



pathfinders



Annual Report

2015

FIND **your** path



Vanuatu trip 2015

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CEO REPORT

It is with pleasure that I present the 2015 annual report to members, partners and stakeholders.

It has been another exciting year of growth and innovation worth celebrating for Pathfinders and the past 12 months were the busiest I have experienced as your CEO.

After a significant period of shared activity, consultation and consideration we published our Five Year Strategic Plan. It brings together all the projects into a consolidated strategy and draws on our common goals, values and mission.

The Strategic Plan sets out our priorities and long-term strategies and will be underpinned by an Operations Plan that defines activities, resources and tangible outcomes.

Such long-term goals demand a coordinated roadmap that can accommodate the challenges of operating in an increasingly complex time yet retain some flexibility around the opportunities for expanding services. We are ambitious, yet agile, and the Strategic Plan and the Operations Plan will enable meaningful progress to be made.

The formation of the Leadership Group to drive the plans has laid the foundation for an integrated approach to the Pathfinders' programs that will support the pace of progress.

Key achievements and accomplishments in the past 12 months include:

The consolidation of our office spaces and upgrade of our IT and Communication Systems.

To many, a change of office space and an upgrade of an ICT system might not normally make it to the top of a list in a CEO's report – but having struggled with

our ICT system and accommodation shortfalls it has long been obvious that these two areas were holding back progress. The new Armidale premises have been designed for the future and the integration of the Inverell and the Tamworth services into their own buildings have facilitated communication and an even more harmonious work environment.

At long last the upgrade of our ICT systems means we are able to make the most of what technology can deliver, both by improving our workflow and our services to clients and community.

Our HR systems have been transformed and are a key to building a solid and positive organisational culture.

With the expansion of programs has come a need for new staff and we have increased our staffing numbers by more than 10 per cent in the past 12 months. Along the way we have reformed our HR systems to ensure that we attract and retain talented staff who reflect our values and our goals.

Appointment of an Indigenous Strategic Engagement Manager position to enhance our connections with Indigenous communities, strengthen support to our Indigenous staff and raise our cultural awareness.

This appointment is already paying dividends – both internally and externally. We are seeing an increased level of trust from the Indigenous communities and a parallel increase in staff morale and understanding of cultural awareness.

The ongoing development of our second FRS on the Mid North Coast is a significant development and has given us a presence on the Mid North Coast.

The geographical expansion of the Pathfinders'

programs to the Mid North Coast has allowed us to deliver much needed services to the area and raise our profile.

Tilbuster Station

It was another stellar year for Tilbuster Station. The project attracted unprecedented national interest and support, culminating in significant funds by the Federal Government to renovate the homestead.

A grant from the Newcastle Permanent Charitable Foundation means the station can now build its own workshop on the farm to house training programs.

A new project agreement between Northern Tablelands Local Land Services and Pathfinders will help rehabilitate a degraded section of the Tilbuster Ponds Creek.

A generous donation from an anonymous benefactor allowed for the purchase of a new tractor and equipment.

Financial support came from Vodafone, students from Wright College, UNE Armidale and the Armidale Classic & Specialist Car Club.

The annual Pumpkin Run, which delivers pumpkins to the homeless and needy in Newcastle and Sydney, saw more than five tonnes of pumpkins, grown on Tilbuster, make their way south. Hundreds of people enjoyed the pumpkin soup prepared by the Pathfinders' team with expert and generous assistance from Rydon and Salvation Army in Newcastle, Oz Harvest in both Newcastle and Sydney and new relationships and partnerships were created with like-minded non-government organisations. The event attracted national media coverage. A big thank you also to 'The Mission' in

King Street Newtown for assisting with the distribution of pumpkins and hosting our soup kitchen.

VIP visits

His Excellency General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, and his wife, Mrs Linda Hurley, visited the Inverell offices with Adam Marshall Member for Northern Tablelands and spent some time with the staff and the families we care for, learning more about our activities and programs. The Federal Member for New England, Barnaby Joyce, visited Pathfinders following the announcement of a grant from the National Stronger Regions Fund. Adam Marshall MP is a regular supporter of Pathfinders visiting Pathfinders and Tilbuster regularly throughout the year.

Ability Links

The Ability Links program has cemented its position as a leading provider of services to support people with disability, their families and carers as part of the ongoing reforms of the disability services system in NSW.

As part of the North West Alliance (a partnership between Northern Rivers Social Development Council, Mid Coast Communities, Intereach, Pathfinders and CareWest) Pathfinders manages the Ability Links program across the New England and North West Tablelands.

The Inaugural Festival of Abilities, held in Tamworth, was an outstanding success and drew more than 1000 eager participants, some flying up from Melbourne for the event.

CEO REPORT

Pathfinders National Aboriginal Birth Certificate Program

The Pathfinders National Aboriginal Birth Certificate Project is an Indigenous Program which aims to redress the significant number of Indigenous people who do not have their birth certificates by conducting sign-up days in towns and areas where the issue is acute.

Funding for the Pathfinders National Aboriginal Birth Certificate Program comes from the Department of the Prime Minister and Cabinet under the Indigenous Advancement Strategy.

International Programs

Vanuatu: Three teenage boys in the care of Pathfinders, along with two carers, made the trip to Pentecost Island, Vanuatu, to support a team from the Fresh Hope Church of Christ, Armidale in the renovation of a workshop and school classrooms at Ranwadi Churches of Christ College, a co-ed boarding school for about 300 students.

Ghana: Pathfinders continued its partnership with the Crescent Education & Volunteer Service (CEVS) in Tamale, West Ghana to build the CEVS Disability Support Centre and purchase necessary items to support those living with disabilities within the region and their families.

Foster Care

Pathways Foster Care provides foster care placements for children and young people ranging in ages from 0 to 17 years of age and offers both medium and long term placements. Pathways aims to meet the needs of these young people through strong and consistent family and community connections and supports both the children and young people in care as well as the invaluable

foster carers who accept the demanding yet rewarding task of foster care.

Pathways Foster Care program now operates in Armidale, Inverell, Glen Innes and surrounding townships and areas.

Glen Innes Open Door Youth Centre

The Glen Innes Open Door Youth Centre provides young people in the Glen Innes community with a place to socialise and learn new skills in a safe and nurturing environment. This year our young people were involved in a project to design and build a much needed trailer for the centre's recreational activities.

Funding for the project was received from the Royal Freemasons' Benevolent Institution who have been generously assisting Pathfinders with our work both on this project and with our youth service 'Open Door'. Project management and training assistance was provided from Rod Day from Welding Rod Fabrications.

Heywire

Pathfinders was chosen to deliver a Heywire Summit idea "Raise Your Cards" which supports young people with mental illness.

The grant of \$10,000.00 comes through ABC and FRRR and will be one of 15 projects that will occur across Australia.

Relationships

We continue to build relationships and partnerships of mutual benefit. From the University of New England, to local community groups, not for profits, church groups, government agencies, charities, professional service providers, businesses and educators, these relationships are critical to our strategy for growth and overall success.

There were many other wins along the way, and I invite you to reflect on the huge range of activities as you read through the annual report.

None of the above would have been achievable without the extraordinary efforts of the Pathfinders' family.

The enthusiasm, motivation and energy you bring to your roles, often under challenging circumstances, is inspirational. My thanks to you all.

The Board has provided leadership and guidance to ensure that our governance arrangements remain fit for purpose. They continue to be a source of encouragement and their belief in us makes our job easier.

Our Patron, Justice James Wood, continues to champion Pathfinders at every opportunity and we are grateful for his support.

We are making profound contributions to the lives of individuals, families, communities and societies in which we operate. Our vision, of thriving communities, in which all fully participate and develop freely through mutual trust and acceptance, is possible. By anchoring our work in our values and principles we are creating fundamental change that will have a generational legacy.

Alan Brennan
CEO
Pathfinders Ltd

DIRECTORS REPORT

Your directors present their report on the company for the financial year ended 30 June 2015.

Principal Activities

The Company (called Pathfinders Ltd) is a public company limited by guarantee.

The Company is a charitable benevolent institution that pursues the charitable purposes of the provision of housing and supported accommodation to the homeless including the operation of youth, women and children's refuges, support to disadvantaged families, children and young people, provision of 24/7 Out of Home Residential and Foster Care to children and young people under the guardianship of the NSW Minister for Family and Community Services, support services to people with a disability to assist them to better engage in their communities, provision of rural skills and vocational training programs for disadvantaged young people and the relief of poverty.

The Company's principal activities during 2014-2015 have been:

- Operating several community-based family, children and young person focused services and programs, including family support, youth services, child protection services, Out of Home Care, Disability Services, youth refuge, women and children's refuge, expansion of supported accommodation and outreach housing services and Family Referral Services throughout the New England and North West Tablelands (NENW) and Mid North Coast (MNC) of NSW.
- Continuing the establishment and development of the Pathways Out Of Home Care Service, including expanding the Pathways Foster Care Program in the NENW of NSW.

