect, discrimination and inequality and are able to achieve and contribute to their full potential in Australian society is more important than ever.

Alan Brennan  
CEO  
Pathfinders Ltd

# DIRECTORS REPORT

Your directors present their report on the company for the financial year ended 30 June 2014.

## Principal Activities

The Company (called Pathfinders Ltd) is a public company limited by guarantee. The entity reported on in this section is the Company (as consolidated financial statements are not required).

The Company is a charitable benevolent institution that pursues the charitable purposes of the provision of housing and supported accommodation to the homeless, support to disadvantaged families, children and young people, provision of 24/7 residential care and foster care to children and young people under the guardianship of the NSW Minister for Family and Community Services, provision of rural skills and vocational training programs for disadvantaged young people and the relief of poverty.

The Company's principal activities during the 2013-2014 year have been:

- › Operating several community-based family, children and young person focused services and programs, including family support, youth service, child protection, Out of Home Care, youth refuge, supported accommodation services and Family Referral Services throughout the New England and North West Tablelands (NENW) of NSW.
- › Consolidating Pathways Out Of Home Care Service, including establishing Pathways Foster Care Program in the NENW of NSW.
- › Over-sighting development and expansion of the New England North West Family Referral Service.
- › Undertaking a comprehensive strategic planning process.
- › Enhancing the Company's financial, budgetary,

Human Resources and Information Technology systems.

- › Ongoing development and renovation of Tilbuster Station.
- › Engaging with other non-government organisations and program volunteers.
- › Appropriately recognising the 30th anniversary of the organisation and the appointment of the Company's inaugural Patron.

Other activities of the Company are as described in the annual Project Reports and in various other project brochures and flyers and on the Company's website ([www.pathfinders-aus.org](http://www.pathfinders-aus.org)). These activities fulfil the range of charitable and community services objectives of the company as outlined below.

The Company is endorsed as an income tax exempt charitable institution, on the basis that it is an institution that is established and operated to advance or promote a charitable purpose. The main charitable purposes have been nominated as the provision of housing and supported accommodation to homeless young people; provision of 24/7 residential care and foster care to Wards of the State of NSW and support of disadvantaged families, children and young people. As well as the concession of an income tax exemption, GST charity concessions and an FBT rebate have been obtained.

## Directors

The names of the directors in office at any time during, or since the end of, the financial year are:

### Directors Name

- › Fiona Miron
- › Shane Jubb (Resigned 30.4.14)
- › Joe Craigie (Resigned 28.10.13)

- › ABK Abubakar
- › Justin Hardman
- › Rosemary Curtis
- › Brenna Bamford (Appointed 28.10.13)
- › Michael Sivaraman (Appointed 30.4.14)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

## Directors Information



### Fiona Miron

#### Qualifications

Bachelor of Laws (Hons) (ANU)  
Graduate Diploma Legal Practice (ANU) Professional Certificate in

Arbitration (University of Adelaide)

#### Special Responsibilities

Chair, Board of Directors; Member, Finance Committee

#### Experience

Fiona completed her Bachelor of Laws (Honours) at the Australian National University in 1995 and obtained a post-graduate qualification in arbitration from the University of Adelaide in 2006.

Fiona was admitted to practice as a barrister and solicitor of the Supreme Court of the ACT and a solicitor of the High Court of Australia in 1996, and a solicitor of the Supreme Court of NSW in 2000.

Fiona has been in private practice as a solicitor in the ACT and later in NSW since 1996, practicing initially in the areas of insurance litigation and criminal law. Since

2003, Fiona has conducted a property, estates and civil litigation practice in Armidale. She is currently a Senior Associate with Fox Legal.

Fiona appreciates the challenges and rewards of living in rural and regional communities, having been raised on a farm in the Northern Tablelands and having lived and worked in the New England for over ten years. As a mother of two children, she has a keen interest in issues affecting families and young people.



### Shane Jubb

#### Qualifications

Bachelor of Business  
(Accounting) (CSU Mitchell)

#### Special Responsibilities

Chair, Finance Committee (to 30.04.2014)

#### Experience

Shane holds a Bachelor of Business with a major in Accounting and he achieved CPA status in 2000. Shane began practicing as an accountant in 1993 and has held numerous accounting positions with firms in Sydney, Brisbane and the New England area and currently works for a legal practice firm in Armidale.

Shane has been involved as a volunteer with numerous not for profit organisations and his family were heavily involved with various disability services in the Central West of New South Wales.

Shane is married with two children and takes a keen interest in their sporting and cultural activities.



## Joe Craigie

### Qualifications

Cert IV Workplace Trainer and Assessor, Cert IV Electrical Contractor, Cert III Welfare

### Experience

Joe is an Aboriginal Man of the Gomeri Nation and has been a resident of the region all his life, the majority of which has seen him live and work on a regional basis from his Tamworth hometown.

He has been a career public servant with both the State and Commonwealth public service, and has held positions of Deputy State Manager of DCITA, Regional Manager with ATSIC and Department of Aboriginal Affairs, as well as the Manager of the Aboriginal Education Unit within New England Institute of TAFE. He has worked closely with the Youth and Aboriginal communities in the capacity of a consultant, public servant and a community person.

Joe has Chaired, and been a board member of Tamworth Regional Council's Aboriginal Advisory Committee and Crime Prevention Committees in support of his home community. He was a former Manager and founding Director of the Kamilaroi Development Initiatives Aboriginal Corporation (KDIAC) and has served as a Board Member of ABSEC.

Joe is currently the Director of the Clontarf Oxley Rugby League Academy in Tamworth. These bodies are all associated with his continuing support of young people and Aboriginal youth, a cohort for which he has worked in partnership to bring about their individual prosperity in the educational, social, and economic arenas.



## Ahmed Bawa Kuyini-Abubakar

### Qualifications

Bachelor Education (Hons), Diploma Religion Studies (University of Cape Coast, Ghana), Bachelor Social Work (Volda University College,

Norway), M. Phil (UCC, Ghana), PhD (University of Melbourne)

### Special Responsibilities

Deputy Chair, Board of Directors; Member, Finance Committee

### Experience

Bawa was born in Ghana and educated there as a teacher. He taught in Teachers College, Secondary School and at the University of Cape Coast between 1988 and 1996. He has worked for and established NGO's in Ghana. Bawa brings to the board international experience in the areas of education, social welfare and disabilities.

Bawa studies health and welfare administration and ultimately social work in Norway and worked for the Child Protection Service in Norway. Bawa holds qualifications in Social Work, Religion Studies and holds a Doctorate in Education.

Bawa is currently lecturing at UNE in Special Education and Social Work.





## Justin Hardman

### Qualifications

Bachelor of Arts (UNE)

### Experience

Justin has been a long standing member of the Pathfinders

board. He first became involved with youth issues in 2000 when he stood for election to the local council in Armidale. Justin has previously held the positions of treasurer and public officer for the organisation.

Justin completed a degree in Political Science and History from the University of New England in 2008.

Justin had been a member of the Armidale Duval Lions Club for sixteen years and has been a president of the Club. Justin has been the chairman of the Armidale Access Committee several times between 2000 and 2006. Justin is Armidale's local consultant for Vision Australia and he brings many valued skills and much life experience to the Board.



## Rosemary Curtis

### Qualifications

Justice of the Peace

### Experience

Rosemary is an Aboriginal Elder currently living in Glen Innes where she volunteers with the

Pathfinders program – Open Door.

Raised in Tingha and Mungindi NSW, Rosemary has experienced a very unique, colourful and gifted life to date. During her early stages of her long and accomplished career Rosemary helped to form the Tingha Aboriginal Corporation, providing local Indigenous families with housing. As well as this

Rosemary volunteered with the Health Commission to eradicate tuberculosis amongst Indigenous people living in Tingha and surrounding regions. Rosemary has served with the Department of Aboriginal Affairs and on the Aboriginal Development Commission (now known as ATSIC) as well as serving on numerous other boards and committees.

Rosemary has worked as an Aboriginal Community Liaison Officer and has worked with the Department of Community Services for many years as an Indigenous advisor and foster carer. Through all of this experience and much more, Rosemary has acquired a great understanding of Indigenous issues as well the issues faced by many youth today and is a valuable member of our organisation.

Rosemary currently works with assisting Indigenous people living with disabilities in her local area on top of her many hours serving as a volunteer for Open Door and as a Director of Pathfinders.



## Brenna Bamford

### Qualifications

Graduate Diploma (ICAA),  
Institute of Chartered  
Accountants, 2006

Bachelor of Commerce  
(Accounting) University of

Canberra, 1998

### Special Responsibilities

Member, Finance Committee; Chair, Finance Committee  
(from 30.04.2014)

### Experience

Brenna holds a Bachelor of Commerce with a major in Accounting and achieved CA status in 2008. She is currently undertaking a Masters in Business

Administration through Deakin University. Brenna began her accounting career in 1999 and has held numerous accounting positions with firms and organisations in Sydney, Canberra and the New England area and currently works for a large not-for-profit organisation in Armidale.

Brenna is married with two children and enjoys going for family bike rides and walking their Great Dane.



## Michael Sivaraman

### Qualifications

Registered Nurse in General Nursing (1974), Psychiatric Nursing (1970), Geriatric Nursing (1984), Post Grad in Nursing Admin (1972),

Basic Method of Instructions in TAFE Teaching (1992), Certificate IV in Workplace Training & Assessment (2004), Advanced Diploma in Community Sector Management (2006), Justice of Peace in NSW since 1996.

### Experience

An Indian by Heritage, Malaysian by birth and an Australian by choice (naturalised in 1972), Michael has lived in Australia since 1961. He is married with five children and one grandson.

Michael retired from paid employment in October 2012, after a career that spanned across some 45 years. Almost all of his work has been in Health and Community Welfare, both with the Government and Non-Government Organisations.

