



FIND **your** path

ANNUAL REPORT

2015-2016

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FROM
OUR PATRON

As a lifelong advocate for child welfare and justice I am honoured to be Pathfinders' Patron. It is a unique organisation that plays an impressive role in championing the needs of disadvantaged children throughout the North West, New England and Mid North Coast regions of NSW.

I was fortunate to spend some time in Armidale this year, meeting with staff and taking a tour of Tilbuster. I was deeply impressed by the commitment shown at all levels of the organisation towards improving the lives of disadvantaged children and families. I trust I was able to share some valuable insights with the team about my role as an advocate for children's issues.

Early in the year I was invited to a reception hosted by the NSW Governor, David Hurley, at Government House at the conclusion of the Pathfinders' Pumpkin Run. It was wonderful to see the work that Pathfinders does recognised in such a way and to see the level of respect that the organisation has attracted.

The Hon. James Wood AO QC, Patron



CEO REPORT

I am proud to present Pathfinders' 2015/2016 Annual Report. The report highlights the many ways that we have contributed to improving the lives and wellbeing of thousands of children and families in the New England, North West and Mid North Coast regions this past year. Pathfinders' Strategic Plan 2015-2020 has provided the Organisation with direction and vision in an ever-changing environment.

During the past financial year Pathfinders continued to cement its position as a leading not for profit provider of children and family services. By committing significant energy, expertise and funding to our range of programs we played a pivotal role in shaping a positive future for the people in our care.

The Pathfinders' difference can be found in the high standards we set for ourselves as leaders in the field. Professional, caring, compassionate staff are the key to our success and in this regard Pathfinders has no equal. We have become an employer of choice in the region thanks in large part to our vision of creating thriving communities, in which all fully participate and develop freely through mutual trust and acceptance.

We are driven to create a better world, where people are empowered to live with hope and have equal opportunity to achieve their potential.



A snapshot of the many highlights from the year include:

- Expansion of Pathways Foster Care Program
- Yaraandoo Project creating employment for Young people in Care
- Increase in staff across the organisation by 15%
- Appointment of a WHS coordinator
- Upgrade of our ICT network
- Second Annual Ability Links festival attended by more than 1800 people
- Third Annual Pumpkin Run culminating in a reception at Government House
- Significant work undertaken to transform the former Royal Hotel in Glen Innes into a Foyer for accommodation, training, business enterprises, employment and community activity
- Strengthening of partnerships between FaCS, police and juvenile justice, medical providers and schools
- Established Pathfinders National Aboriginal Birth Certificate Program.

As mentioned above, Pathfinders and our young people were the special guests at a reception hosted by the Governor of NSW, David Hurley, at Government House at the conclusion of the Pumpkin Run. In attendance were our Patron, Hon James Wood and the Commissioner of Police, Andrew Scipione, along with other dignitaries and guests. It was an invaluable opportunity to showcase the work we do and how it has a positive impact on the lives of the young people in our care. The event was featured on ABC-TV News.

Justice Wood and the Secretary of Family and Community Services, Michael Coutts-Trotter, visited Pathfinders offices and Tilbuster earlier in the year and shortly after the Young Australians of the Year and founders of Orange Sky Laundry toured Tilbuster where we hosted a community event.

These were just a few high profile events that we were involved in throughout the year. They demonstrate the importance of the work we do and how much it is valued by our communities.

And while the social wealth we return to the community—women, children and young people sleeping safe in our refuges, families reconnecting with their community, training and job opportunities, our services that link volunteers with people with disabilities, a birth certificate sign up day so someone can finally join the local netball team—cannot be measured in financial terms, if we can break the generational cycle of despair, poverty, disadvantage, homelessness and unemployment and replace it with hope and self-worth then we will have achieved our mission to create long lasting and sustainable value for our community.

Having commenced implementation of our Strategic Plan Pathfinders is well placed to continue to grow and expand its services to reach and support even more families and vulnerable communities with timely and appropriate services in their time of need.

Alan Brennan, CEO

ABOUT PATHFINDERS

OUR VISION

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

OUR MISSION

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

OUR 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 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 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
- refuges and supported accommodation services for homeless women, children, young people and men
- child protection and family referral services
- Services to people with a disability
- Pathfinders National Aboriginal Birth Certificate Program
- Tilbuster and Yaraando—vocational training and employment programs
- Out of Home Care Services including Residential Care and Foster Care for children and young people.