- Over-sighting development and expansion of the NENW Family Referral Service and establishment of the MNC Family Referral Service.
- Completing a comprehensive strategic planning process and publishing Pathfinders Strategic Plan 2015-2020.
- Enhancing the Company's financial, budgetary, Human Resources, Governance, WH&S, Quality Assurance and Information Technology systems.
- Ongoing development of Tilbuster Station including enhanced irrigation systems, cultivation equipment, cattle yards and undertaking vegetable production and rural skills training for disadvantaged young people.
- Engaging with other community service organisations including government and non-government agencies, research institutions and program community volunteers.
- Attaining 5 years Accreditation as an Out of Home Care provider from the NSW Office of the Children's Guardian.

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). These activities fulfill 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, women and children; 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
ABK Abubakar
Justin Hardman
Rosemary Curtis
Brenna Bamford
Michael Sivaraman
Andrew Gahan (Appointed 19.11.14)

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 (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.

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 studied 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 longstanding 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 the 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 (previously 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 as 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

Chair, Finance Committee

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 has two children, enjoys outdoor activities and
going for family bike rides.

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 two grandchildren.

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,

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

Armidale Care for Seniors, Armidale Neighbourhood Centre and Armidale Meals on Wheels.

Andrew Gahan



Qualifications

Bachelor of Commerce and a Bachelor of Laws, majoring in Management Accounting and Business Economics (University of New England).

Diploma of Financial Planning

Special Responsibilities

Member, Finance Committee

Experience

Andrew holds a Bachelor of Commerce and a Bachelor of Laws, majoring in Management Accounting

and Business Economics and was admitted as a Solicitor and Barrister of the Supreme Court of NSW

in 2004.

Andrew's career commenced in Law in Sydney where he practiced in commercial and residential

property law. After a period of travel and volunteer work in Africa Andrew settled in Armidale where

he practiced law in a local law firm.

He has now transitioned into Business banking and is currently working as an Agribusiness Banking

Manager for NAB Agribusiness in Armidale.

Andrew has held several appointments for NFP organisations locally and internationally and

volunteers his time with local organisations.

Andrew has a keen interest in music and reading and enjoys sports and the outdoors with his wife and son.

Meetings of Directors

During the financial year, 9 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	9	9
ABK Abubakar	9	6
Justin Hardman	9	4
Rosemary Curtis	9	9
Brenna Bamford	9	3
Michael Sivaraman	9	7
Andrew Gahan	5	3

Short and Long Term Objectives of the Company

The short and long term objectives of the Company are best described by considering the object 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:

- › 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 who are exiting detention 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, 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 objects 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 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; continuing to enhance Pathfinders' governance systems and continuous improvement systems; implementation of Pathfinders Strategic Plan 2015-2020; continuing Pathfinders international projects in Ghana and Vanuatu; establishing Pathfinders National Aboriginal Birth Certificate Program; operating women, children's and youth refuges to provide emergency and crisis accommodation and shelter; establishing a rural foyer project for homeless and disadvantaged young people in Glen Innes; expanding services particularly in the area of foster care; increasing the training, mentoring and employment opportunities for our young people leaving Out of Home Care; enhancing the profile of the organisation through website, branding and social media presence 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 and the Company's stated vision, mission and values. The strategic objectives in the Company's strategic plan are linked to Pathfinders Operational Plan and individual project action plans and KPI's. The Strategic Priorities identified in the Company's Strategic Plan relate to the key areas of Service Provision, People, Financial Framework, Quality Assurance, Profile Development, governance and Leadership, Information and Communication Technology and Collaboration.

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, accreditation and compliance measures; stakeholder, client and staff satisfaction/feedback surveys; key project managers' work plans and goals; achievement of financial targets, budgets and review of audit results. 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 60-40 of the ACNC Act 2012 is attached to these financial statements.

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



Fiona Miron
Director

4 November 2015



Andrew Gahan
Director

4 November 2015

Crowe Horwath Central North
ABN 91 680 058 554
Member Crowe Horwath International

90 Rusden Street
Armidale NSW 2350 Australia
PO Box 660
Armidale NSW 2350 Australia

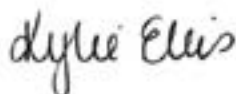
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**AUDITORS' INDEPENDENCE DECLARATION
UNDER SECTION 60-40 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS
COMMISSION ACT 2012
TO THE DIRECTORS OF
PATHFINDERS LTD
ABN 64 146 004 524**

I declare that, to the best of my knowledge and belief, during the financial year to 30 June 2015 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



Kylie Ellis
Partner
90 Rusden Street
Armidale NSW 2350

Dated 28 October 2015

EXTRACT FINANCIAL REPORT

For the Year Ended 30th June 2015

Statement of profit or loss and other comprehensive income

	2015 \$	2014 \$
Revenue from ordinary activities	9,690,812	7,209,709
Employee benefits expense	(5,726,867)	(4,236,048)
Occupancy costs	(1,583,980)	(929,366)
Administration expenses	(1,783,687)	(1,291,356)
Depreciation expense	(331,855)	(308,687)
Profit/(Loss) on sale of assets	6,409	(8,438)
Borrowing costs	(14,933)	(3,663)
Surplus before income tax expense	255,899	432,421
Income tax expense	-	-
Surplus after income tax expense	255,899	432,421
Other comprehensive income	86,615	-
Total comprehensive surplus for the year	\$ 342,514	\$ 432,421

	2015	2014
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,821,442	1,341,827
Trade and other receivables	148,098	40,406
Other assets	95,135	6,726
Financial assets	731,063	717,677
TOTAL CURRENT ASSETS	2,795,738	2,106,636
NON CURRENT ASSETS		
Intangible assets	34,462	-
Property, plant and equipment	2,925,208	2,626,386
TOTAL NON CURRENT ASSETS	2,959,670	2,626,386
TOTAL ASSETS	5,755,408	4,733,022
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	745,787	435,754
Financial liabilities	244,565	184,103
Provisions	512,204	364,633
Other liabilities	401,670	180,959
TOTAL CURRENT LIABILITIES	1,904,226	1,165,449
NON CURRENT LIABILITIES		
Provisions	81,563	100,303
Financial liabilities	734,570	803,409
TOTAL NON CURRENT LIABILITIES	816,133	903,712
TOTAL LIABILITIES	2,720,359	2,069,161
NET ASSETS	\$ 3,035,049	\$ 2,663,861
EQUITY		
Funding body reserves	209,343	260,434
Sinking fund	91,306	61,432
Accumulated funds	2,734,400	2,340,795
TOTAL EQUITY	\$ 3,035,049	\$ 2,662,661

	2015 \$	2014 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	10,822,344	7,881,355
Interest received	40,033	22,128
Payments to suppliers and employees	(9,773,169)	(6,690,005)
Net cash (used in)/provided by operating activities	1,089,208	1,213,478
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(628,298)	(231,232)
Proceeds from sale of plant and equipment	41,678	2,714
Payment for investments	(13,386)	(717,677)
Net cash used in investing activities	(600,006)	(946,195)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings	(218,309)	(167,884)
Proceeds from borrowings	208,922	26,442
Net cash provided by investing activities	(9,387)	(141,442)
Net (decrease)/increase in cash held	479,815	126,841
Cash at the beginning of the financial year	1,341,627	1,215,786
Cash at the end of the financial year	\$ 1,821,442	\$ 1,341,627

Statement by Directors

The Directors declare that the financial extracts of Pathfinders Ltd for the year ended 30 June 2015, 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:



Director



Director

Dated 4 November 2015



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

ABN 64 146 004 524

Crowe Horwath Central North
ABN 91 690 058 554
Member Crowe Horwath International

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www.crowehorwath.com.au

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 2015, 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 2015. 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 2015. Our report was signed on 4 November 2015 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.

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Audit Opinion

In our opinion, the extract financial report of Pathfinders Ltd for the year ended 30 June 2015 is consistent with the full financial report from which it is derived upon which we expressed an unqualified audit opinion.

Crowe Horwath Central North



Kylie Ellis
Partner

90 Rusden Street
Armidale NSW 2350

Dated 4 November 2015



Ability Links Festival of Abilities

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

Pathfinders has offices across the New England and North West Tablelands at Moree, Tenterfield, Inverell, Glen Innes, Tamworth and Armidale and the Mid North Coast at Kempsey, Coffs Harbour, Taree and Port Macquarie.

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 and volunteers pumpkin picking

- › 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.

Capacity Building

The redesign of professional development processes for all staff at all levels of the organisation and the development of a Pathfinders Leadership group to facilitate increased skill development and capacity of the leaders of our programs and support areas.

Specific new positions that have and will continue to build that capacity of the Pathfinders organisation is that of the new Indigenous Strategy and Engagement Manager, HR Development and Career Advisor, Learning and Development Leader and the Information Communication Technology Coordinator. These new roles have all developed over the last 12 months and

are continuing to grow and show great benefit to the organisation.

These are just two examples of the commitment to skill and capacity building of both the Staff and the organisation itself and additional activities are planned in this area for the coming years.

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 2015 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.

National Aboriginal Birth Certificate Program

A new program which takes in a National approach of providing free birth Certificates to Aboriginal people whom do not currently have one to allow a sense of belonging and identity to this country. This program has been staffed with a Coordinator and a Support Officer 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 2015.