In Health, after his initial training in Australia, Michael has worked mainly as Health Service Manager in Hospitals and in Community Health.

In Non-Government Organisations Michael has been involved in Aged & Disability Service, Drug & Alcohol Service, Aboriginal Medical Service, Mental Health Recovery Support Service and in Residential Care for Homeless Children.

Michael has taught Mental Health for First year Nursing students at UNE; Community Welfare Cert IV at New England TAFE; and Aged Care at Grafton TAFE.

Michael's involvement with Management Committees has been with:

1. NSW Council of The Aging (COTA)—2005 to 2007
2. Armidale Harmony Group—current
3. Tablelands Community Transport (2008 to 2011)
4. Armidale Women's Centre—2006 to 2007
5. Armidale Interagency Forum—2008 to 2009

Since retirement Michael has been involved as a volunteer with the Armidale Animal Shelter, Armidale Care for Seniors, Armidale Neighbourhood Centre and Armidale Meals on Wheels.

## Meetings of Directors

During the financial year, 12 meetings of the Board of Directors were held and the attendances by each Director during the year were as follows:

### Directors' Meetings

	Directors' Meetings	
	Eligible to attend	Number attended
Fiona Miron	12	12
Shane Jubb	10	8
Joe Craigie	5	0
ABK Abubakar	12	9
Justin Hardman	12	7
Rosemary Curtis	12	12
Brenna Bamford	7	6
Michael Sivaraman	2	1

## Short and Long Term Objectives of the Company

The short and long term objectives of the Company are best described by considering the objects listed in the Objects clause (clause 5) of the Company's Constitution which states (inter alia) that the objects of the Company are:

- › To provide for the safety, well-being, confidence, resilience and independence of families, children and young people by fostering and providing for their health, developmental needs, accommodation needs, encouraging their potential, spirituality, self respect and dignity within a safe and nurturing environment.
- › To establish, promote, maintain and operate a range of community services and projects for children, young people and their families including:
  - › Family and Children's Refuges and Youth Refuges to provide emergency and crisis accommodation and shelter for homeless children and young people;
  - › Youth Services to provide information, advocacy, support, counselling and advice and assistance to young people;
  - › To provide and enhance the provision of foster care and residential care services for children and young people in the NSW Out of Home Care program;
  - › Juvenile Justice services to prevent young people entering the Juvenile Justice system and to assist young people exiting detention and to reintegrate into our communities;
  - › To provide family and youth support services to enable families to thrive in our communities.
- › To assist homeless children and young people to transition from Crisis and Supported Accommodation and to locate, obtain and retain alternative accommodation and shelter after they have left Pathfinders.
- › To establish and provide a range of vocational, social and recreational programs and activities for families, children and young people.
- › To provide cooking, cleaning and laundry facilities for use by homeless children and young people.
- › To employ youth workers and counsellors to accommodate, supervise, assist and counsel homeless children and young people.
- › To support and provide services to Refugees in our community and to liaise with Refugee Support Groups in the provision of such support and services.
- › To identify strategies and solutions to child, youth and family homelessness and other social and economic disadvantage and to seek to positively influence key Government policies and programs that impact on the well being of our client group.
- › To advocate for young homeless people and their families to ensure their needs are recognised and considered by all levels of Government in the development of social policies and programs that impact on homeless people.



- › To promote and undertake research into youth homelessness, juvenile justice and family breakdown and other forms of social disadvantage.
- › To engage in research and disseminate information about the legal, welfare, medical, educational, housing and family needs of disadvantaged families, children and young people.
- › To increase community awareness and understanding of the needs and disadvantage experienced by homeless young people and their families and assist in the development of appropriate solutions to the problem of homelessness.
- › To make available at the Company's premises information to parents, children and young people regarding welfare, medical, educational and housing rights and to introduce them to and engage them in the existing community and welfare agencies service networks.
- › To collaborate and liaise with the community and other welfare and government agencies to further the objectives of Pathfinders.
- › To support and mentor Aboriginal organisations to provide a range of services to Aboriginal communities in establishing and operating social services for children, young people and their families and to provide these services directly where needed.
- › To promote consultation and cooperation between Pathfinders and non-government social welfare organisations, State and National Peak Bodies and Governments involved in social welfare activities.
- › To provide for the direct relief of poverty, homelessness and disadvantage in the form of money, goods and services to children, young people and families in necessitous and underprivileged circumstances.

The Company's other short and long term objectives include enhancing the profile of the organisation and strengthening the Company's collaborations

with volunteers and other community organisations; ensuring financial sustainability; continuing to develop and establish Tilbuster Station as a community farm for disadvantaged young people; establishing the Ability Links program for people with disability across the New England North West, operating women, family and children's refuges to provide emergency and crisis accommodation and shelter; expanding services particularly in the area of foster care; conducting tailored governance training for board members and executive staff; and continuing to enhance the quality of the Company's services.

The Company's strategy for achieving its objectives is to base its strategic and business planning around the short and long term objectives of the Company. The key goals of the Company's strategic plan are linked to individual project plans and the work plans of all key senior managers. Critical aspects of the strategy include monitoring financial performance and cost control; financial sustainability; asset management and growth; risk identification and management; enhancement of IT systems; project consolidation and expansion; strategic growth management; competitive tendering; and legislative and funding body compliance.

## Performance Measurement

The company measures its performance by a variety of measures including achievement of specific strategic plan objectives; operational indicators and targets; program goals and objectives; various funding body performance accountability, monitoring and compliance measures; stakeholder and client satisfaction/feedback surveys; key project managers' work plans and goals and achievement of financial targets and budgets. The company considers these measures in relation to Pathfinders performance over previous years, benchmark industry performance and performance against similar non-government organisations.

## Membership Details

Pathfinders Ltd is a public company limited by guarantee and no shares or options are issued. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10.00 each towards meeting any outstanding obligations of the company.

Membership Class	Number of Members	Individual Members Contribution on winding up of Company	Total Members Contribution on winding up of Company
Ordinary Members	15	\$ 10	\$ 150
Total	15	\$ 10	\$ 150

## Auditors' Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is attached to these financial statements.

Signed in accordance with a resolution of the Board of Directors.



Fiona Miron  
Director

22 October 2014

Crowe Horwath Central North  
ABN 91 680 058 554  
Member Crowe Horwath International  
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Armidale NSW 2350 Australia  
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**AUDITORS' INDEPENDENCE DECLARATION  
UNDER SECTION 60-40 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS  
COMMISSION ACT 2012  
TO THE DIRECTORS OF  
PATHFINDERS LTD  
ABN 64 146 004 524**

I declare that, to the best of my knowledge and belief, during the financial year to 30 June 2014 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

**Crowe Horwath Central North**



**Ian Brooks**  
**Registered Company Auditor (ASIC RAN 411019)**  
90 Rusden Street  
Armidale NSW 2350

Dated 27 October 2014



# EXTRACT FINANCIAL REPORT

For the Year Ended 30th June 2014

## Statement of profit or loss and other comprehensive income

	2014 \$	2013 \$
Revenue from ordinary activities	7,209,769	7,179,458
Employee benefits expense	(4,236,048)	(4,240,215)
Occupancy costs	(929,366)	(800,680)
Administration expenses	(1,291,356)	(1,230,237)
Depreciation expense	(308,587)	(270,304)
Loss on sale of assets	(8,438)	-
Borrowing costs	(3,553)	(19,061)
<b>Surplus before income tax expense</b>	<b>432,421</b>	<b>618,961</b>
Income tax expense	-	-
<b>Surplus after income tax expense</b>	<b>432,421</b>	<b>618,961</b>
Other comprehensive income	-	-
<b>Total comprehensive surplus for the year</b>	<b>\$ 432,421</b>	<b>\$ 618,961</b>

	2014 \$	2013 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	1,341,627	1,215,786
Trade and other receivables	40,406	123,765
Other assets	6,726	6,726
Financial assets	717,677	-
<b>TOTAL CURRENT ASSETS</b>	<b>2,106,436</b>	<b>1,346,277</b>
<b>NON CURRENT ASSETS</b>		
Property, plant and equipment	2,625,386	2,713,893
<b>TOTAL NON CURRENT ASSETS</b>	<b>2,625,386</b>	<b>2,713,893</b>
<b>TOTAL ASSETS</b>	<b>4,731,822</b>	<b>4,060,170</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	435,754	363,580
Financial liabilities	184,103	174,494
Provisions	364,633	309,385
Other liabilities	180,959	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,165,449</b>	<b>847,459</b>
<b>NON CURRENT LIABILITIES</b>		
Provisions	100,303	89,446
Financial liabilities	803,409	954,460
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>903,712</b>	<b>1,043,906</b>
<b>TOTAL LIABILITIES</b>	<b>2,069,161</b>	<b>1,891,365</b>
<b>NET ASSETS</b>	<b>\$ 2,662,661</b>	<b>\$ 2,168,805</b>
<b>EQUITY</b>		
Funding body reserves	260,434	413,132
Sinking fund	61,432	-
Accumulated funds	2,340,795	1,755,673
<b>TOTAL EQUITY</b>	<b>\$ 2,662,661</b>	<b>\$ 2,168,805</b>

	2014 \$	2013 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	7,881,355	7,945,380
Interest received	22,128	-
Payments to suppliers and employees	(6,690,005)	(7,172,811)
Net cash (used in)/provided by operating activities	1,213,478	772,569
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payments for plant and equipment	(231,232)	(241,927)
Proceeds from sale of plant and equipment	2,714	-
Payment for investments	(717,677)	-
Net cash used in investing activities	(946,195)	(241,927)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of borrowings	(141,442)	(114,562)
Net cash provided by investing activities	(141,442)	(114,562)
Net (decrease)/increase in cash held	125,841	416,080
Cash at the beginning of the financial year	1,215,786	799,706
Cash at the end of the financial year	\$ 1,341,627	\$ 1,215,786



## Statement by Directors

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The Directors declare that the financial extracts of Pathfinders Ltd for the year ended 30 June 2014, as set out on previous pages, have been derived from, and are consistent with, the full audited financial report of Pathfinders Ltd. The full financial report is available on request. This declaration is made in accordance with a resolution of the Board of Directors and is signed for, and on behalf of the Board of Directors by:

  
FIONA MIRON

Director

Dated 24 October 2014



**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF  
PATHFINDERS LTD - EXTRACT REPORT**

**ABN 64 146 004 524**

Crowe Horwath Central North  
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**Report on the extract financial report**

The accompanying extract financial report of Pathfinders Ltd comprises of a statement of financial position as at 30 June 2014, the statement of profit or loss and other comprehensive income, statement of cash flows for the year then ended and the statement by directors. The report is derived from the audited financial report of Pathfinders Ltd for the year ended 30 June 2014. It does not contain all the disclosures required by Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act).