New England North West and Mid North Coast Family Referral Services

SERVICE DESCRIPTION

The Family Referral Service (FRS) provides a gateway into the service support system for families with dependent children and young people. The FRS provides a voluntary and coordinated referral service for families, particularly Aboriginal families, who are in need of assistance and who do not require child protection statutory intervention.

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 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
- Forge and improve links between services culturally appropriate to Aboriginal families
- Outreach home visiting service
- Purchase of services where this is considered appropriate, and within the bounds of budgets and policy
- Provision of advice and information to other services
- Timely feedback to referring services.

THE YEAR IN REVIEW

Staff across the New England and Mid North Coast believe in the FRS program and the importance of consistently assisting families and young people. The flexibility of the program and its integration into the local child protection service system and the broader community engagement are the biggest reasons for its success.

This year has been a very busy year for both New England and Mid North Coast FRS with both services reaching well in excess of their targets. Both teams have worked very hard to maintain this high level of work required in child protection and with increasingly complex cases. In addition both services have seen an increase and need to work many more cases with a longer and higher level of case coordination, to ensure that the needs of the family are met, family strengths are increased and the service system is tightly woven around the family as needed. This type of work is more time consuming, and impacts work flow-through.

The FRS service is more strongly placed in the child and family service system including working much closer with Family and Community Services (FACS). We attend regular FACS Interagency Case Discussions (ICD), across our regions on a regular basis, to be consulted and recommended for referral when there is no other suitable service available.

KEY ACHIEVEMENTS

Both FRS are working well in excess of their funding targets. Both services have received and achieved:

- Feedback from many clients impacted on by domestic violence, mental health and other needs who have mentioned they feel very safe and respected as clients.
- Enhancing the outreach capacity of FRS.
- Working with a number of services including DVPASS, Ability Links, Neighbourhood Centres and Carers Assist to provide better service including home visits which appears to have increased a greater engagement by clients.
- Continued high referral intake, including increased referrals from local schools.
- Improved reporting process with CWU Police.
- Additional funding from NSW FACS for Breaking the Cycle and from NSW Education for Families Engaging in Education.

The Family Referral Service is funded by NSW Health.

Create thriving communities by delivering integrated services which ensure safety and connectedness with individuals and communities.

Non Placement Support Services

SERVICE DESCRIPTION

Non Placement Support Services (NPSS) is based in Inverell and provides services throughout the New England and North West Tablelands. The NPSS service provides youth mentoring services, supervised contact visits between young people and their birth families, transporting children and young people to and from activities, respite and new placements.

NPSS provides services directly to FACS offices and other NGOs. We regularly work with FACS offices in Inverell, Glen Innes, Moree, Narrabri, Tamworth and Armidale. In addition, during the year we have provided services for Gosford, Coffs Harbour and Casino offices. NPSS regularly supervise contact visits for Foundations Care and for Pathways.

KEY ACHIEVEMENTS AND HIGHLIGHTS

NPSS staff have travelled 101,00 kms to transport children and young children to a variety of locations to make contact with their birth families or to be taken to camps or appointments.

The children often form a bond with the workers and the children share their stories, expectations and sometimes disappointments with workers. We have employed more staff for NPSS in order to keep up with the growing demand.

STAFF AND TRAINING

The Inverell staff had the opportunity to attend the Trauma Informed Practice Training and this was very beneficial to all staff providing us greater understanding of the needs of children and young people experiencing separation trauma from their natural parents.

The NPSS Placement Support Services are funded by FACS.

Delivering a broad range of quality services and assistance to individuals, families and communities

Specialist Homelessness Support Services

SERVICE DESCRIPTION

Pathfinders Homelessness Support Service is the delivery of specialist homelessness services through the Going Home Staying Home reforms, with an increased focus on early intervention so people access the right support locally, when they need it and before they reach crisis point and potential homelessness.

Under this new system, people who become homeless will be rehoused as quickly as possible or supported in crisis or transitional accommodation until they can be safely housed or reconnected with family.

The program has offices in Inverell & Glen Innes (families, men, women and young people from 16 years old) and includes the Women & Children Refuge (crisis response 24/7) and the Armidale Youth Refuge.