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 in 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.

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.

Jo Hall

Human Resources Manager



Pumpkin Run 2015



Time out after pumpkin picking



Pathfinders staff and volunteers pumpkin picking

QUALITY ASSURANCE

Service Description

Quality Assurance is responsible for continuous improvement within Pathfinders. It is involved with program review, assessment, statutory compliance, risk assessment and mitigation, strategic and tactical planning.

The new QMF infrastructure will be highly dependent on a successful collaboration between IT and QA. To be successful we will need to test, assess and develop the system and create new work practices and procedures which ensure the system works as intended.

Scott Mason
Quality Assurance Officer

The Year in Review

2014 - 2015 was an eventful year. Most of the year was occupied with laying the groundwork to implement Pathfinders Quality Management Framework which included:

- Reviewing and finalising the new corporate Policy and Procedure manual
- Investigating and assessing potential IT infrastructure for the QMF.
- Reviewing existing policy and procedure and collaborating with HR to deploy new HR and WHS policy and procedure.
- Assessing, reviewing and altering work practices to implement and improve the new collaborative model of Policy and procedure development.

Directions for Next Year

The 2015-2016 year will be occupied with ensuring the capture and processing of KPIs from the strategic plan is successful.

Deploying the new QMF infrastructure will offer both challenges and opportunities with a fully successful deployment meaning that we have a fully integrated quality system which will collect company wide information in a depth and detail previously unimagined.

PROJECT DEVELOPMENT UNIT

Service Description

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

The PDU currently consists of one part time position, the Funding Manager, who works with the CEO and Program Managers to identify priorities for growth, develop projects and service delivery models, match those projects with the most suitable funding opportunities and prepare and submit grant and tender applications.

The Year in Review

2015 was a year of huge growth for Pathfinders, with the Project Development Unit successfully bringing over \$3.5 million of new funding into the organisation through tender bids and grant applications.

A total of 24 applications were submitted and ten of these were successful. A further two reached the shortlist stage. This represents a 42% success rate which far exceeds the generally acknowledged standard of 25% in the grant-writing world.

Twice this year, Pathfinders was invited to apply for select tenders, in which the funding body chooses a small number of high performing organisations to apply, as opposed to a competitive open tender process. This year also saw a significant boost in funding supplied by the Federal Government. These achievements are testament to Pathfinders growing reputation.

The success or otherwise of a funding submission is subject to many factors outside the control of the grant-writer and of the organisation. However I believe this year's success is partly attributed to the leaps and bounds the organisation has taken in raising our profile, strengthening our corporate services and internal systems, improving performance within our existing programs, genuinely connecting with the communities

we serve (particularly Aboriginal people) and demonstrating our creativity and innovation, especially in collaboration and partnerships and in delivering unique programs and experiences to our clients and participants.

Achievements

- › Family Referral Service Mid North Coast - NSW Family & Community Services approved 2 year funding to deliver Family Referral Service in four locations on the Mid North Coast. This was a major team effort and huge achievement to expand our operations beyond the New England North West region.
- › Indigenous Advancement Strategy - Australian Government Department of Prime Minister & Cabinet approved 3 year funding to deliver the Aboriginal Birth Certificate Project across the state, building on our previous work with the National Birth Certificate Project.
- › National Stronger Regions Fund - Australian Government Department of Infrastructure & Regional Development approved \$500,000 for the renovation of the Tilbuster Station homestead, and the renovation of the former Royal Hotel in Glen Innes. This project aims to provide an integrated suite of youth accommodation and support programs to underprivileged and disadvantaged young people drawn from our networks in the New England North West and Mid North Coast regions of NSW.
- › Macleay Valley FAST - Macleay Valley Communities for Children and Benevolent Society approved 2 year funding to deliver the highly-regarded FAST (Families & Schools Together) program in 4 primary schools and preschools in the Kempsey area, commencing 2016.
- › Vincent Fairfax Family Foundation - An exciting new partnership was formed with the Vincent



Sod turning for training shed at Tilbuster

Family Fairfax Foundation when they granted \$81,000 to purchase vital farming equipment and resources to expand our youth programs at Tilbuster Station working farm.

- › Newcastle Permanent Charitable Foundation - Our vision of a specialised training facility at Tilbuster Station is now one step closer due to the grant supplied by Newcastle Permanent Charitable Foundation. We welcome this new relationship and interest and involvement by staff of the Armidale branch of the Newcastle Permanent Building Society.
- › ABC FRRR Heywire - Inverell will implement an innovative new project promoting youth mental health with our success in receiving a coveted Heywire grant. Ours is one of four "Raise Your Cards" projects to occur across Australia and will attract wide publicity.
- › Local Land Services - A project to rejuvenate the creekside at Tilbuster Station was made possible with funding from the Northern Tablelands Local Land Services Brigalow Nandewar program. The creek is now better protected from erosion by cattle and will soon be planted out with 2000 native trees.
- › Brighter Access Early Childhood Inclusion - Bunbun Playgroup was successful in their request for an iPad to be used as part of their digital memories project for pre-schoolers in Ashford.
- › Mental Health Association - A Mental Health Month Grant from the Mental Health Association contributed toward a very successful "Value Your Mind" community event in Glen Innes.

PROJECT DEVELOPMENT UNIT

Community Involvement

- › Several joint tenders were undertaken, which involves developing service delivery models in which multiple organisations either deliver different parts of the same project, or the same project in different locations or regions. This year I worked alongside Northern Rivers Social Development Council, Mid Coast Communities and youthconnections.com.au to prepare a tender bid for NSW Education & Communities Youth Mentoring Program; the North West Alliance on the Department of Social Services Regional Assessment Service for Aged Care Gateway tender; and the Northern Rivers Social Development Council on a tender with the Office for Social Impact Social Impact Investment to support young people leaving care.
- › Obtaining the support of other organisations for the projects we are proposing is an important component of applying for grants. Pathfinders is fortunate to have an extensive network of peers and supporters and I have collaborated with many this year. Of note is the Heywire submission for which we received a dozen letters of support and offers of assistance by services, schools and professionals in Inverell and beyond.
- › Enrolling in and completing the Fundraising Institute of Australia's Fundraising Certificate course, the only one of its kind in Australia, opened my eyes to the possibilities for obtaining funds beyond grants. Networking with some of the biggest names in the not-for-profit sector during the face-to-face sessions in Sydney was a highlight.

Seek financial assistance for those Pathfinder's programs that are without recurrent funding, e.g. Open Door and Tilbuster Station. Collaborate with the North West Alliance on joint projects and upcoming funding opportunities.

Collaborate with the Finance Manager and Media & Marketing Officer to explore additional fundraising streams such as donations, events, peer-to-peer fundraising and crowd funding.

Continue to improve internal systems for the communication and development of project ideas.

Continue to improve systems for the management of grants.

Penny Hackney
Funding Manager

Directions for Next Year

Work with IFYSS to prepare for the Targeted Early Intervention reforms and possible re-allocation of funding across NSW.



New tractor making work a little easier at Tilbuster

INDIGENOUS STRATEGY & ENGAGEMENT

Service Description

Kamilaroi Man, Joe Craigie's appointment to the position of Pathfinders Indigenous Strategy & Engagement Manager (IS&EMGR), has been made in both recognition of the high and growing percentage of Indigenous clients choosing Pathfinders services, and Pathfinders also identifying and developing Indigenous culturally receptive and engaging services to support them.

Pathfinders launched their staff Cross Cultural Awareness (CCA) program during NAIDOC Week this year. Led by local Aboriginal Elders and Cultural Leaders, the CCA program will prepare and equip our staff with skills to further enhance their client goals and staff work satisfaction. Resulting from the on-going CCA support program we are 'opening-the-door' and presenting a more welcoming service delivery to our Indigenous clients, and making the wider Indigenous more aware of the programs Pathfinders offers.

To achieve a higher recognition of Pathfinders commitment to quality service delivery to Aboriginal people and the CCA program, on the 16th of November, 2015, the Pathfinders Board signed a 'Statement of Commitment' to commence the development of a Reconciliation Action Plan (RAP). The RAP 'Statement of Commitment' process will be completed on 31st June, 2016 and formally launched during NAIDOC Week 2016. Reconciliation Australia has over 500 organisations, Government Departments, business houses and philanthropic groups who have already prepared a RAP to demonstrate their commitment and desires to meaningfully employ, provide quality services to, and more freely engage with Indigenous people. Engaging and partnering with these 'like-minded' bodies will bring a greater awareness of Pathfinders and the availability of funding with which joint of service delivery will greatly enhance client outcomes.

Joe brings a wealth of knowledge to Pathfinders in having been a Public servant for 28 years providing wide-

ranging community and youth services across education, employment, leadership and holiday camps, along with Senior positions in the Indigenous Affairs portfolio. He has proven to be well qualified and continues a strong delivery to the roles and responsibilities of IS&EMGR ie:

- › mentoring staff, clients and families,
- › assist with the further development,
- › recruitment and retention of Indigenous staff,
- › provider staff leadership,
- › supervision of Indigenous traineeships,
- › facilitate Cultural Awareness Training,
- › support Policy and Procedures development.