*Directors' responsibility for the extract financial report*

The directors of the company are responsible for the preparation and fair presentation of the extract financial report derived from the full financial report which is prepared in accordance with Australian Accounting Standards' - Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act). This responsibility includes:

- establishing and maintaining internal control relevant to the preparation of the extract financial report;
- selecting and applying appropriate accounting policies; and
- making accounting estimates that are reasonable in the circumstances

*Auditor's responsibility*

Our responsibility is to express an opinion on the extract financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards, of the financial report of Pathfinders Ltd for the year ended 30 June 2014. Our report was signed on 24 October 2014 and was not subject to any modification. The Australian Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

Our procedures in respect to the extract financial report included testing that the information in the extract financial report is derived from, and is consistent with, the full financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the extract financial report is consistent with the full financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF  
PATHFINDERS LTD - EXTRACT REPORT**

**ABN 64 146 004 524**

Crowe Horwath Central North  
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**Audit Opinion**

In our opinion, the extract financial report of Pathfinders Ltd for the year ended 30 June 2014 is consistent with the full financial report from which it is derived upon which we expressed an unqualified audit opinion.

**Crowe Horwath Central North**



**Ian Brooks**  
**Registered Company Auditor (ASIC RAN 411019)**  
90 Rusden Street  
Armidale NSW 2350

Dated 27 October 2014





Pathways young people visit Sydney for the 'As Eye See It' photographic exhibition



Preparing vegetables for Meals on Wheels at Tilbuster Station



Pathways camping weekend

# ABOUT PATHFINDERS

## Pathfinders Vision

Thriving communities, in which all fully participate and develop freely through mutual trust and acceptance.

## Pathfinders Mission

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

## Pathfinders Principles of Service

The following principles guide our provision of services to children, young people and their families:

- › our practice will reflect the rights of children, young people and their families to social justice, economic and social equality and self determination and to be free from discrimination on the basis of religion, gender, race, sexuality or disability
- › quality service provision on the basis of equity and need
- › community based, collaborative approaches to the provision of services
- › individualised, flexible case planning using a strengths based intervention model that ensures the safety, emotional security and connectedness of our clients
- › culturally appropriate interactions with families and children are paramount
- › participation of our clients and stakeholders in the process of service delivery and planning
- › continuous service development and quality improvement through ongoing evaluation and review.

## Pathfinders network of Services Across the New England and North West Tablelands

Pathfinders has offices across the New England and North West Tablelands at Moree, Tenterfield, Inverell, Glen Innes, Tamworth and Armidale.

Our services continue to grow with our most recent additional office established in Armidale as part of the Family Referral Service rollout. Pathfinders supports children, young people and their families with supported accommodation services, family support services, youth work, child protection, family referral services and Out of Home Care services. Pathfinders is currently recruiting foster carers to provide foster care in the region.

Another recent initiative has been the growing development of Tilbuster as a working farm for young people. We have already established a small steering and planning committee. We have commenced fencing and maintenance works involving our young people who in return are acquiring rural skills and knowledge and enhanced self-esteem from participating in meaningful activities where they feel they are a real stakeholder. Our Tilbuster paddocks have now been ploughed and planting for lucerne, onions, pumpkins and potatoes has commenced.

Pathfinders programs and services include:

- › youth social, recreational and vocational programs
- › family referral services to ensure assistance gets to families and their children when they need it
- › information and referral assistance to link clients with appropriate support agencies
- › refuge and supported accommodation services to young people
- › child protection and family referral services



Pathfinders staff

- › field placements and training for local TAFE and University students seeking employment in human services
- › provision of residential out of home care services, foster care support programs and foster care programs for children and young people under the guardianship of the Minister for Community Services
- › provision of family preservation services, supervised contact, therapeutic camps/activities and after care services to vulnerable children, young people and their families
- › Tilbuster - Working Farm for young people and Centre for Learning and Excellence in Circle of Courage – Residential & Foster Care.



# HUMAN RESOURCES

## Service Description

The provision of the full suite of human resource management supports to the broader organisation and the customising of these to specific operational requirements of Pathfinders many programs and activities.

These include strategic HR planning, organisational behaviour matters, team building, recruitment and selection, training and development, work health and safety, workers compensation claim management, and return to work.

All of these works are done in the environment of support to Managers and Staff whilst ensuring the Pathfinders Philosophy and values are achieved.

## The Year in Review

### Strategic Planning

Involvement in the review and resultant development of the 2015-2020 Strategic Plan. Particularly, in relation to the human resources and the further growth in the capacity of our "people" to support positive outcomes of all strategic functions.

### Ability Links program

This exciting new program now has an embedded staffing structure across the New England/North West that includes "Linkers" in Tamworth, Inverell, Armidale, Glen Innes and Moree.

This program is coordinated and supervised by a Program Coordinator.

### Family Referral Service Mid North Coast

This represents an expansion to a new region for the Pathfinders organisation and to our current FRS (New England/North West ) program. This new component

of FRS has been staffed with Family Referral Workers in Taree, Port Macquarie, Kempsey and Coffs Harbour.

A Team Leader MNC position has also been staffed to allow supervision and coordination at a local level.

### Specialist Homelessness Services

This program has grown immensely in 2014 with the new look program incorporating the Going Home Staying Home Reforms.

The growth across the two sub programs of Armidale Youth Homelessness and Inverell/Glen Innes Homelessness is illustrated by the expanded staffing structure from 8 permanent staff to a team of 15 permanent part time staff and 5 casuals.

The new look SHS program is managed by a SHS Manager position.

### Training and Development

The launch of E-Learning modules that cover a range of specific areas from Work Health and safety, Ergonomics, manual handling, bullying and harassment and workers compensation across all levels of the organisation was a major milestone in 2014.

### WHS

It has been an exciting year for WHS with the development of a WHS Officer position which supports the consultative arrangements of the organisation and allows a direct line of communication around all WHS matters to a trained and well skilled staff member within the Pathfinders team.

A new look WHS Management system has been completed for the organisation with the roll out of this new system in the form of a "roadshow" to all areas of the organisation being planned for 2015.



## Volunteers

This year saw the review and further development of our Volunteer Management system resulting in an increase in the number of volunteers particularly in the Open Door and Tilbuster programs.

## Community Involvement

Working Bee at Tilbuster – fun day organised where staff, volunteers and young people came together to tidy up around the property, harvest corn and come together for a sausage sizzle, refreshments and a relax at the end of a work day.

## Participation in the 2014 Pumpkin Run

This great event where 2 tonne of pumpkins was transported to Sydney to distribute to the Homeless Youth involved Staff and Young people of the Pathfinders organisation.

30th Anniversary Dinner.

Participation in Hike for Homelessness.

Chamber of Commerce meetings.

## Directions for Next Year

Continue to support the growth and expansion of the organisations staffing structures and further develop the platform of supports to ensure that all staff and volunteers of the Pathfinders organisation remain satisfied, enthusiastic, safe and secure in whatever role they commit to within the Pathfinders organisation. CareWest and Intereach in the Riverina. Ability Links offers a new way to support people with disability, their families and carers, especially those who are not traditionally known to the disability service system.

Jo Hall

Human Resources Manager



Pathfinders Inaugural 2014 Pumpkin Run



Youth enjoying the facilities at Oasis Youth Centre in Sydney



# QUALITY ASSURANCE

## Service Description

Quality Assurance is involved in project research, development and review, statutory compliance, risk assessment and mitigation, strategic and tactical planning.

- The deployment of the Quality Management Framework.
- Work with Pathways & Michael Smart for the re-accreditation of residential services and the accreditation of the foster care service.

## The Year in Review

2013-4 was a challenging year. Major milestones were:

- The development of the new policy and procedure format as agreed by a meeting with all program managers.
- Ongoing review of existing Policy and Procedure for all programs to bring them in line with the new format.
- Several major tenders and model development for those tenders working with Penny, Alan, Jo, Tania and Mark.
- Involvement with the executive group in the development of the Strategic plan with the new Mission and Vision statements

## Directions for Next Year

Quality Assurance will be working to complete the deployment of the Quality Management framework and see the electronic implementation of the new Policy and Procedure format.

Scott Mason  
Quality Assurance Officer



Pathfinders Board of Directors

# PROJECT DEVELOPMENT UNIT

## Service Description

The Project Development Unit (PDU) builds the scope, capacity and viability of Pathfinders by attracting funding for new and existing projects and programs.

The Funding Manager works with the CEO and Program Managers of individual services to identify priorities for growth, develop projects and match those projects with the most suitable funding opportunities.

Applying for many and varied grants and tenders brings us to the attention of government, state, corporate and philanthropic bodies which is a positive strategy in raising the profile of Pathfinders and the work we are doing.