THE YEAR IN REVIEW

The demand on the services has been constantly growing and the numbers below show an extraordinary effort by the SHS teams:

Glen Innes: Total number—642, Aboriginal—350. This support was achieved by a team of 5 part time staff in Inverell and one full time staff in Glen Innes, that included the Women's Refuge and the after-hours response team

Armidale Youth Homeless Service: Total number—153, Aboriginal—58. These numbers were achieved by a team of four staff. The brokerage component of the programs is invaluable and provides financial assistance when options are limited. Strong partnerships have been established with EACH and Samaritans Homelessness Youth Assistance Program, that provide further brokerage assistance and has increased the provision of goods and services to the clients of the program.

KEY ACHIEVEMENTS AND HIGHLIGHTS

Road trips—community awareness raising

Pathfinders SHS Youth Team Leadership team pulled together and travelled around the New England to deliver local community awareness raising events.

The Homeless Persons Week in August 2015 included an open day at the Armidale Youth Refuge with a presentation by the residents of the refurbishment of the refuge project, stalls, activities, lucky door prizes and entertainment provided by SHS staff—Duke Bailey (Hip Hop) and Peter Denovan. These activities continued at Inverell and Glen Innes.

Youth Week activities in April 2016 was a week long road show and included sleep outs, Hip Hop Workshops, skate park event and outdoor movies, a Hip Hop concert in Glen Innes Library and partners in the Guyra Youth Week event.

The SHS Services are funded by NSW FACS and the Commonwealth Government.

Leading new and creative solutions in response to community issues and needs.

Hip Hop continues to be a major drawcard and a way for our young people to express themselves, identify their own strengths and resilience and share ideas and experience.

We are fortunate to have Duke Bailey, a local hip hop artist, working with our young homeless people from Inverell, Glen Innes and Armidale.

Through a series of workshops our young people have co-written a song about young people experiencing homelessness, the factors that lead to the experience and the significant support/persons involved in making changes.

The workshop has been successful in teaming up with hip-hop recording artist Nate Weatherall from Beyond Empathy (Armidale) to assist in the recording and production of the song and through participation the young peoples' confidence has grown so much that the group is working toward performing the song at a local event.

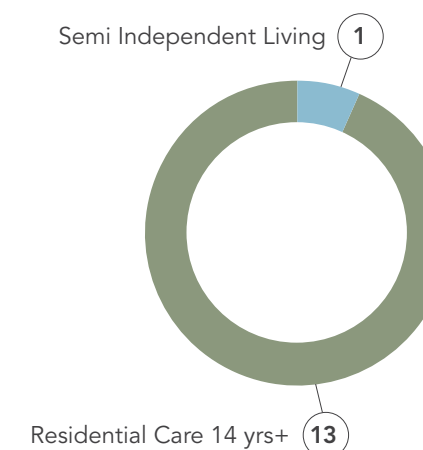
The young people have been able to share in the experience of producing a song from start to finish and have had full creative control over the entire project.

This partnership has progressed to Beyond Empathy looking for further opportunities to work with Pathfinders in the future. So far the workshop has given the 10+ involved a significant boost in confidence, and a sense of belonging and mastery through participation, story telling, pride in their work, and knowing that they are not alone and can now reach out via song to other youth whom may be, or have been in similar circumstances. The writing and recording elements of the project are now complete and the song is currently being mixed in preparation for mastering.

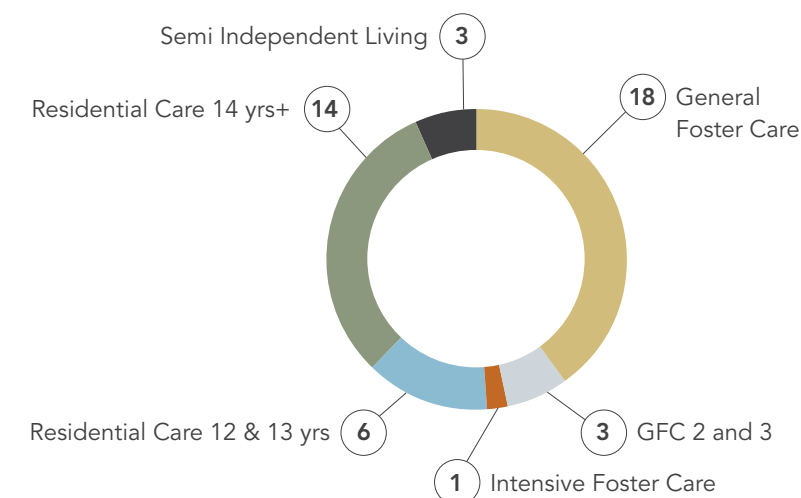
The team of young people involved have been in discussion around plans for the song's official release next year. Most recently the idea of producing a film clip has been added to the discussion. The options for radio play and online streaming are also being negotiated.