Joe is working closely with other Team Leaders of Pathfinders programs, to augment and enhance our quality of services which will be recognised as 'Best Practice', to see our organisation be every clients' 'Preferred Service Provider', and Pathfinders is an 'Employer of Choice'.

Regular meetings with community organisations, interagency groups and potential partners in service delivery, have been a major component of this inaugural year as the IS&EMGR. Attendance and participation in community events and Indigenous meetings, the Minister for FACS Workshop, the PM&C IAS Guidelines Review, and the AbSec Conference, are all major events in which Pathfinders has found recognition through representation at these essential events. Supporting Community initiated projects and policy development in our joint agency alliances, are proving a positive growth in the community awareness of Pathfinders.

The commencement of the Pathfinders National Aboriginal Birth Certificate Program this year has brought a very positive wider community recognition and focus on Pathfinders. The program is running smoothly and will improve with the recent appointment of two new staff to coordinate and administer proceedings.

My strength of commitment and support to my employer, Pathfinders Ltd, has been won because of the Pathfinders Mission of: "To empower people to live with hope and equal opportunity to achieve their potential".

Joe Craigie

Indigenous Strategy and Engagement Manager



NAIDOC Week celebrations in Inverell

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.

The Year in Review

October 2014 presented the NENW team with the exciting inclusion of Mid North Coast Family Referral Service (MNC FRS) we were able to support our new MNC team with the training of our working systems to bring about uniformity across the two regions. Our support also included all initial contact for both regions to ensure the highest level of professionalism was being offered to clients while recruitment in MNC could be completed. With strength from both MNC and NENW we had planned and have succeeded to meet together as one large team every three months, this has been a great reward and established strong working relationships and allowed for sharing information and strategies on how to better serve our clients.

Pathfinders acquired the service with only two staff and commenced a rigorous recruitment process to restaff the service as soon as practical. We were successful in recruiting a diverse team with differing personal and professional strengths. The training of staff was staged in a professional manner and after the initial recruitment, existing skill gaps have been identified with internal and external resources/training being utilised for staff to strengthen existing skill base. Alongside this recruitment process was a series of information sessions for services and community to learn about the MNC FRS and its functions. These were well attended by a varied cross section of the community, services industry and it was felt that as a result Pathfinders was successful in relaunching the FRS on the MNC.

MNC FRS now operates from 4 offices across the specified geographical location in key communities of Taree, Port Macquarie, Kempsey and Coffs Harbour. This has served to improve the visibility of the MNC FRS and has improved accessibility to clients. MNC FRS has also made a strong commitment to outreach and home visit to more remote areas.

Community Involvement

Staff regularly attend various Interagency Forums such as:

- Regional Implementation Group (RIG)
- Regional Case Management Panel (the only Non-Government agency on this panel)
- Place Team Meetings
- Youth Interagency Meetings
- Domestic Violence Forums
- Aboriginal Specific Interagency Meetings
- Learning and Development meetings

FRS staff have also participated in community events such as NAIDOC, National Aboriginal Children's Day, Family Week and Pathfinders National Aboriginal Birth Certificate Program with other service providers across the region throughout 2015.

Directions for Next Year

In the year to come all FRS staff will undertake cultural awareness training with our Indigenous Strategy and Engagement Manager. Our migration to a new database in the near future will improve on the ability to collect and interpret the data that is required to demonstrate the work done by FRS.

Tania Willis
Program Manager



FRS staff participation at the Birth Certificate sign up days

INVERELL FAMILY YOUTH SUPPORT SERVICES

Service Description

Inverell Family & Youth Support Service (IFYSS) continues to respond to the unique needs of the Inverell community. Providing a welcoming and supportive environment IFYSS focus on enhancing the lives and well-being of individuals and families and encourage the achievement of greater independence, improved relationships and positive outcomes in people's lives. Strong ties with local schools, community groups and other service providers are maintained as IFYSS provides additional support to youth aged 13 – 25 years. There is a strong focus on anti-bullying strategies, building self-esteem, peer pressure and basic life skills.

Year in Review

Drumbeat

IFYSS continues to facilitate the Drumbeat Program in local schools supporting vulnerable youth in social issues such as peer pressure, bullying, feelings and emotions, relationships, teamwork, identity and social responsibility.



Drumbeat program in local school

Facilitation of this program has been extended to Tingha Public School who have welcomed the introduction of this wonderful program to their young students. Teachers and staff have taken on a great understanding of how the program works.

IFYSS Parenting Programs

IFYSS continues delivery of its parenting programs: Parenting in a Nutshell, Communication Give N Take and Safe and Strong Families. Originally designed to be delivered as a workshop, each session is now delivered 1:1 after clients indicated they would feel more comfortable discussing specific issues in private. The change has allowed clients greater flexibility when making appointments and juggling their normal daily lives, there has been an increase in regular attendance at parenting sessions.

123 Magic & Emotion Coaching

IFYSS facilitate the well known 123 Magic Parenting programs; 123 Magic & Emotion Coaching and Engaging Adolescents. It is rewarding to work with parents or carers of 2 – 12 year olds while they learn how to better deal with difficult behaviours and encourage the child to manage their emotional reaction to parental boundaries. Parents or carers of 13 to 18 year olds learn to develop greater confidence in parenting adolescents and to build stronger relationships with their teens. The program can be used for children with special needs.

Parents comment they have tried other programs but feel they gained more from this program and are able to reflect on things they do that may cause behaviours to escalate.

A great outcome from this program was working with a young mum who was living in alternate accommodation and while there her 2 year old son's

behaviour escalated to the point where mum lost all confidence in her ability to parent. While working with and supporting mum she was able to regain her self confidence and implement strategies to improve her son's behaviour. Mum continues to use the strategies of this program and her sons behavior's are decreasing each week.

Mini Groovers

Funded through Brighter Access for Early Intervention and designed for pre-school age children to learn confidence, musicality and rhythm. Run in conjunction with the Sapphire City Dance Academy one day a week, the program continued with regular attendances of up to nine children. Children with special needs were encouraged to join the program and all children continued to grow in confidence each week. All Mini Groovers received an invitation to attend the Sapphire City Dance Academy's end of year performance, The Magical Toybox, at the Inverell Town Hall. Great feedback was received from those who attended, with everyone enjoying this wonderful experience. Some of our older Mini Groovers who will be soon starting school, will continue with dance classes as extension of their cultural education.

Ashford Bunbun Supported Playgroup

Playgroup has excellent regular attendances. A valuable addition to playgroup has been regular visits from Armajun Aboriginal Health Service 'health bus'. Armajun provide pre school screenings, immunisations, speech pathology services and dental programs to our playgroup families who may not normally be able to access such services. Armajun also ran the "Buckled Bubs" program providing up to date information on child restraint safety; at the end of which four brand new car seats were given away.

Our first ever excursion where playgroup travelled to Inverell and attended a "Tiny Tot's" Bounce Fitness session was a huge success.

Trudy Johnson from Brighter Access attends regularly to share a wealth of knowledge and excellent practical ideas for parents and staff, all based on her areas of expertise in early intervention, inclusion and disabilities.



Playgroup fun

Membership of the Inverell District Family Services Toy Library, allows us to provide an ever changing variety of education toys each month.

A very popular part of playgroup is our nutritious brunch after which we join together for a group time of songs, stories, dancing or felt board experiences, children and parents seem to love the experience.

Playgroup regularly celebrates events such as NAIDOC Week, Mother's day, Father's day, Christmas, Easter, Purim (a Jewish National Day) and Children's Week.



Playgroup participants

Work & Development Orders

IFYSS continues as an approved organisation for Work & Development Orders allowing eligible clients to reduce their State debt through attendance at IFYSS programs.

COMMUNITY INVOLVEMENT

NAIDOC Week

IFYSS supported local NAIDOC Week celebrations and took part in street marches in Tingha and Inverell. In Inverell the awards ceremony took place in Victoria Park with IFYSS sponsoring this year's major award, the Aunt May Yarowwyck Award, which is for outstanding achievements in all aspects of commitment and dedication in the community.

IFYSS joined with the Family Referral Service and Ability links to hold an information table in Victoria Park and joined with the FRS to provide paints and a large canvas for community members to cover in their handprints, this artwork now proudly hangs in the reception area at the Pathfinders Inverell office.

In conjunction with the Linking Together Centre's Family Fun day, IFYSS ran a basketball competition in South Inverell. This was well received by both local aboriginal and non aboriginal communities and was so successful that it has opened the door to potentially run similar basketball competitions on a regular basis and at the same time raise funds to be filtered back into supporting infrastructure in our home town.



NAIDOC day celebrations

Inverell Toughen Up Challenge 2015

The Third Inverell Toughen Up Challenge was held on Saturday March 7th 2015 at Rugby Park Inverell. Among the major sponsors were Pathfinders and IFYSS.

From humble beginnings in 2013 the event has grown to be one of Inverell's major annual events with registrations increasing to 65 senior teams (260 adults competitors) and 77 junior teams (154 children from 5 to 14 years).