## The Year in Review

### Achievements

- › Ability Links - Pathfinders joined a consortium with five other organisations to apply for NSW Ability Links program funding and were the successful tenderers. Ability Links is a new state government program to prevent people with a disability from prematurely entering the disability service system, and represents a new and exciting direction for our organisation. Pathfinders and partners Northern Rivers Social Development Council, Mid Coast Communities, Intereach, CareWest and Murrumbidgee Medicare Local will deliver this new initiative throughout Northern and Western NSW. Entering into a consortium arrangement was a new experience for us, and a very positive one, with new relationships forged and future project possibilities opened.
- › Going Home Staying Home - Pathfinders applied for several packages throughout the New England and North West regions under the NSW Specialist Homelessness Services reforms. We were thrilled to be the successful applicant for Armidale Youth Homelessness Services and Inverell Glen Innes Homelessness Services which includes crisis accommodation and outreach support to young people, men, women and families as well as community education.
- › International Projects, Ghana West Africa - Pathfinders continued to support our African partner Crescent Educational & Volunteer Service (CEVS) to achieve their goal to open a Disability Assessment and Support Centre in the tiny village of Sognayili in Tamale, Ghana. We applied for, and won, additional funding from the Department of Foreign Affairs and Trade to complete a security fence and an extension to the building. Pathfinders will now assist in the training of staff, volunteers and families prior to the Centre opening for the 2015 school year. The Centre will provide an important and unique opportunity for the education and wellbeing of children with disability and their families in this extremely disadvantaged community and Pathfinders is very proud to be a part of it.
- › Tilbuster - Will soon see the construction of a new building at our Tilbuster Station working farm, funded through the Newcastle Permanent Charitable Foundation. The completed shed will provide an all-weather workshop and training facility that will allow us to enhance and expand our vocational and rural skills programs and provide much needed storage for equipment and harvested produce. This is an exciting partnership and we look forward to working with the dynamic Newcastle Permanent team in the coming months.
- › Open Door - An appeal to several service clubs to support Open Door led to a donation by the Royal Freemasons' Benevolent Institution. Welding workshops will commence in December with Rod Day from Community Colleges in Armidale where young people will gain a certificate in welding and build a camping trailer to be used for Open Door



Tilbuster Ponds running through Tilbuster Station

activities. Royal Freemasons have been a long-time supporter of Open Door and we thank them for their generous contribution to our young people.

- › Strategic Plan - As part of the Executive Committee, the Funding Manager participated in the development of the Pathfinders Strategic Plan 2015-2020, a document that sets the key priorities and direction for the Pathfinders team over the next five years.

## Community Involvement

- › Strengthened networks and partnerships through collaboration on projects and grant applications including Northern Rivers Social Development Council, Mid Coast Communities, Interreach, CareWest, Murrumbidgee Medicare Local, Crescent Educational & Volunteer Service Ghana, Royal Freemasons Benevolent Institution, Armujun Aboriginal Health Service, Glen Industries, TAFE Glen Innes Campus, Rod Day and Northern Inland Community College, Ross Hill Public School, Inverell High School, Macintyre High School, Sapphire City Dance Academy, Second Bite, Newcastle Permanent Charitable Foundation, Brighter Access, Australian High Commission Ghana.
- › Attended the Connecting up Conference at the Gold Coast in May 2014, a three-day interactive event targeted to not-for-profits who are interested

in innovation, change and finding solutions to further engage with the community and achieve outcomes through improved operational and organisational efficiency. All sessions attended were of excellent quality and very relevant to Pathfinders as we continue to develop our Strategic Plan and Information Technology systems. Participating in the Grants Masterclass was a highlight.

## Directions for Next Year

Improve internal systems for the communication and development of project ideas.

Strengthen existing consortium partnerships and explore new collaborations to build our capacity and expand our impact beyond the New England North West region.

Continue to support the growth of Pathfinders through identifying and applying for funding opportunities in line with the Strategic Plan.

Penny Hackney  
Funding Manager



# FAMILY REFERRAL SERVICE

## Service Description

The Family Referral Service (FRS) is a project within the Keep Them Safe Initiatives of the NSW Government. FRS provides a gateway into the service support system for families with dependent Children and Young People in the New England and North West area of NSW. The FRS provides a voluntary and coordinated referral service for families, particularly Aboriginal families in New England and North West NSW, who are in need of assistance and who do not require child protection at a statutory intervention level. The FRS Family Referral Workers bring together families, relevant local support services and community resources to assist with the safety and wellbeing of children and young people. The Service is primarily concerned with encouraging and facilitating families to access services which will assist them to nurture and protect children. Services provided by FRS are free, with the purpose of assisting and encouraging access for clients facing financial and other barriers to services. FRS provides a quality family referral program that empowers our clients, creates opportunities for their future and enhances their quality of life.

## Mission

FRS aims to make a positive contribution to the lives of our clients by offering appropriate, relevant and timely services to our client group. We aim to ensure the safety, welfare and well-being of our clients by fostering their health, developmental needs, spirituality, self respect and dignity within their communities and families by:

- Providing information about appropriate services
- Providing support to access appropriate services
- Promoting their rights and needs within their community
- Establishing, maintaining and expanding partnerships with other support agencies within the community.

## Services Provided

FRS provides the following services:

- › Face to face or telephone consultation with services and families
- › Assessment of family needs
- › Information, advocacy and supported referral to relevant services to meet those needs, in accordance with the individual family's priorities
- › Improved links between services culturally appropriate to Aboriginal families.
- › Outreach home visiting service to all areas within New England and North West of NSW
- › Purchase of services where this is considered appropriate, and within the bounds of Brokerage budgets and policy.
- › Provision of advice and information to other services.
- › Timely feedback to referring services.



NAIDOC week celebrations



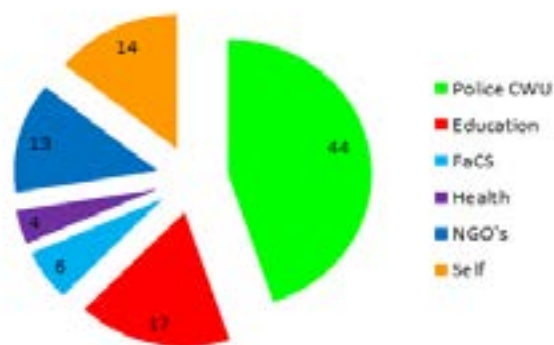
FRS sponsor Hike for Homelessness Day



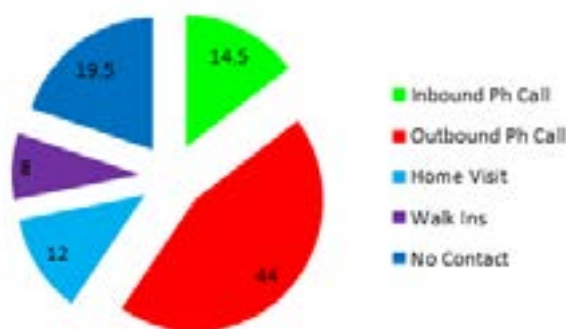
Hike for Homelessness Day

## The Year in Review

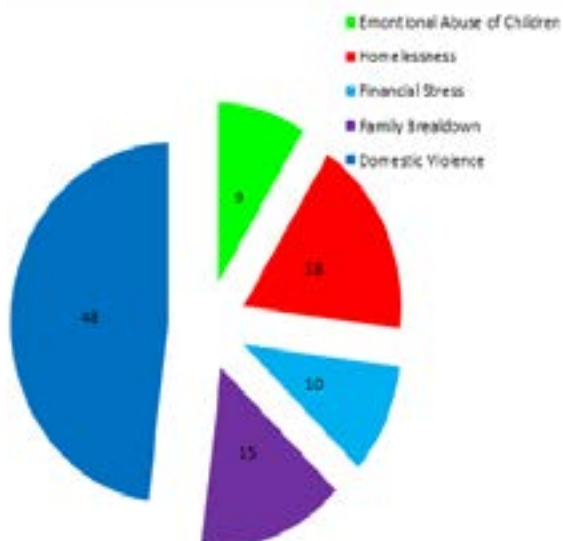
Source of referrals (%)



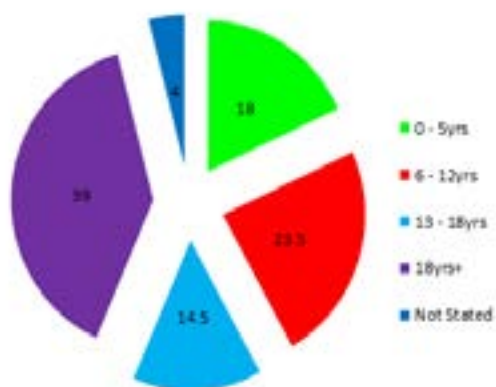
Method of referral (%)



Client primary vulnerabilities (%)



Age groups of clients (%)



FRS is very pleased to say that over 43% of the clients we have supported this year are aboriginal.

46% of all referrals made to FRS this year have been 'Complex' referrals. By definition this means that more than one member of the family being referred has a vulnerability and that each member who does have a vulnerability, has more than one.

The FRS Team across the region has serviced over 620 families. They have done this via more than 14,500 occasions of service. This means phone calls, home visits, case meetings etc. 316 of our families have benefited from our ability to provide some level of assistance via the Brokerage component of the program.

There is an element of success to be recognised with this fact. Up until May of 2013 FRS has not had an Aboriginal worker for any length of time. The fact that we have still been able to engage shows the hard work and cultural sensitivity of all FRS staff.



## Directions for Next Year

In the year to come we will be focusing on uniting both our Family Referral Service Teams. The recent successful tendering for the Family Referral Service on the NSW Mid North Coast has meant the doubling of the number of staff as well as office locations.

The Team will spend the next year consolidating our place on the Mid North Coast. This will be done through the sharing of knowledge and expertise from Pathfinders experience of providing the NENW Family Referral Service.