Stay tuned!

EVOLUTION OF PATHFINDERS OOHHC



14 young people in available programs July 2013



45 children & young people in available programs July 2016

Pathways Residential Care

SERVICE DESCRIPTION

Pathways Out of Home Care (OoHC) program has two arms: 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 have however taken on authorised placements below this age range due to the growing need in the sector.

We are contracted by the NSW Department of Family & Community Services (FaCS) to provide sixteen residential placements. Two SIL packages are available to support those leaving care. We also have the ability to extend this number of placements through exceptions funding. 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. Our Therapeutic Residential Care program 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.

Pathways Therapeutic Residential Care also provides opportunities for our young people to develop leadership skills, knowledge and experience of third world countries. Our Vanuatu school renovation and construction program is one example of Pathways innovation in residential care.

KEY ACHIEVEMENTS

The Year has again seen significant growth and change within the program. Due to this we have separated foster and residential care to allow for better management of this.

We have seen an increase in our contracted placements, and this has led to the work on developing additional residential units in Glen Innes, Armidale and Inverell. These are at varying stages of operation with Armidale being established late last year, Glen Innes awaiting opening at the end of November and Inverell having just completed an additional round of recruitment to allow for this growth.

Pathways has managed to complete all commitments in regards to compliance and accreditation and has continued to show a high degree of young people engaged in educational or vocational activities on a consistent basis. This is a growing strength for the Pathways program and one that should be applauded.

Pathways purchased a new property in Armidale. This new property is ideally suited to our uses as a five bedroom house as well as a semidetached granny flat with two additional bedrooms allowing for young people to make the move to independence with lots of support.

At present the team comprises of a Program Manager, four Caseworkers (soon to be five), Three Team Leaders, One Senior Direct Care Worker and around forty five (currently recruiting) Direct Care staff rostered on 24 hours a day, 7 days a week. The commitment to the program, the passion for our young people, and the care for their jobs dos not go unnoticed at any level within the team.

Pathways has high numbers of Indigenous staff which is crucial to ensuring appropriate cultural care planning and reconnection to culture and country for Indigenous children, young people and their families.

OUR VALUES: INDEPENDENCE

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

Ryan turned 18 at the end of August and has successfully transitioned to living independently within the community.

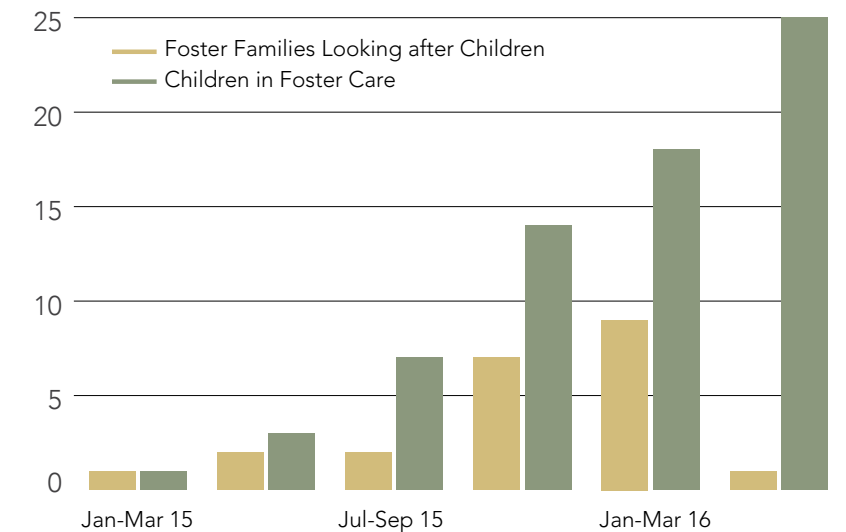
At the end of June he commenced a Certificate III in electrotechnology as an electrician apprenticeship with a local company. He has purchased his first car and was shortlisted for the Association of Children's Welfare Agencies children or young person's award

Brandon is currently in a supported independent living placement and is being supported by the Ascent group, the Pathways team and the Outreach team at the youth refuge. He completed his HSC this year at Armidale High School and has moved into his first rental property.