Teams travelled from Lismore, the Central Coast, Goondiwindi, Moree, Tamworth and Armidale to compete against 'the locals'. The Australian TV program, Search 4 Hurt (an SBS program) sent a crew along, with 2 joining teams to compete. We even had some friendly rivalry between Inverell Mayor Paul Harmon and the Member for Northern Tablelands Adam Marshall as their teams battled it out.

Monies raised from the 2015 Challenge were divided up and donated between 4 of Inverell charities.

Planning for the 2016 Challenge has already commenced with Pathfinders, Ability Links and IFYSS among the major sponsor's again.



Junior Toughen Up competitors

Youth Homelessness Matters Day

Held on the 15th of April IFYSS attended and provided support at the local event, a sleep out in Victoria Park. The event created a greater awareness and understanding among the local community around homelessness. A vast majority of those attending did not realise that homelessness includes sleeping on a friend's couch or on the floor of a relatives home for a night, a day or a few weeks.

Directions for Next Year

IFYSS will continue to develop programs focused on resilience and positive relationships for our youth. A major goal is to create a support network for vulnerable young people and their families.

Continuing to build our capacity to deliver up to date and relevant parenting programs with the primary focus on meeting individual client needs.

Aim at filling the Aboriginal Outreach position by the end of the year. Further develop the capacity of our Outreach services while continuing to work with the local aboriginal community.

Scott Dodd
IFYSS Coordinator



Muddy matters in the Senior Toughen Up

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.

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 Harbour, these are very informative and a good



Pathways enjoying the outdoors

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
NPSS Manager

PATHWAYS

Service Description

Pathways Out of Home Care (OoHC) program has three arms; Foster Care, Residential Care and Supported Independent Living (SIL). These programs provide care to children and young people with high and complex needs. Residents in Residential Care 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 thirteen residential placements. Pathways Foster Care is contracted to provide up to six placements with the option of these being for 0-17 years. An additional two SIL packages are available to support those leaving care. Pathways staff are dedicated, skilled and experienced, and provide high quality care and support to young people who have experienced significant levels of trauma in their lives. At present the team comprises of a Program Manager, Foster Care Coordinator, four Caseworkers, two Team Leaders, one Carer Support Worker and around thirty Direct Care staff rostered on 24 hours a day, 7 days a week. The service is primarily informed by the Circle of Courage model which focuses on a strength based approach which promotes growth, learning and development in four key areas: Belonging, Mastery, Independence and Generosity.

The Year in Review

2015 has been a busy time for Pathways and has seen significant change at multiple levels. There has been a strong commitment from all those in the program to aim for new heights and to ensure that the program continues to uphold the high degree of stability of placements and outcomes for its children and young people as it has done in the past.

January saw Taylor Street 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. This has also meant that the access to Head office has been more available for the house and a greater ability for Caseworkers to work closely with the young people.

Currently Pathways Residential has capacity for eleven placements in Armidale and six placements in Inverell. This additional capacity, combined with the differing settings of cabins, town and rural accommodation allows for a wide range of placement options. This allows our young people transition options within the comfort of a supported placement and common service. The ultimate goal of this is to provide stable homes with room to move; a safe place to grow up and belong.

Pathways Armidale has expanded its capacity for placements moving Pathways Taylor to a new address with capacity for an additional two placements. This has been a smooth transition and the house is currently running well at capacity. These additional beds have allowed for the acceptance of some additional placements, as well as greater flexibility in movements and matching of the residents. The fate of Pathways Taylor is still undecided and is currently utilised for respite and emergency care.

Pathways Foster Care has seen the addition of Kim Smart as Foster Care Coordinator in August 2015 and Lisa Harvey as dedicated Carer Support. Pathways currently hold nine foster care placements and have over twenty Carers completing the authorisation process. This growth and change has been challenging, however with the fruits of labour beginning to show, it is rewarding and invigorating. These new Carers bring with them a vast array of skills, patience and perseverance.

Staffing has again altered across the program with growth and change in all areas. The Armidale Team is

comprised of Tim Gray, Program Manager, Kim Smart, Foster Care Coordinator, Laura Pigott and Melina Purcell as permanent Caseworkers and Wayne Griffiths as Acting Caseworker. Our Inverell team has also seen change with Scott Dodd leaving the position of Team Leader and Todd Cross replacing him since January. Lea Woodward remains the full time Inverell Caseworker and Lisa Harvey is our Foster Carer Support worker. The program has welcomed these new staff whom have brought with them fresh ideas, inspiration and most of all patience, passion and commitment.

Across all houses we have seen changes in the staffing. It is the case that staff is forever changing within the houses. It is unfortunate to see some old faces go and take with them high degrees of skill and experience. We have opened the doors to some amazing new staff to complement the already established team whose dedication, ingenuity and passion for helping our young people does not go unnoticed.

With the increased growth in the Foster Care program, we have also seen the expansion of our Foster Carers. These Carers also bring an incredible amount of tenacity to the program and it is comforting to know that we have Carers that can be called on in a child's hour of need and will go out of their way to help in any way they can.

All these positions require flexibility, dedication and persistence with staff going above and beyond the call of duty to ensure that we meet the needs of our children and young people, from working long hours, donating their time, a thoughtful cake on a birthday or a helping hand for a colleague in need. These are all contributing factors to the strength of the Pathways team and the program would not be there without them.

The process of accreditation has continued throughout 2015. With our excellent outcomes in reaccreditation

of our residential program, the Office of Children's Guardian (OCG) has been returning throughout the year to accredit our Foster Care components. This has seen some positive feedback and we continue to wait on the outcomes of the most recent visit in August, which left us feeling quietly confident. This process has been demanding on the team, however results and positive outcomes for our program and its processes. We receive invaluable feedback on the program and this allows for improvements that ultimately lead to better outcomes for the children and young people. As with all those involved in the reaccreditation in 2014, this has built a strong understanding of the role of the OCG and the standards of care.

Pathways has a strong focus on education and this year has seen over half of all residential young people engaged in main stream schooling, with the others engaged in alternative education avenues such as Pathfinders Tilbuster farm. This year has also seen two of young people receive their Year 12 certificates and many others receive awards and commendations.



As Eye See It Photo Exhibition

It is also important that our young people have other positive experiences that allow them to grow as young adults and develop virtues that meet their growth needs. Some of these have included; a growth in our aid work in Vanuatu, this year sending three young people and two staff, participation in the annual Pumpkin Run, young people representing Pathways at multiple youth related forums, meeting the Governor of NSW and having an opportunity to ask questions and moving into independence.

Sometimes it is equally important to make time to just have fun and connect with friends and family. The young people have also had some great experiences this year including trips to Western Australia and Tasmania, visiting family for the first time; Aboriginal All Stars football game, theme parks on the Gold Coast, participating in photography competitions, Motorkhana and many trips to the golf course, bike track, gym, beach and secret fishing and swimming spots. All of these accomplishments are highly important to the individuals and will be events and memories that they will hold for the rest of their lives.

Other items of note have been the exciting move to a new office premise for our Armidale staff. This new office is significantly bigger and has allowed Pathways its own separate area from Corporate Services. This new space is specially designed to allow for meetings with our children and young people and will allow for the growth of the Pathways program without the need for people to be sharing very cramped spaces.

Pathways has also continued to work on its interagency collaboration, this year expanding this to not only include staff and training, but activities with our young people that allow them out of area experiences and exposure to other young people in OOH.

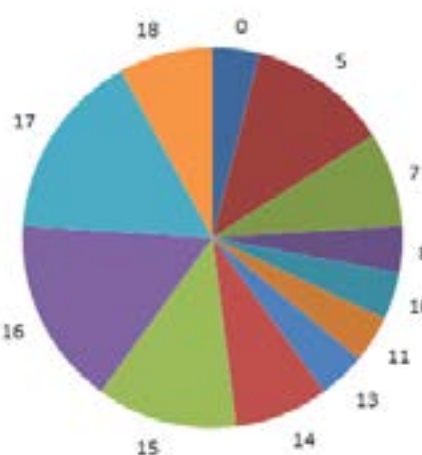
Directions for Next Year

It is conceivable that Pathways will continue its growth steadily into the next year. With there being a far greater need for placements than there are available within Foster Care. We will continue to assess carers and respond to the need for placements in the region. Growth will also be something that will be explored within residential placements with there being an increase in the amount of referrals that we have been receiving.

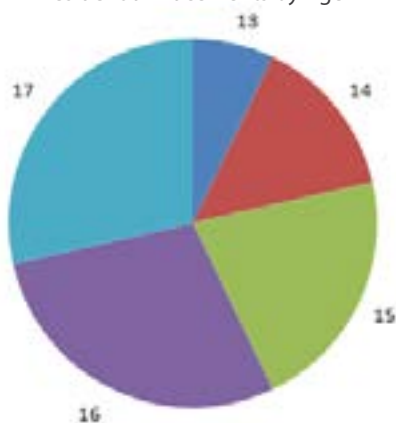
Partnerships will continue to be an important aspect and it is hoped that we can continue to work closely with other agencies across the state with a goal of delivering timely appropriate service and supports that best meet the needs of the OOH sector.