## Community Involvement

Staff regularly attend various Interagency Forums such as:

- › Regional Implementation Group (RIG)
- › Regional Case Mgt. Panel (the only Non-Gov. agency on this panel)
- › Place Team Meetings
- › Youth Interagency Meetings
- › Domestic Violence Forums
- › Aboriginal Specific Interagency Meetings
- › Learning & Development Meetings etc

FRS Staff have also participated in Community Events such as NAIDOC, National Aboriginal Children's Day, Family Week and the Minimbah Birth Certificate Project with other service providers across the region throughout 2014.

Tania Willis  
Program Manager



Minimbah Project Sign Up day Toomelah



Pathfinders assisting with a Sign Up day in Boggabilla



Happy recipient of a birth certificate at Boggabilla

# INVERELL FAMILY YOUTH SUPPORT SERVICES

## Service Description

Inverell Family Youth Support Services (IFYSS) continues to provide services to the Inverell community, supporting families, children and youth with advice and referral, parenting programs, domestic violence programs and support of community based events with a focus on enhancing the lives and well-being of individuals and families.

This year has seen IFYSS build strong ties with the local schools providing additional support to youth aged 13-25 years with a strong focus on anti-bullying strategies, self-esteem building, peer pressure and basic life skills.

## Year in Review

### Mini Groovers

IFYSS successfully applied to Brighter Access for Early Intervention funding to establish a program for pre-school age children to learn confidence, musicality and rhythm. In conjunction with the Sapphire City Dance



Mini Groovers in action

Academy the Mini Groovers program began in term one of the 2014 school year. Held one day a week classes continue to have regular attendances of up to and

exceeding nine children each week. The program is very successful with children continuing to gain benefit even if they have been unable to attend each week; it is easy for children to re-join classes. We have found that parents continue to bring their children along even if they are a little shy at first. Children with special needs are encouraged to join the program.

### Drumbeat

Through funding under the Early Intervention program, IFYSS was able to have two additional staff complete the Holyoake Drumbeat Program training in Sydney in November. The program runs for 10 weeks using evidence based therapeutic intervention tools and Djembe Drums to engage young people through music, providing a sense of connectedness with self and others, reducing stress and anxiety and also allows for creative self-expression, most of all it is fun.

During the program we look at specific social issues such as peer pressure, bullying, our feelings and emotions, relationships, teamwork, identity and social responsibility. To end each program the group perform for members of the community or other local schools. Each program follows the original concept with the language levels used varied depending on the ages of the participants.

IFYSS continues to support local schools and run this program at Macintyre High School, Inverell High School and Ross Hill Public School.

### Ashford Bun Bun Supported Playgroup

Ashford Bunbun Supported Playgroup has seen positive changes for families during 2014. Playgroup continues to have good average attendances of 10 – 12 children each week, including from time to time, new families from Ashford and the surrounding district. This year we have incorporated information sessions and visits from the following local services: Rural Fire Service, Power

Save, Early Intervention, Armajun Dental Services, Community Health – speech pathology. Both parents and grandparents have responded well to the guests and enjoyed information packs and free gifts.

As well as a new enrolment form, which allows us to capture appropriate information for our funding body, we have implemented a “New Parent Information Booklet” for all attending families.

With a focus on exposure to new activities and experiences, the children enjoy their time at playgroup. Each week we design and offer a variety of activities which help in all areas of a child’s development. We sometimes cook together and celebrate all special occasions such as Mother’s and Father’s day, Easter and Christmas with child focused “craft creations”.

This year we provided a nutritious home cooked meal, fresh fruit, yoghurt and a sweet treat plus water or milk to drink each week. The meals are prepared in our Inverell kitchen and are enjoyed by both children, parents and grandparents. This addition has received a positive response from our families and children are able to try new taste sensations that they have not tried at home.

We look forward to lots more fun and learning in 2015.

### Parenting Plus

After enquiries from local aboriginal families, Parenting Plus was designed to support identified needs in their community. The program focused on information and support around childrens’ behavioural issues, ways to save money, healthy eating and how to take care of yourself. To make it easier for people to come along, the program was run over a 5 week period out of the Linking Together Centre, with a total of 9 mums and carers attended the program.

Topics covered were Communication, Budgeting and



Drumbeat Program in Schools

presentation, Good Food where participants cook and share a healthy meal after discussion and tips on healthy meal planning by a local dietician, 123 Magic and Self Care where a representative from a local chemist talks about the basics of skin care, providing sample products and a \$20 voucher.

### Family Fun Day

A Family Fun Day was held in Victoria Park on the 22nd of January. The idea of the day was to reach out to the aboriginal community and promote what IFYSS has to offer. Inverell Family Referral Service and TIGYS were invited to join in the day and provided information on their services as well, there were even some ‘give-a-ways’.

Throughout the day the crowd was entertained by talented local artists including Alex Munro who played the didgeridoo and guitar. Artists were encouraged to display their work and we ended up with a fantastic display of aboriginal art.

The kids enjoyed a variety of activities including a jumping castle and face painting. The craft activities proved popular with kids making dream catchers and aboriginal jewellery to take home with them.

A free BBQ lunch was available to around 80 families who came along on the day.



## NAIDOC Week

IFYSS supported local NAIDOC Week celebrations and awards. Taking part in the street march to Flanders House where the Awards ceremony took place, and then on to Victoria Park where celebrations continued. IFYSS held an information table with staff on hand to answer questions on the services and programs we provide.

## Achievements/Challenges & Acknowledgements

### Inverell Toughen Up Challenge 2014

On Saturday 1 March 2014 the second Inverell Toughen Up Challenge was held at Rugby Park, Inverell. Among the major sponsors were Pathfinders, Inverell Family Youth Support Service and Family Referral Service.

There was an overwhelming response to this year's event. A total of 46 senior teams (184 competitors) nominated, which was an increase on 2013 nominations of almost 50%. Teams travelled from as far as Brisbane, Sunshine Coast, Sydney, Central Coast, New England and North West with many making a return trip. The Toughen Up Committee consider the event has gained a reputation of being well run, and conducted at a high professional standard.



Toughen Up participants

This year the Committee incorporated a Junior Toughen Up Challenge with teams of 2 encouraged to join in and undertake a mini-version of the senior's course. The event was a huge success with 100 children participating in the inaugural event.



Junior Toughen Up Event

Planning for the 2015 challenge will commence in late 2014. The Committee is focused on making the project an on-going one committed to improving the health and fitness of all within the Inverell and surrounding areas and at the same time raise funds to be filtered back into supporting infrastructure in our home town.

### Hip Hop Project

The first week of the June/July school holidays saw IFYSS, with the support of Armajun Aboriginal Health Service and the Linking together Centre, run Hip Hop workshops.

We were fortunate to have former local, Jay Tickle run the workshops. Jay was selected out of a Hip Hop Program run in Inverell in 2011 to attend an Indigenous Hip Hop workshop in Melbourne. Busy studying at the Brisbane Dance Academy, Jay was planning to head off to the USA for a six month dance contract.

Workshops ran Monday to Friday with 2 sessions a day. With only 20 spots in each session, the 6-11 year age

group was to capacity each day, with the 12-17 year age group having up to 13 participants a day.

Over the course of the week the younger group learnt a move a day, building up to routine by the end of the week, with the older group learning a different routine each day. Jay incorporated activities to help build skills, confidence and self-esteem. It was fantastic to see so many children and young people walk through the doors every day with a smile on their face. At the end of the week there had been a noticeable increase in both skills and confidence.

### Movies by the Macintyre

The 4th to the 13th of April was Youth Week. This year we celebrated in Inverell on Friday the 11th with "Movies on the Macintyre". A joint venture between IFYSS and the Inverell Shire Council, where the Council's massive 'blow up' movie screen was set up in beautiful Campbell Park, near the banks of the Macintyre river. Everyone was invited to come along and enjoy an evening under the stars while watching "Despicable Me 2". This movie was chosen as it was considered it would appeal to the widest audience possible.

General consensus was around 250 to 300 people would likely attend the event. Little did we know the enormous interest the event would generate, it was estimated that between 1,500 and 2,000 people attended and enjoyed a great evening. There were people sitting on blankets, others in the comfort of camping chairs while some had even set up little dome tents.

With a fantastic atmosphere, families and friends were able to catch up as well as enjoy fresh homemade popcorn, hot chocolate and pizza. The popcorn was freshly cooked on the night by IFYSS staff; I guarantee we now know how to cook popcorn.

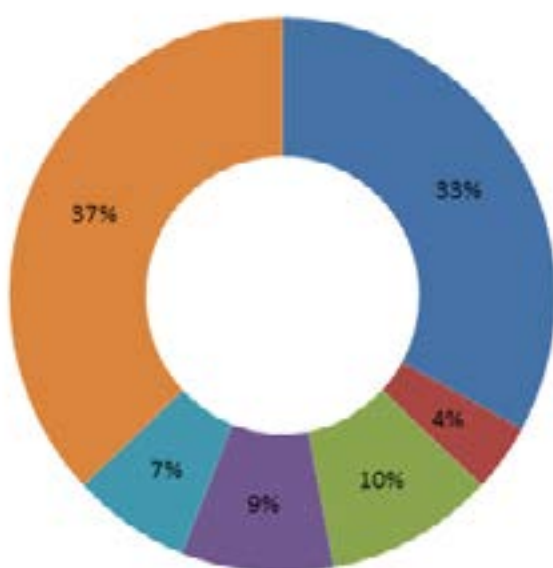
### Parenting Program

Our four parenting programs; Parenting in a Nutshell, Communication, Give & Take and Safe & Strong Families were run as workshops over an 8 week period with as many as 10 registered to attend. However the numbers actually attending the workshops was decreasing. We sought feedback from those who were attending and considered a change to the format was needed to best service our clients. Each session is now run as a 1:1 with our Family Worker. Clients do prefer the new format and find they are able to discuss specific issues more comfortably. Appointments times make a more flexible arrangement for clients with other commitments in their daily lives.