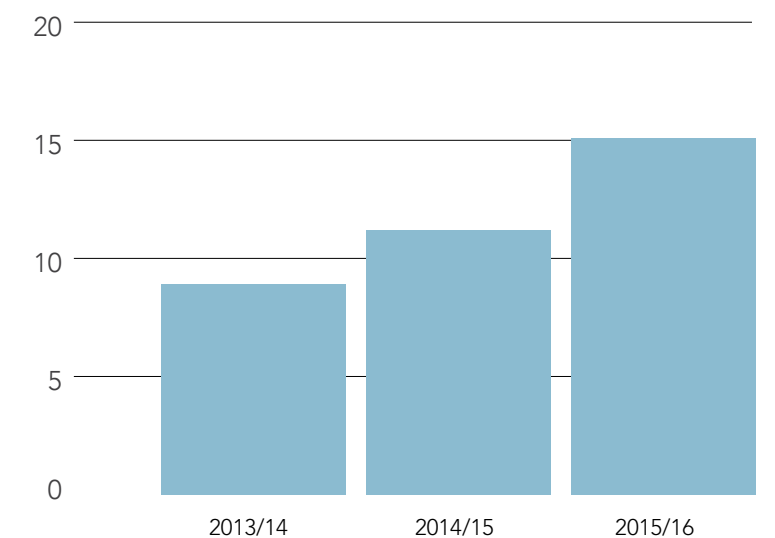
*Safety and
refuge when
there is risk
and harm*

PATHFINDERS FOSTER CARE

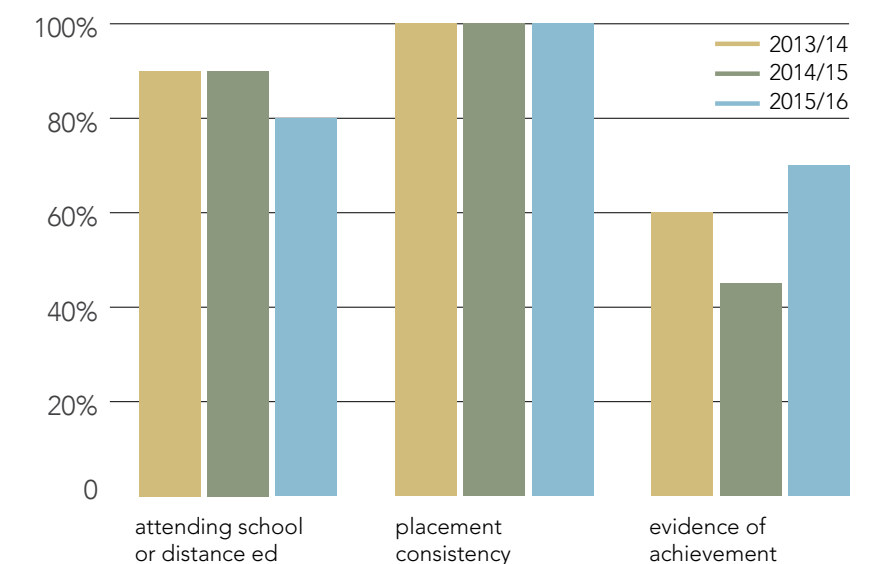
The first placement in Pathfinders foster care was in January 2015. During the last quarter of 2015/16 there 25 placements in 11 foster homes



PATHWAYS OCCUPANCY



EDUCATION SUMMARY



Pathways Foster Care

SERVICE DESCRIPTION

Pathfinders Foster Care covers the New England region from Moree/Inverell/ Glen Innes/ Tingha/ Armidale and Tamworth. We provide safe and secure homes for children and young people who cannot reside at their family home. Our team regularly supports each placement and ensures our children and young people are engaged in activities suited to their needs and wishes. We have a foster care support worker who ensures carers are supported, four caseworkers who support our children and young people and one recruitment officer who conducts regular training and assessments for foster carers.

THE YEAR IN REVIEW

Foster Care has seen a lot of growth over the past 12 months. Pathfinders now has 30 career households who provide services such as long term care, short term care and respite. We currently have 26 children and young people. We have concentrated on growing our NPSS service and now provide youth mentoring for our children and young people in care.