Our current placements can be seen in the following pie charts. It is identified that in Residential care, we have an aging population with over two thirds of our children and young people being 15 or over. We have a 50% Aboriginal population; this is a common trend across both Residential and Foster Care placement.

Pathways OOH Children & Young People by Age



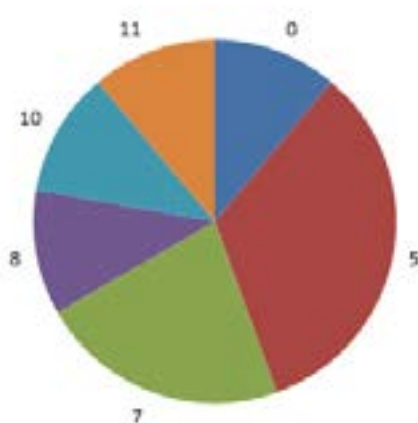
Residential Placements by Age



Pathways will again be looking to be heavily involved in aid work in Vanuatu, with the success of this year's trip; it is foreseeable that we look to increase the number of participants. With the growth in Foster Care, there is also potential to expand this opportunity beyond the residential arm of the program. This work fits well within the Circle of Courage framework and so is something that we are keen to support.

With the rapid growth that Pathways has seen, it is important that we do not lose sight of RAP and the Circle of Courage; this represents the backbone of our values and philosophy. With two successful RAP training sessions completed this year, it is anticipated that next year we can look to running more regular sessions, available to all staff and carers. When the backlog of staff is complete, it will allow for refreshers for the more seasoned staff and ensure these learnings are fresh in all staff members' minds. Options for joint presentation amongst NGO's are also an option that is looking at being facilitated. This will allow for further flexibility as well as the development of stronger bonds between NGO's.

Foster Care Placements by Age



An important focus in the sector but in particular for Pathways, will be the continued development of the supports and programs to better meet the needs of young people who are nearing the age of leaving care and support them throughout the journey to adulthood.

Tim Gray
Program Manager

SPECIALIST HOMELESSNESS SERVICES

Service Description

The Specialist Homelessness Services (SHS) incorporates the Going Home Staying Home (GHS) Reforms that provide a 'no wrong door' and client focussed approach. The program aims to support those who are homeless or at risk of homelessness to access safe and secure accommodation and services in the broader community.

SHS works with mainstream services, family and significant others to develop a plan that is tailored to the individual and/or family needs and provide a network of support.

- Access to support earlier to prevent progressing to a crisis.
- Rehousing as soon as possible (applying for NSW Housing or Homes North Housing and private rental properties or reconnected to family)
- Support in crisis or transitional properties. (establishing, maintaining a tenancy)
- Intensive support for those who have complex needs.
- Inverell/Glen Innes Homeless Support Service – Women and Children Refuge – crisis accommodation and support re Domestic Violence and Homelessness.
- Armidale Youth Homelessness Support Service – Youth Refuge- crisis accommodation and support re homelessness.

Who we help

Inverell - Young people – aged 16 to 24 years old. Single men – aged 18 years and over. Single Women- aged 18 years and over. Families – those who are part of a family group, including couples without children.

Armidale – Young people aged 16 to 24 years. However

SHS can work with young people under 16 years but requires a partnership with Family and Children Service.

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 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 with 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. This new expansion became operational on 7 October 2014. The staff of SHS have been committed to promote and deliver a best practice program and the service has experienced a high demand for support from the communities.

Referrals - Inverell and Glen Innes

Age Range by Sex				
	Male	Female	Total	Percentage
0 - 2 years	27	11	38	8.50%
3 - 5 years	13	24	37	8.30%
6 - 8 years	19	20	39	8.70%
9 - 11 years	10	7	17	3.80%
12 - 14 years	12	11	23	5.10%
15 - 17 years	12	16	28	6.30%
18 - 20 years	19	33	52	11.60%
21 - 25 years	16	32	48	10.70%
26 - 35 years	27	56	83	18.50%
36 - 45 years	15	36	51	11.40%
46 - 55 years	5	18	23	5.10%
56 - 65 years	2	3	5	1.10%
66 - 85 years	2	2	4	0.90%
> 85 years	0	0	0	0.00%
Missing	0	2	2	-
Total	179	271	450	100%

Referrals - Armidale

Age Range by Sex				
	Male	Female	Total	Percentage
0 - 2 years	2	1	3	5.90%
3 - 5 years	0	0	0	0.00%
6 - 8 years	0	0	0	0.00%
9 - 11 years	0	0	0	0.00%
12 - 14 years	1	1	2	3.90%
15 - 17 years	7	11	18	35.30%
18 - 20 years	9	7	16	31.40%
21 - 25 years	3	8	11	21.60%
26 - 35 years	0	1	1	2.00%
36 - 45 years	0	0	0	0.00%
46 - 55 years	0	0	0	0.00%
56 - 65 years	0	0	0	0.00%
66 - 85 years	0	0	0	0.00%
> 85 years	0	0	0	0.00%
Missing	1	1	2	-
Total	23	30	53	100%

Staff and Training

Overseeing the program is the SHS Manager and there are six positions in Inverell, one position in Glen Innes and four support workers and seven casuals at Armidale. The staff has attended various training to enhance their skills in the following areas:

- Implementing GHS for Practitioners
- Sticky Stuff (sexual health tools re young people)
- Rent it Keep It (Tenancy rights/responsibilities)
- Circle of Courage and Response Ability Pathways (RAP)
- Trauma Informed Care
- Mental Health First Aid

Community Involvement

Armidale Homeless Prevention Week held at the Armidale Youth Refuge (AYR). We partnered with St Vincent De Paul, Women's Refuge (other SHS providers). Entertainment by Pathfinders Staff, Hip Hop and easy listening entertainment by Duke Bailey and Peter Denovan, Graffiti Art Workshop by Sean Keenan. AYR residents Nathaniel and Tiohnee delivered a presentation on their journey as a participant in the refurbishment project and this allowed an acknowledgment of their efforts.



Creation in action with Graffiti

SPECIALIST HOMELESSNESS SERVICES

Inverell

- Youth Homelessness Matters Sleep Out at Victoria Park, Inverell.
Homeless Prevention Week Community event – 5/08/15. partnered with Lions Club, Inverell Shire, NERSHH to provide awareness and activities – Hip Hop and easy listening entertainment by Pathfinders Staff – Duke Bailey and Peter Denovan.
- World Aids Day- information stall, AIDS Awareness flag raising, donations of \$318 to Salvation Army Christmas Appeal.
- Pumpkin run.
- Homeless Awareness Team – Lead agency.

Glen Innes

- World Aids Day – information stall, flag rising and donations of \$80 raised provided Salvation Army Christmas appeal.
- NAIDOC Week- SHS Glen Innes partnered with Ability Links, Open Door program, Arman, Aboriginal Health and Glen Innes Severn Shire to provide activities to the community – drum beat, Hip Hop performances, kangaroo stew.
- Homeless Awareness Team – Pathfinders Lead agency.
- Homeless Prevention Week event – 6/08/15. SHS partnered with St Vincent De Paul, EACH (Reconnect/ Partners in Recovery, NERSHH) Salvation Army Farmers Market. Hip Hop and easy listening entertainment by Pathfinders Staff – Duke Bailey and Peter Denovan.
- Enough is Enough Day in Moree in partnership with CDAT (Drug/ Alcohol.) Pathfinders staff conducted Hip Hop song writing workshops which was very well received by the local youth. The Inverell Youth

Leadership Team assisted with the workshop set up and helped with the sound equipment providing valuable support.

- Mental Health Month Event – Skate boarding workshops, Art and crafts, Drumbeat, Hip Hop performers.

Highlights

Youth Leadership Team – Inverell.

The Youth Leadership Team is a group of young people from Inverell/ Macintyre High School have been established for over 12 months and is based in the principle of client consultation. These young people were struggling at school and this project aim was to create a supportive learning environment with realistic outcomes for opportunities of success, build confidence and mastery over time and contribute to a resource provided to the young people of Inverell. The event that began their journey is the National World Aids Day. This group of brave young people were involved in the planning of the event and training with NSW Department of Health and they used a two metre tall Blue Condom Suit and Lube suit and information stall to raise awareness in Inverell and Glen Innes. This progressed in 2014 to also include working in partnership with the Mac Intyre and Inverell High Schools and the Inverell and Glen Innes Severn Shire to raise the Aid Awareness flag at these centres on the 1/12/2014. The Inverell Times supports all the events involving the Youth Leadership Team acknowledging the efforts of the young people. This provides an opportunity to challenges the stigmas that can be placed on young people and demonstrate their capacity to contribute to the community and provide a voice for their peers in the community. The team was also a consultant for the planning and participation in the Youth Homeless Matters sleep out and Homeless Prevention Week Events.

Pathfinders SHS program refurbished the Armidale Youth Refuge and Women /Child Refuge, Inverell. This project provided and an opportunity to consult with the residents in the refuges about service provision and this process demonstrated the value of their knowledge and lived experience to guide the practice of the program. Subsequently this created pride for the residents and built confidence and self worth. The plans also included a vegetable garden which will provide a continual learning environment about the value of growing your own food and a quiet place to connect with the earth.