Children enjoying the IFYSS events

## Demographics of Participating Families and Young People



- Identifying as Aboriginal &/or Torres Strait Islander
- Speaking a language other than English at home
- Having a parent/carer with a disability
- Having a child with a disability
- Having a parent 21 years or under
- Other

## Directions for Next Year

IFYSS will continue to provide a range of appropriate services and programs to the Inverell community while continuing our strong ties with local schools, community groups, and other service providers. In addition we will look for other funding opportunities and creative new programs to service the needs of our growing client base.

Lynn Lennon

IFYSS Manager





IFYSS activities throughout the year

# NON PLACEMENT SUPPORT SERVICES

## Service Description

The NPSS program Non Placement Support Services, is a fee for service brokerage partnership with Community Services. Community Services contract us to provide services for children and young people in Out of Home Care, this currently includes supervised contact, transport and mentoring support. The objectives of the program are as follows:

- To provide trained professional staff to carry out a range of services for children and young people aged 0-18 in Out of Home Care.
- To create a neutral non judgmental environment where children and young people and their families can interact safely
- To provide safe transport for children aged 0-18 years old
- To provide a mentor where needed for children and Young People in Out of Home Care

This program has a Manager and currently up to 5 direct support workers. These employees undergo relevant checks and a training program to ensure they can meet the needs of children and young people in Out of Home Care and their families.

We are now brokering services for OoHC Non Government Organisations (NGO's) who provide out of home care services in the Inverell and Glen Innes areas.

## The Year in Review

I have been working closely with the staff in the Inverell, Moree and Glen Innes FaCs offices and we are still getting the majority of the NPSS work required by those offices.

I have been hard at work with other members of staff to get the P&P ready for accreditation, and I have been heavily involved in the Foster care program, recruiting and training carers and getting them ready

for assessment then supporting them once they have children placed. We have five authorised carers and two placements one with siblings and one single child, it has been a learning curve for all involved but I think we are getting there.

## Staff and Training

Currently there is a Manager and up to 5 workers undertaking NPSS work, myself and 4 other workers work solely on the NPSS program, one works for an outside organisation.

- I attended the Ignite Conference, this was excellent, the training was great and it was good to network and see what similar organisations are doing. I attended the Three Pillars of care training which was an insightful training on why children who have suffered trauma react the way they do and how to deal with it.
- I continue to run supervision sessions with Staff members, this is a good way to let them know they are doing a good job and to positively face issues that may arise.
- The fortnightly staff meetings run on timesheet day continue to be positive for the program, Staff enjoy the opportunity to get together and discuss issues relevant to everyone, it is a good opportunity to information share on mutual clients, debrief to people with similar issues, discuss rosters and make any necessary changes, allocate the work vehicle and the on call workers for the fortnight, I also use it as an opportunity to raise any issues that have occurred, disseminate information relevant to staff and service delivery, work on OHS risk assessments and any other OHS issues.
- All staff are currently up to date with their First Aid Training.
- I have become a member of the Carer Reference groups and attend quarterly meetings in Coffs





Children enjoying Pathfinders activities

Harbour, these are very informative and a good way to keep up with what is happening in the world of OoHC.

- I will be attending Shared Stories, Shared Lives Train the Trainer in October and Step by Step Foster Care assessment training in November with other workers.

## Achievements and Acknowledgments

As with previous years I would like to thank my staff who continue to be wonderful, they really put everything into the service provision, they are loyal, dedicated and professional and I have received much positive feedback both from Community Services and clients.

I would like to thank Tim for providing me with guidance, support and supervision, and Sharon and Mark who assist me greatly.

I would like to thank the Board and Alan for their continued support of this program in the last year.

## Direction for next year

I would like to see the NPSS program grow and develop and to continue to provide service delivery for other NGO's who are providing OoHC, and as our own OoHC gets up and running to provide services for children and young people in Pathways OoHC. I am hoping to get a pool of NPSS workers up and running in Armidale to provide service for Pathways OoHC as well as Armidale FaCs.

Lisa Harvey  
ICA Manager



# PATHWAYS



Pathways young people giving back

## Service Description

The Pathways Out of Home Care (OoHC) program provides residential care to young people with high and complex needs. Residents range in age from 12 to 18 years and live in Armidale or Inverell. We are contracted by the NSW Department of Family & Community Services (FaCS) to provide 13 residential placements. At present all residents within Pathways are boys in the age range of 14-17 years. In addition to the residential program, Pathways now offers Foster Care and is contracted to provide up to six placements with the option of these being for 0-17 years. An additional two Semi-independent Living packages are available to support those leaving care. Pathways staff is dedicated, skilled and experienced to provide high quality care and support to young people who have experienced significant levels of trauma in their lives. There are three caseworkers, two Team Leaders, one Carer Support Worker and around 25 direct care staff rostered on 24 hours a day, 7 days per week. The service is therapeutic being primarily informed by the Circle of Courage model which focuses on a strengths based approach which promotes growth, learning and development in 4 key areas: Belonging, Mastery, Independence and Generosity.

## The Year in Review

2014 has been an incredibly busy time for Pathways and has seen significant change at multiple levels. This has seen many people rise to the occasion and the program has taken these changes in its stride and used them to improve the program in all aspects.

January saw Taylor Street in Armidale open its doors to some new (and old) residents to call home. This has been very successful and has allowed for the sharing of staff between two locations, offering both variety to staff and the ability to hold more permanent staff, meaning greater stability.

Pathways Foster Care took our first referral in May 2014, this was quickly followed by another two. This has been a new and exciting challenge for all involved and has meant a different group of young people to work with. We have also had some amazing foster carers join the team, bringing with them a vast array of skills, patience and perseverance. Our placements and carers have been slowly growing since early in the year and we currently have a total of five authorised households. This slow growth has allowed for a considered approach to all placements. As we have only had the option to train new carers, this steady approach will ultimately have positive outcomes for the carers and children in OoHC.

The success of the cabins at the Blaxland Road house, allow for selected residents to start preparing for transition to independent living whilst residing in a supportive environment. The Inverell house is in the final stages of adding two cabins to its property. This not only allows for increased capacity but greater flexibility in meeting the growing needs of our young people as they get older.

From a staffing point of view there has been the resignation of Michael Smart from the Program

Manager's position, however he has stayed on in a casual basis performing Foster Care assessments and other special projects. Armidale has also had changes to its staffing structure with Laura Pigott taking a Caseworker Position, Anthony Marriott relieving her of the Team Leader for Armidale and Melina Purcell remains our experienced Caseworker in Armidale. Our Inverell team of Lea Woodward (Caseworker) and Scott Dodd (Team Leader) remains strong and united in their positions, allowing for excellent consistency in the house. With the addition of Foster Care to the program we have also welcomed Lisa Harvey to the Pathways team, bringing her years of experience and knowledge of Foster Care.

All these jobs require flexibility, dedication and persistence and this year has really shown the resilience of the staff. This is also true of staff working directly with the young people who have had to adapt to the opening of the new house in Armidale, some long term staff leaving and the complexities of some of the young people. Through this process we have opened the doors to some amazing new staff to complement the already established staff whose dedication, ingenuity and passion for helping our young people should not go unnoticed.



Generosity from the Country to the City at Oasis Youth Service in Sydney

This year has also seen a significant amount of work by all involved in preparing for our re-accreditation. This

is to renew our accreditation with the OCG which was granted in 2009 and expires in November 2014. This has been a huge task that involved the whole team from the CEO through to the Direct Care staff. To add to this we are also in the process of being accredited for the Foster Care aspect of the Program and this has essentially meant that we have been audited on two separate fronts. This has allowed for the development of a much deeper understanding of the requirements by all staff within the program and how this directly effects their day to day work.

The young people that we care for are really what the program is all about and it is important not to forget that this year has seen many highlights for our young people. Some of these have included; participation in aid work in Vanuatu, achieving year 12 certificates and achievement awards, gaining provisional licences, representing Pathways in a young people's forum and moving into independence. The young people have also had some great experiences this year including trips to Mt Warning, the Gold coast, and many trips to the beach and secret fishing spots. For some it was events such as reconnecting with family members or reengaging with education that have been their milestones. All of these accomplishments are highly important to the individuals and will be things that they remember for the rest of their lives.

This year has seen most of the boys have their cases officially transferred to the NGO sector, and with this comes the stability for them of knowing that Pathways is their home. For this and many other reasons we have not had a placement breakdown in well over a year, a fact that the staff and the young people themselves should be congratulated on. There have been some difficult times this year for some residents and staff, however with a supportive team of people these moments have been opportunities for positive growth and change.

In the next year, Pathways will continue to grow its Foster Care program, allowing more young people the option of a safe place to live and the ability to give more stability to those young people with changing circumstances to be catered for. With the ever changing face of the OoHC sector and the increasing amounts of responsibility and workload being moved to NGO's, it is foreseeable that Pathways will continue to grow to meet these needs and expand the program in response to this.

Partnerships will continue to be an important aspect of the sector with the transition of most OoHC to the NGO sector. The re-zoning of Armidale from the “Northern” region to the “Hunter” will also allow us to not only hold on to some of those long term bonds, but to create more with other services in the area.

An important focus in the sector but in particular for Pathways will be the continued development of the support and programs to better meet the needs of young people who are nearing the age to leave care. In this regard the ongoing development of Tilbuster as a resource for our Pathways program is critical. Tilbuster is currently providing our young people with access to vocational and rural skills training, including horticulture, fencing, welding and animal husbandry skills. This will ultimately allow them to lead more fulfilling lives where they not only prosper but give back to their communities in ways that are not only positive but meaningful to them.