KEY ACHIEVEMENTS AND HIGHLIGHTS

- We held a successful Foster Care Week 2016, bringing Daryl Brougham from New Zealand to Armidale to run workshops and training for carers, professionals and young people. More than 120 people attend the various events.
- Pathfinders Foster Care team has also received positive feedback from Hunter CFDU (placements team) for "going above and beyond what is expected in order to assist in placing children." We are committed to providing a professional service and the team is dedicated to this vision.
- Pathfinders has successfully run SSSL (Shared Stories Shared Lives) seven times in the past 12 months and have invited and accepted potential carers from FaCS to attend.
- Training: All foster care staff attended Trauma Informed Practice and participated in the organising and training events during Foster Care Week 2016 with Daryl Brougham. Staff have also completed the following training over the past 12 months as required: CLEAR- How to Utilise, Step by Step 2016, Family Finding, Trauma Informed Care, First Aid, Party Safe Practice, Successful Recruitment, Adoption Changes, National Foster Care Conference, ACWA Foster Care Conference in Sydney. The foster care team is pleased to have three qualified Step by Step 2016 assessors.
- The foster care team also meets monthly for team meetings. We discuss priority items, complex cases, upcoming events, good news stories and are trained in an area proposed by someone in our team. These meetings keep us connected as a team due to having offices located across the region.

Residential and Foster Care Out of Home Care Services are funded by FACS.

Our Mission:

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



The stories that come from our wonderful foster care program continue to inspire the whole of the Pathfinders team.

One foster care family, with a child of their own, accepted a placement for five children aged between 6 and 14. In accepting the placements the family needed to move out of their home and into larger premises. They did so willingly so that the five foster children could remain together.

As a family they attend sporting events, school activities, church and enjoy just being together.



Indigenous Strategy & Engagement

Pathfinders Strategic Plan embraces the ideals of the 'Circle of Courage' modelling which has four key areas: Belonging, Mastery, Independence and Generosity. Pathfinders has adopted these values which cross borders, cultures and time as the over-arching exemplars across the business, staffing and community engagements of Pathfinders.

Pathfinders quickly growing Indigenous client-base has been readily recognised as a major component of our client contacts and as a very positive response to supporting them we have commenced development of Pathfinders Reconciliation Action Plan. This year Pathfinders has been developing our Reconciliation Action Plan in partnership with Reconciliation Australia. This work will see Pathfinders establish its first Reconciliation Working Group (RWG) which is made up of both Indigenous and non-Indigenous staff, supported by an a Aboriginal Advisory Body, who will work towards enhancing culturally based Policy Development, community cultural engagement and awareness, to improve service delivery for Indigenous clients.

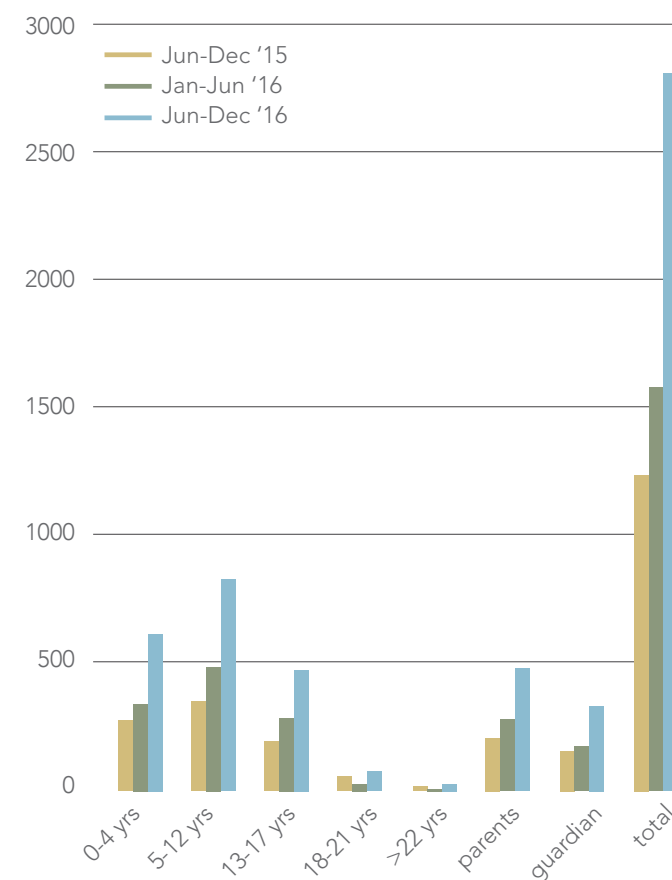
We will soon be providing a range of in-house Cultural Awareness training programs for all staff. The strength of the Cultural Awareness programs we are engaging in will bring recognition of, introduction to, and understanding of Aboriginal local regional and national celebrations and ceremonies, will readily highlight significant community engagement opportunities for staff to readily participate in Aboriginal events and activities.