Engineering Course – welding and fabrication modules - Teacher Rod Day - Community College for young people from Glen Innes and AYR. The Open Door program and Glen Innes SHS provided the transport and support for two days a week for 6 weeks and all participants to Armidale and they engaged in building a versatile trailer for future camping and events. An Award Ceremony was held at the Tilbuster Station and all participants received a certificate.



Residents of the Women's refuge lending a hand

SPECIALIST HOMELESSNESS SERVICES

New England Specialist Homelessness Services Operations Group is a forum for the Managers of the NE Specialist Homeless Service and NSW FACS- Housing and Community and Reform and Homes North Social Housing, to meet and discuss operational success and challenges and implement strategic planning to meet the needs of the New England Region. The Group identified the greatest demand for SHS is for Temporary Accommodation (the greatest numbers from Inverell) and the large volume of administration required to place an application and formed a Working Party to review the current process. The participant's included NSW FACS - Housing and Community Reform, and Inverell, Gunnedah and Tamworth SHS and resulted in an Operation Protocol: Temporary Accommodation that articulates the agreed responsibilities for the two organisations and those people who require temporary accommodation services. The Protocol provides a client-centred approach and a joint response to stream line the process that subsequently increases responsiveness and accessibility to the community.

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 , 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 and continue to provide opportunities for the consumers of the service to be part of projects to maintain the connection to this valuable source of knowledge .

Trish Thomas
Program Manager



Inverell Aids Awareness day (Photo courtesy of the Inverell Times)



Inverell Sleepout



Glen Innes Youth Team

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

The Ability Links team has maintained the majority of its initial employment with Lynn Lennon, Program Manager, Linkers Brett Pischke, Jason Reed, Jill Skinner, Wae Jae Tan and Anne Davis. Rebecca Browning has joined the team in Tamworth and brings a wealth of knowledge and experience working with Indigenous

communities throughout the New England and North West.

Staff have had a very busy time updating their skills and knowledge by attendance at various training programs and conferences throughout the year. Keeping abreast of all the challenges and changes that the NDIS is bringing has meant a lot of focus has been placed on ensuring the Linkers have the tools to best support their participants and families.

The Alliance also sees this as a priority and a number of joint training sessions have been conducted throughout the year for the entire Linker team. These include Community of Practice sessions each month. Using web based technology all Linkers sign into training sessions conducted by The Alliance Program Managers covering topics like Mandatory Reporting, working with CALD and Aboriginal communities, Duty of Care, Consent, Report Writing to name a few. These sessions have forged a stronger bond between all the Linkers in The Alliance, which has been an unprecedented success.



Ability Links staff

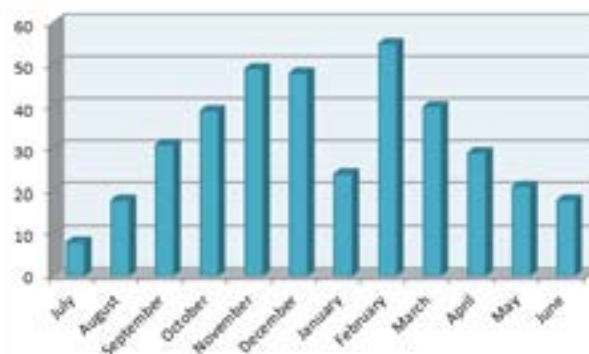
The Year in Review

The Alliance foresaw the importance of data collection as a priority to capture information in relation to our demographics and engaged an outside agency to develop a database to accurately record participant's stories, statistical information and outcomes. The database is known as Marla's Gift and has proved to be an invaluable tool for Linkers and The Alliance as a whole.

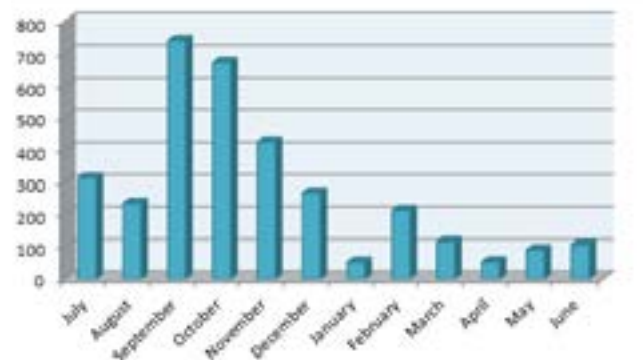
Pathfinders Ability Links program provided information, referral and facilitated assistance to 380 participants, linking them to community groups, social groups, services or by providing them with steps to reaching their goals.

Additionally Ability Links is focused on working with communities to bring about inclusion, breaking down stereotypes of those with disabilities by focusing on their abilities and strengths and their capacity to value add to their individual communities. The Linkers were very proactive in this area and a total of 3,297 community connections were made in the past year.

No. of Participants

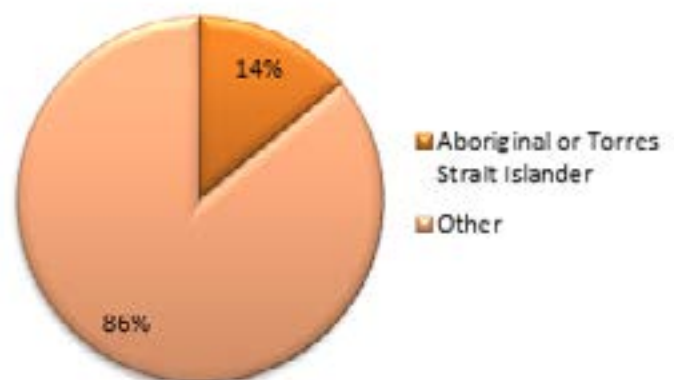


No. of Community Connections

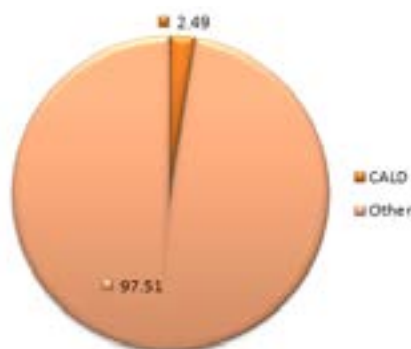


The Alliance is also actively seeking to engage both CALD and Aboriginal communities, who have historically not engaged with disability services as proactively as others. The graphs below indicate the work done by the team in this area.

% of Participants who identified as Aboriginal or Torres Strait Islander



% of participants identified as CALD



Achievements & Acknowledgments

The Ability Links team has had a tremendous year promoting the Ability Links program, working with local communities and individuals to bring about change in the way those with disabilities are viewed. The largest project undertaken by the team was the "Festival of Abilities" which was aimed at promoting the abilities of everyone.

On the day over 1,000 people come along to participate in a variety of activities available. In particular NSW Wheelchair Sports made the most impact on those attending via the provision of wheelchairs for all to participate in wheelchair basketball. This really brought home to everyone the difficulty, strength and fitness of those who participate in this sport regularly. In addition it broke down the barriers between those currently in chairs and those of us who are able bodied. It was reported back to us that one able bodied child has asked for a wheelchair for Christmas so he can play wheelchair basketball.

Baseball Australia also provided immense support by bringing along the mascot and providing youngsters with their first opportunity of playing a modified version of Baseball. A particular young boy had spent the entire day at the event and until he reached the

Baseball diamond hadn't taken much interest in any of the activities. Here he found his passion....the young boy lifted his head and smiled for the rest of the day as he and his family played for hours with the Baseball Australia team. To top off an amazing moment for him and his family he was presented with his very own Baseball set, which turned the smile into an enormous grin.

From the Festival of Abilities event plans have commenced to turn Tamworth into a regional hub for wheelchair sports, with connections, supports and travel to Sydney being provided for those from the bush to compete.

Other activities on the day included, cake decorating, Drumbeat circle, Tai Kwon Do demonstrations, graffiti art, flash mob, mosaic work, plaster painting, face painting, Tai Chi demonstration and entertainment was supplied by three superb Tamworth artists.

The Glen Innes Ability Links office was successful in applying for a grant to bring awareness and overcome the stigma of those living with mental illness in our communities. The day was a huge success with the inclusion of the Red Frogs skateboarding team. A Hip Hop workshop provided by Pathfinders SHS staff member DukeBox, mosaic work, Laughing Yoga, Drumbeat, Indigenous Food and BBQ also proved a hit with those attending.

Ability Links has been involved in a large number of projects through the year and is a credit to the Ability Links team for being so passionate and focused on the changes that they are making to communities. Other projects included: Laughing Yoga, Drumbeat, Redbacks Youth Fitness Program, Coledale Community Women's Group, Wee Waa Community Garden, Autism Support Group for Youth and celebration of Inclusion Week to name a few.

Directions for Next Year

Mid September saw the announcement of roll out dates for the NDIS throughout NSW. The New England/ North West region which is covered by Pathfinders has been selected as the first site outside the trial sites. Full rollout of the scheme is to commence in July 2016.