## Strong connection between Pathfinders and Circle of Courage





Pathways Fish n' Mates Trip

# SPECIALIST HOMELESSNESS SERVICES

## Service Description

The specialist homelessness services incorporating the new Going Home Staying Home Reforms involve:

- People who are at imminent risk of homelessness are identified and supported to remain safely in their existing housing or to secure stable housing.
- People who experience homelessness are rapidly and safely rehoused.
- People who are in crisis are provided with safe and secure accommodation and supported to access stable housing.
- People who are rehoused after becoming homeless are supported to stay housed.

## The Year in Review

This program has grown immensely in 2014 with the new look program incorporating the Going Home Staying Home Reforms commencing from 3 November 2014.

For the majority of 2014 Pathfinders operated its Armidale Youth Refuge and outreach services as we have done historically for the last 30 years. In July 2014 we were notified of our successful tender which will allow Pathfinders to continue servicing Armidale Youth Homelessness.

At the beginning of 2014 the other Pathfinders SHS program included Inverell/ Glen Innes Youth homelessness services involving outreach services to Young People within the Inverell, Glen Innes and Tenterfield LGA's. This program expanded with the announcement of Pathfinders as the new Provider of the Inverell/Glen Innes Homelessness services which required operational expansion to service all homelessness areas ie. Youth, women and children, men and families in outreach services and supports and also crisis accommodation for Women and Children with

the Inverell Womens and childrens Refuge. This new expansion become operational on 7 October 2014.

The growth across the two sub programs of Armidale Youth Homelessness and Inverell/Glen Innes Homelessness is illustrated by the expanded staffing structure from 8 permanent staff to a team of 15 permanent part time staff and 5 casuals.

The new look SHS program is managed by a SHS Manager position.

## Community Involvement



- Hike for Homelessness
- Homelessness week activities
- Tilbuster Working Farm activities
- Youth Expo's
- Pumpkin Run 2014
- Fundraising Activities
- Local events



## Directions for Next Year

To further expand and promote the Pathfinders SHS program to ensure that we reach as many vulnerable persons in our communities.

Through strong networks and providing information/ education sessions to our local communities so that communities can become educated around what can be done to assist those who are homeless or at risk of homelessness.

To further support people in “staying home” with additional early intervention strategies and to continue to assist with “going home” people who are homeless or who are dealing with other matters that place them at risk of homelessness.



Fencing Project at Tilbuster Station

# ABILITY LINKS

## Service Description

Pathfinders was successful in securing the new program known as Ability Links which commenced on 1st July 2014. Pathfinders joined with five other organisations including Northern Rivers Social Development Council (NRSDC), Mid Coast Communities, Care West - representing the Central West and Orana Far West regions, Intereach - representing the Riverina/ Murray region and Murrumbidgee Medicare Local- representing the Northern and Western Regions. This Alliance is known as the North West Alliance, which has a shared vision to deliver Ability Links to their communities.

Ability Links is the NSW approach to local area co-ordination for people with disability and is a critical component of the NSW transition to person centred and individualised funding arrangements. Ability Links aims to improve the way people with disability, their families and carers in NSW are supported by placing them at the centre of decision making.

The service is delivered through co-ordinators known as 'Linkers', who are a locally based first point of contact and are available by phone, in person, online and out in mainstream community spaces. Linkers work with people with disability and their families to build their own plans for the future, build on their strengths and skills and develop networks in their own communities to do what they want with their lives, outside the traditional disability service system.

## Staff & Training

Pathfinders secured 7 positions for the New England/ North West with offices being located in Tamworth, Inverell, Moree, Glen Innes and Armidale. Current staff includes Lynn Lennon, Co-ordinator, Brett Pischke, Linker based in Inverell, Jason Reed, Linker in Glen Innes, Jill Skinner, Linker in Moree, Wae Jae Tan, Linker

in Armidale, Anitra Larson and Anne Davis, Linkers in Tamworth.

To date staff have attended various training sessions throughout the area to enhance their current skills and ensure they are up-to-date on all matters in relation to the NDIS. The highlight of this year was "The Gathering" held in Sydney on 17-18th November which saw all Linkers from NSW attend the 2 day conference. Sessions throughout the 2 days were directly related to the Linkers work including Person Centred Approach, Social Inclusion, Capacity Building within Communities and the Importance of Self Care.



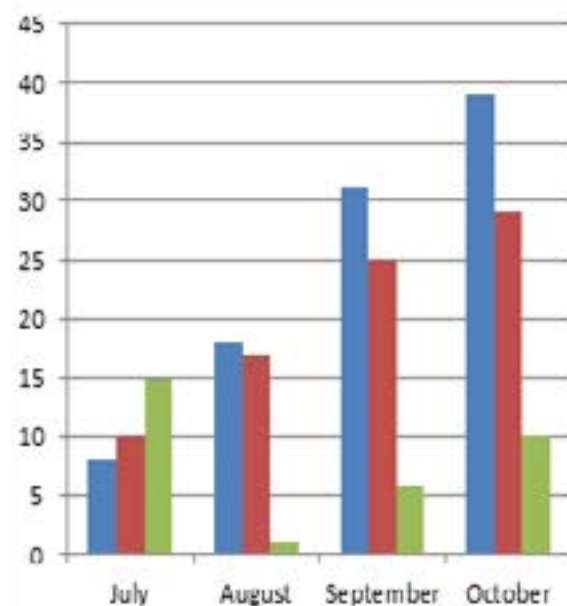
Ability Links Staff

Team meetings held in Bingara bi-monthly, have also been a major boost to staff skill sets. Practitioners have attended these meetings covering many topics including Mandatory Reporting, Mental Health Support Programs along with liaising closely with ADHC our governing body.

## The Year in Review

The Ability Links program has only been operational for 4 months and already has made huge in-roads into changing the lives of those with a disability in our communities. A steady increase in participants is the result of more Linkers being employed throughout the New England/North West.

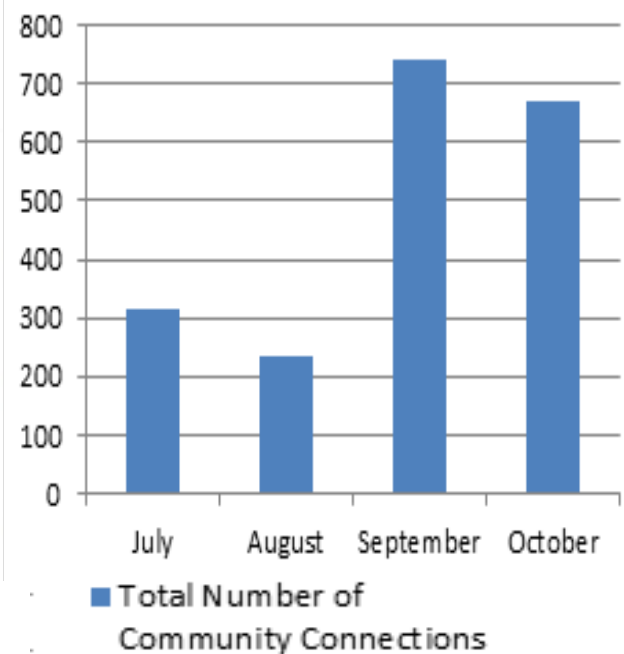
### New People Assisted



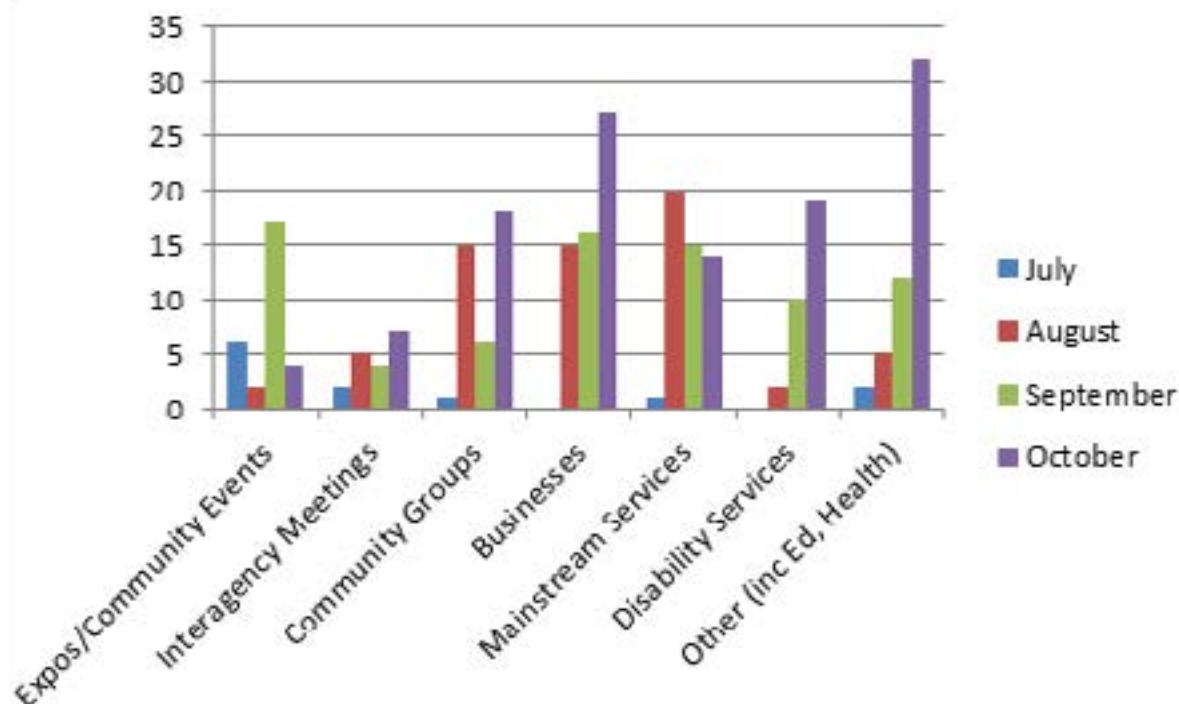
- Total Number of New People Assisted
- Number of New People assisted with Information & Referral
- Number of New People assisted with Facilitated Support to Community

Connecting with community is a major focus of the Ability Links program and to date a total of 1,961 individuals and organisations have been contacted by Linkers.