The growing of Pathfinders access to local, regional and national Aboriginal representative bodies has been significantly enhanced through attendance at local Aboriginal Inter-Agency forums, Men's Group Meetings, AECG meeting, AMS committee meeting and Local Aboriginal & Regional Aboriginal Lands Councils meetings. Partnerships and Membership of SNAICC and AbSec are a much valued achievement for Pathfinders.

Supporting our Aboriginal staff is important to Pathfinders. A significant number of our staff are Indigenous and retaining and supporting them is fundamental to Pathfinders success. An Aboriginal Traineeship Program commenced by Pathfinders has seen local Aboriginal Young People recognising Pathfinders as a preferred employer, something we are being more readily recognised as.

The Traineeship program has also seen the commencement of a very supportive mentoring role for our Indigenous staff. This is serving as both supportive of internal career development and encouragement to other Indigenous people to look for employment with Pathfinders

Celebrating uniqueness with a deep and abiding respect for diversity.



Birth Certificates provided by age group and Indigenous Status

Pathfinders National Aboriginal Birth Certificate Project

SERVICE DESCRIPTION

An estimated 300,000 Australians have not had their births registered and 500,000 do not have a birth certificate. As a consequence, many people struggle to fully participate in Australian society without this simple but vital document. They experience difficulty in accessing mainstream services, such as opening bank accounts, joining sporting clubs, enrolling in school, applying for a job or a driver's license, or voting.

The Pathfinders National Aboriginal Birth Certificate Project (PNABC) is an Indigenous Program which aims to redress this issue by conducting Sign-Up Days, for free Birth Certificates, in towns and areas where there are significant numbers of young Aboriginal and Torres Strait Islander people who do not have birth certificates. Since the inception of the PNABC Free Birth Certificate program approximately 3,400 people have gained access to their birth certificates.

Unregistered births of Indigenous Australians are higher than in the wider community and applications for Birth Certificates are noticeably lower. A grant from the Department of the Prime Minister and Cabinet has helped Pathfinders to tackle this issue and is enabling more Sign-Up Days being held in partnership with community organisations, agencies and schools, to cover the costs of birth certificates, and allow more people to fully participate in society and address the areas of focus of the Indigenous Advancement Scheme.

We continue to advocate and lobby for additional funding and to make the process simpler and more affordable for all Australians.

PNABC delivered 2817 Birth Certificate Applications across 31 Sign-Up Days, which included an additional 11 more Community Sign-Up Days above KPI Requirements.

Partners in the project include Births Deaths and Marriages, Family Referral Service, NSW Justices Associations, Centrelink, Samaritans, Legal Aid and numerous Aboriginal organisations and communities.

The PNABC is funded by the Department of Prime Minister and Cabinet.



Initiatives to consistently meet the needs of the vulnerable and disadvantaged in our communities

Pathfinders National Aboriginal Birth Certificate Program has already changed the lives of many Indigenous people.

At one sign up day in north western NSW four generations of Aboriginal women and children ranging in ages from their 80s to newborns applied for their birth certificates. There have been stories of people being able to apply for a bank account for the first time, get their drivers licence to drive to medical appointments and enrol in a touch footy team. And some have taken the opportunity to apply for a passport!

Everywhere the program goes lines of people are queued waiting for the doors to open. From attending the Aboriginal Knock Out competitions to setting up in local community halls in outback town the program's commitment to going where the mob goes or lives has contributed to its outstanding success.

Ability Links

SERVICE DESCRIPTION

Ability Links is 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.