With this in mind our focus for the program, participants and their families is on education and training. We plan to host mini-roadshows for families and persons with disabilities to provide the most relevant, up-to-date information on their options moving into the new system.

In addition training for staff will also be focused on

planning and advocacy to better support participants when applying for their NDIS packages.

Lynn Lennon
Program Manager



Glen Innes 'Value your Mind' Drumbeat fun

TILBUSTER STATION

Service Description

Tilbuster Station has been well supported as an alternative early intervention model for the betterment of community health with the farm helping particularly youth in need. This is done primarily using nature based diversional therapeutic techniques. The farm was gifted to be utilised by Armidale's Youth and to help disadvantaged families to help create change that will enhance learning and safety for our community and beyond.

The Year in Review

Bring on the community team, and a great team it has got, not only to support our youth, but to help with the larger community in general. Some of the activities that have taken place in the last year associated with the farm are:

2015 pumpkin run – delivering over 5 tonnes of pumpkins and potatoes to hundreds of homeless peoples in metro areas including Newcastle and Sydney.

Meals on wheels – food distribution weekly through summer months

Location to meet – many other agencies including benevolent society, juvenile justice, pcyc, schools, suspension centres, university students, and the general public have utilised Tilbuster as a place to meet or help with activities on the farm. Gardening, stock work, building or repairs to small machinery or fabricating new loading ramps or building farm gates has taken place. We have fenced out the creek as a nature reserve, ready to be planted out with native trees and we have just recently put in over a kilometre of water piping to help for irrigation of our farm produce which we gift to the community or funds which are turned back into the farm. This helps to nourish both helpers and the broader community with food taken or relationships,



New front entrance at Tilbuster

in return or help with mental health disorders or just enjoyed as a great place to unwind and take in the views.

Some of our partners of 2015 include:

Meals on Wheels, PCYC, Juvenile Justice, Armidale High School, Duval High School, Drummond Memorial School, Armidale Dumaresq Council, Benevolent Society, Local Land Care, Federal Government – in particular Honourable Barnaby Joyce MP, Newcastle Permanent Charitable Foundation, Victor Moar, Ducats,

Tankworks, Vodafone, OzHarvest, Salvation Army, Newtown Mission, Probus, One of A Kind, Armidale Central Rotary Club, Sunrise Aboriginal Corporation and other Aboriginal Elders, Super Moto, Randal Mitchell, Wright College and Village, Antique Machinery Club, RFS, Community Colleges, Rob Taber's family and Rod Day from Welding Rod Fabrications along with many other community members and organisations.

I would like to thank all staff of Pathfinders, in particular staff working with young people whom have helped Tibuster Station to be nurtured back to life, not only as a working farm again, but to bring our youth of the community to relax and spend time soaking up the ambience of the Tibuster Ponds creek, or help to give a ride on the donated motorbike from Super Moto. This is where one to one mentorship and skill sharing are changing lives. Pathways youth from Inverell and our Open Door program from Glen Innes have all contributed greatly.

So far in my position to help to coordinate activities at the farm we have seen well over 575 farm visits from youth in the past year, with upwards of 80 different youth attend the farm. This does not include carers and others whom have held meetings in the garden. We have well over \$450,000 donated to the farms infrastructure in the past year.

Mentorship on a high ratio of helpers to youth is a solid model and this is the best practice that is being delivered 4 days a week on farm. We have a contract with Juvenile Justice to support community service orders handed down from the courts, with many completing their hours and in the meantime helping to raise food that we have gifted back to the community. Other NGO's such as the Benevolent Society and Challenge Foundation have utilised the farm for their clients.



Charlie Winter and young people enjoying Tibbuster

Directions for Next Year

Tilbuster Station is well on the way and looks forward to another fast year of action, with over 1000 pumpkins planted for the 2016 annual Pumpkin Run which will not only go to our large cities, but will cater to our local towns and cities in the new England region.

We are still looking at funding to support our pursuits to further education for truanting Armidale youth or for young people in our out of home care Pathways Program, or to helping other educational facilities maintain student's health and wellbeing through the use of diversional therapy and holistic learning techniques. Our new shed is well on the way to be utilised as a classroom, and it is from here things will be turned up a notch or two in the betterment of young peoples lives, which in turn will have a butterfly effect on our community at large. I would like to say a big thank you to all involved and welcome anyone who wished to be involved well into the future.

Charlie Winter
Program Coordinator



PCYC assisting in fencing



Mustering cattle with our donated motorbike



August rains



Potato planting



Planting in the back garden



Pumpkin Run 2015

GLEN INNES OPEN DOOR

Service Description

The Glen Innes Open Door Youth Centre provides young people in the Glen Innes community with a place to socialise and learn new skills in a safe and nurturing environment. Open Door also runs activities, events and trips away.

The Year in Review

Six young people participated in a welding course held over 6 weeks through Community Colleges with the assistance of Rod Day from Welding Rod Fabrications. The participants were guided through a number of welding techniques whilst teaching them the skills to use a number of hand and power tools. The attendees each gained a certificate of attainment which counts towards further certificates in welding. The result was a camping trailer which will be used for our Open Door camping trips.

Funding for the project was received from the Royal Freemasons' Benevolent Institution who have been generously assisting Pathfinders with our work both on this project and with our youth service Open Door.

Directions for Next Year

Funding for the project was provided by the National Stronger Regions program from the Australian Government Department of Infrastructure & Regional Development for \$200,000 for the renovation of the former Royal Hotel in Glen Innes will enable us to develop and grow the Open Door project in Glen Innes. This project aims to provide an integrated suite of youth accommodation and support programs to underprivileged and disadvantaged young people drawn from our networks in the New England North West and Mid North Coast regions of NSW.



Practicing their skills



A work in progress



Rod Day presenting participants with their certificates



Alex Shaw, RFBI, Rosemary Curtis, Open Door volunteer, Alan Brennan CEO, with welding participants

INTERNATIONAL PROJECTS

Service Description

Pathfinders is proudly partnering two international projects in Ghana and Vanuatu. Pathfinders has teamed up with the Church of Christ Armidale to support this exciting opportunity to assist those living in remote Vanuatu by building schools and classrooms. Education is paramount to all forms of international development and Pathfinders is proud to be a part of this beneficial venture.

The Year in Review

Vanuatu

Pathways has again given the opportunity for three young people from their program and two direct care workers to assist a team from Fresh Hope Church of Christ Armidale in making the trip to Pentecost Island Vanuatu. After much preparation from Linda Agnew and her team, they travelled in July 2015 to renovate a workshop and classrooms at Ranwadi Churches of Christ College. One of the young travellers relays his experience.

I was excited to get on the plane finally to go to Sydney our first stop. We all got settled into our hotel the Ibis, it was a nice place. We went to dinner at the Ibis restaurant, Darren and I shared a seafood platter. Diner was pretty good, calamari was the best, the rest of the evening was pretty quiet, by that time I was looking forward till tomorrow.

We woke up early and organised, everybody was excited to get going. A long time through tickets and customs and we finally got on the plane. The best bit of the plane trip was the take-off and the landing, the worst bit was I couldn't choose my seat or who I sat next too.

Jocelyn and Silas greeted us on arrival, we were shown around, Silas showed us what was taboo, for example

he showed us not to give women presents it can be taken as a marriage proposal, don't use technology around the locals, what and where you could fish, we ending up asking for permission regularly.

We began work the very next day, 7am Island time (when the boss started) I really enjoyed demolishing the tin walls and roofs. We had rust and sawdust throughout our sweat it was uncomfortable, but the best bit was jumping in the ocean after work and getting clean.



Pathways young people assisting in Vanuatu

For the first few days we were very sore, but those who kept going got used to it. I also loved the construction, using wood cutting, nailing and joinery, I did what was asked of me, and then a couple of weeks work went too quickly. I really enjoyed it. I enjoyed the company of the locals, the group's leaders where Warren and Linda, where great support and really encouraged me.

My highlights were catching octopus, going to a magnificent waterfall, the cave we visited and making many new friends.

I felt really good about giving my shoes away and seeing how grateful the people where to receive them.

I could have stayed and helped longer, but I really looked forward to my own bed. We did our final shop in Port Villa, because I saved my money I had lots to spend. The trip home was really tiring and we all needed a break, I had an absolutely fantastic experience. Thanks to Anthony for encouraging me to go and I would like to thank Linda and Warren for giving me the opportunity. And I would also like to thank Alan and Tim for their confidence in allowing me to go.



Time out with a 'selfie' with the locals



Relaxing after a hard day building

INTERNATIONAL PROJECTS



Students and teachers with some of the team



Making new friends



Getting the job done



Ongoing renovations



Time for prayer and reflection

Ghana

Pathfinders again teamed with Crescent Educational & Volunteer Service (CEVS) in their Disability Assessment and Support Centre in the village of Sognayili in Tamale.

This partnership has allowed their service to build a Disability Assessment and Support Centre. This new centre will allow local individuals living with a disability and their families to access specialised services, support and information. Pathfinders will continue to work with this service and there are long term plans to utilise the centre for a specialised school for children with disabilities.

2015 saw the roll out of the Disability Training program. Training manuals are also being written and will be produced.



Ghana Training Program Participants



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