### Total Number of Community Connections



A breakup of these Community Connections can be seen below:



## Achievements & Acknowledgments

In the time that Ability Links has been operating some amazing stories have already come from the program. From the gentleman who lost his arm in a motorbike accident and was no longer able to play his guitar and he also wrote music, who was linked with a local musician and now 30 years later can hear his music. The lady who suffers from chronic pain and wanted a cycling partner, she was linked with an MS sufferer also looking for the same thing. The gentleman who bought a mobility scooter and didn't have the confidence to ride it anywhere other than his garage, he joined with the local Linker and is now seen riding happily all over town. These stories have changed participants lives, to most of us in the smallest way, but to the individuals these links have been life changing.

Capacity building is another major component of the Ability Links program and Linker, Jason Reed at Glen Innes has been involved in an innovative program with clients from Glen Industries joining with Woolworths to secure work – broadening their work experience and assisting the local store.

Local launches have been held in each town to spread the message of the Ability Links program. Glen Innes held a "Wheelchair Bowls Day" where all competitors played indoor bowls in wheelchairs to better appreciate the life of those with disabilities. Tamworth held an Open Day in the new office space, Moree joined with ADHC and held a BBQ on the veranda. Armidale joined with other service providers and celebrated International Day of Disability where the focus was on the abilities of those attending rather than the disability



that they live with. Inverell joined in with the Sapphire City Floral Festival and decorated a float, handing our information and goodies to the large crowd on hand. An excellent start to spreading the message of the Ability Links program and how it can support those in the community.

### Directions for Next Year

Ability Links is at the forefront of the NSW wider changes to the disability sector and as such will be a major player in the years to come during the transition to NDIS. Linkers are already firmly embedded within their local communities and will continue to be the “go-to” people for those wanting to be at the centre of decision making when it comes to their lives.

Looking forward, we are keen to continue to build on the great work already started and make communities more inclusive of those with disability in all spheres of life from employment, travel, socially and by those with disabilities being in a position to give back to the communities in which they live.

Lynn Lennon  
Program Manager



Ability Links float in the Sapphire City Festival

# TILBUSTER STATION

## Service Description

Tilbuster Station was gifted to Pathfinders by a private benefactor, whose wish was that the property be used for child and youth development, and the support of families.

The property is utilised as a venue to continue and expand upon the work that Pathfinders does with at risk youth and local families. Through this generosity, Pathfinders is working to turn this property into a multi-functional youth and family centre. With long and short-term plans for renovations and construction, Pathfinders aims to develop this property to eventually become a regional centre for youth and family development.

Disadvantaged young people are participating in a range of agricultural, horticultural and trade skills programs such as crop and vegetable production, animal husbandry, beef cattle production, fencing, welding and building construction. Programs are designed to enhance self-esteem, skills and work readiness of young people and to instil the values of belonging, mastery, independence and generosity.

Our Tilbuster Station program is possible due to wide public support, the partnerships Pathfinders has developed within the community and the generosity of individual farmers and tradespeople who have stepped forward to assist in this worthwhile endeavor.

Through our innovative partnerships, not only are we showing our young people how to work collaboratively and to give generously, we are also fulfilling the wishes of our generous benefactor.

These partnerships demonstrate the benefit of NGO's working together, the vitality of the local NGO sector and the value young people have within the community.

While we are currently seeking additional funding to further develop Tilbuster Station, we can now begin to utilise the property to expand our current reach and offer new forms of support, education and development to our young people. These community partnerships are a big initial step in that direction.

Creating opportunities for young people to contribute to society through meaningful activities and employment is a core philosophy in our service delivery.

## The Year in Review

We continue to progress our aim to develop Tilbuster Station into a Working Farm for Young People. Despite the dry conditions over last summer, with good planning and participation from volunteers, staff and Pathways clients the crops were in abundance.

The successful summer crop of pumpkins, corn and potatoes were distributed to many community organisations including the Salvation Army, Freemasons' Aged Care facilities and Meals on Wheels. The distribution of our remaining pumpkins to many inner city youth refuges with the assistance from the Oasis Youth Service at Surry Hills saw the inaugural 'Pathfinders Pumpkin Run 2014' travel to Sydney with Pathfinders staff and young people from the Pathways program. These young people contributed to the production of the pumpkins from cultivation right through to picking and distribution. It was a significant learning and personal benefit to our young people in participating in these activities, also enhancing our strong connection with the Oasis Youth Service.

Our community partnership with Meals on Wheels (MOW) was established in early 2014 with many vegetables being supplied to the community organisation, in turn MOW have been extremely generous by cooking and delivering meals to those volunteers and young people who grow and deliver

the vegetables to them. Pathfinders looks forward to working further and enhancing our relationship with MOW into the future.

Along with the vegetables, we have had a lucerne crop and cattle production on the property which also provides further learning opportunities for our young people.

Our relationship with the Royal Freemasons' Benevolent Society was enhanced with the donation of a trailer to assist our young people in achieving qualifications in Welding. We are building a camping trailer, with the assistance of Community Colleges in Armidale, for our programs to use at outdoor recreation activities and at Tilbuster Station. Construction will commence late in 2014.

Nutrition students from the University of Newcastle, in conjunction with the University of New England have worked with Pathways young people to develop

healthy and nutritional eating plans and menus. The students guided the young people in making healthy choices, developing meal plans, demonstrating cooking simple and healthy meals using produce from Tilbuster Station.

## Directions for Next Year

The appointment of a project coordinator in August 2014 will assist in further building on vegetable production, crops, cattle, fencing and enhancing community partnerships with our existing and new community organisations.

The recent grant from Newcastle Permanent Charitable Foundation for the construction of a new rural shed and workshop will be a very welcome and beneficial addition to the property and will enable us to have better storage facilities, training rooms and a workshop. Construction will commence in early 2015.



Meals on Wheels Community Partnership



We will continue to seek funding that will enable us to build on the involvement and participation of young people. We currently have 8-10 young people a week benefiting from the program and will continue to encourage more youth involvement.

Community events and volunteer involvement will increase as the program gains momentum. Vegetable production will be enhanced with the selling of product at the local markets, putting the sales back into the program.

Thank you to all the staff, volunteers and community organisations that have contributed over the last year, including:

- EACH, Youth Connections program
- Community Colleges
- Meals on Wheels
- Royal Freemasons' Benevolent Institution
- NSW Rural Fire Service
- University of Newcastle & University of New England
- The many local businesses for their donations and contributions.
- Dr Marie Delaney



Summer Crops



Cattle production on Tilbuster



Nutrition students working with Pathways young people





Harvesting Summer Crops



Generosity from Community partnerships, volunteers and benefactors working together at Tilbuster

# INTERNATIONAL PROJECTS

## Service Description

Pathfinders is proudly partnering two international projects in Ghana and Vanuatu.

## The Year in Review

### Vanuatu

In June this year three people involved with Pathfinders flew from Australia to Vanuatu. Two young people and a Caseworker from the Pathways OOH Program spent sixteen days in the Pacific Islands. The purpose of the trip was to contribute to Armidale's Church of Christ mission providing aid by building a classroom at Ranwadi College. The Australian team was made up of thirteen individuals with various skills and differing backgrounds. Ranwadi College is a secondary co-ed boarding school situated on Pentecost Island. While on mission Pathfinders shared our understandings of the 'Circle of Courage' framework with the locals, students, and fellow team members.

### Belonging

Fourteen days were spent on Pentecost Island where the team participated in the community and school environment every day including weekends. The young people from Pathways made close friendships and were invited to represent Ranwadi School and Waterfall Village community in a sporting event. As the projects developed so did the sense of belonging with one another. Traditional ceremonies were held to bring a strong connection of identity and appreciation towards our brother and sister relationships. The young people attending experienced a unique opportunity they will remember forever and their belonging may grow from this involvement.

### Mastery

Skills were developed and enhanced during the time

spent on this remote Island. Basic provisions were part of everyday life and a gratitude for how the people of Vanuatu live was noticeable within the young people from Pathways. A generator operated for three hours of an evening allowing some electricity to charge what was needed. Patience and resilience were observable at all times as adaptation to the circumstances and environment was required. Daily highlights and challenges were discussed each night around a circle within the team that communicated what had been achieved during the day. Hot weather and strenuous labour formed part of the skill set which enabled the willingness to begin each day as a brand new day. The building of the classroom taught the young people skills in team work, problem solving, using initiative, clarification, construction and use of resources. Knowledge was gained that will equip the youth with valuable life skills for their future.



Building a new classroom in Vanuatu

### Independence

International travel provided the Young People with a sense of independence neither had come across



before. Six aeroplanes were boarded to and from Vanuatu which for one Young Person was his first time flying. The medical administration of anti-malarial tablets was necessary before arriving in Vanuatu and sometime after returning back to Australia. This educated the youth about health issues and self-care skills creating a new independence for them. Being in an extremely different environment from their usual homes of residence was another skill developed and the autonomy of exploring who they and who they may become was remarkable.

#### Generosity

Giving to others without expecting in return was celebrated throughout this trip. The final ceremonies and customs that were shared gave way to the sense and importance of relationships, how they may be valued, and how they can be preserved. The team from Pathways OOH Program would like to give their sincere thanks to Pathfinders Ltd for supporting this Vanuatu experience.

#### Ghana

Pathfinders again teamed with Crescent Educational & Volunteer Service (CEVS) in their Disability Assessment and Support Centre in the village of Sognayili in Tamale. Funding was awarded to complete a security fence and an extension to the building.



Extension to the Disability Centre in Ghana



2014 Vanuatu Team



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