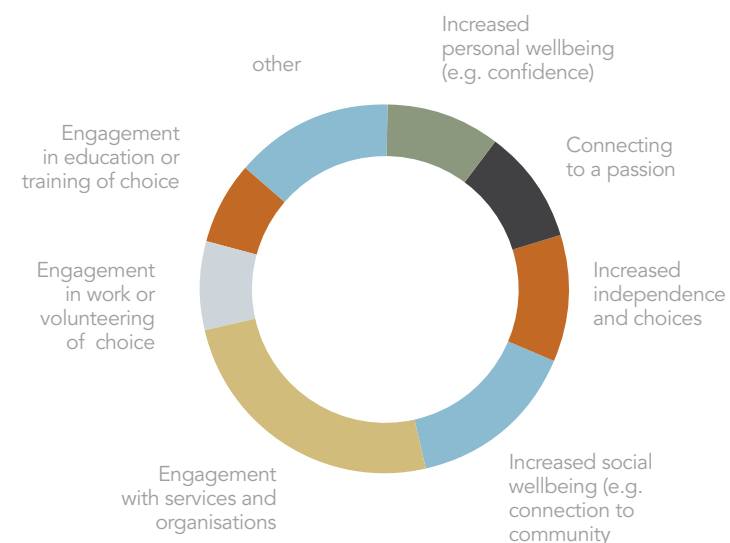
THE YEAR IN REVIEW

Ability Links achieved set KPIs for the 2015/16 year, in particular with the number of community connections made. The program is based largely in community, with staff facilitating numerous community events through the year that have been extremely well attended.

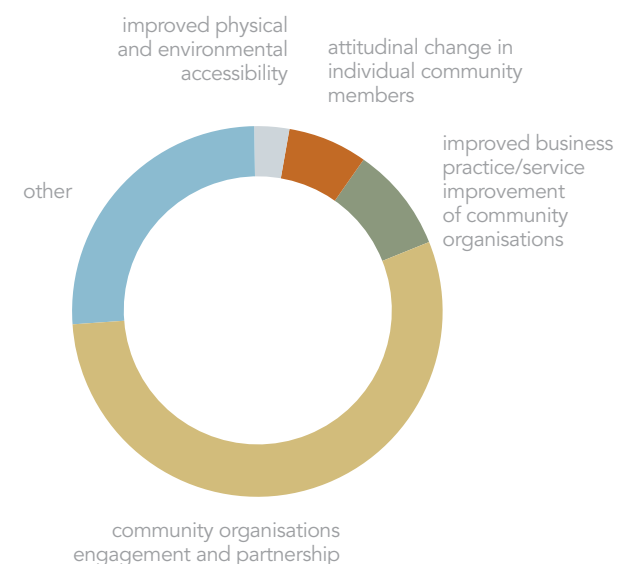
KEY ACHIEVEMENTS AND HIGHLIGHTS

- The 2nd annual Festival of Abilities was held in Tamworth with in excess of 1,800 people attending, along with an increase in exhibitors. New exhibitors from the non-disability sector realised the benefits in attending the event. One of the many successful activities was free bike rides from the Ulysses Bike Club. The Ulysses group were unsure if they would be able to assist, but their love of bikes overcame all obstacles. With assistance from the Rural Fire Service, lifting and positioning individuals with limited mobility was not an issue.
- Ability Links was contacted by Blueliners, a group of representatives and friends of the Police. The Club has an annual charity ride to Tamworth each year and this year choose Ability Links as the beneficiary of funds raised to help secure our dream of having Wheelchair Sports within the New England. At the Festival of Abilities, Blueliners President, Mr Harley Wilkins presented Ability Links with a cheque for \$8,000 which will go a long way to making the dream a reality in the very near future.
- Ability Links has been instrumental in creating new projects and groups throughout the New England with initiatives like 'All Sorts' Youth Group in Gunnedah, an all inclusive youth group who meet weekly undertaking a variety of activities including: cooking, scrap booking, bike riding and dance. The group is a safe environment for those with disabilities to meet with their peers and build strong friendships.
- The Drumbeat program is fun, inclusive and therapeutic and has been an on-going program throughout the year in Armidale, Glen Innes and Tamworth. The drums allow participants to find their voice through the drum, breaking down barriers when talking about their lives. Drumming allows people to express their thoughts, feelings and desires in a non-confrontational way.

PARTICIPANT OUTCOMES 2015/2016



COMMUNITY OUTCOMES 2015/2016



STAFF & TRAINING

Focus on upskilling staff to support families in our area in readiness for NDIS rollout on 1st July 2016 with Lifestyle Planning, Big Plan Training and NDIS readiness workshops have ensured that the team have valuable tools that will assist families.

The annual Linker Gathering held in Sydney provided the team an opportunity to meet with Linkers from NSW to network, share stories, brainstorm scenarios, and attend workshops hosted by industry experts and people with disability.

The North West Alliance hosts monthly Community of Practice webinars covering topics raised from surveying Linkers to determine the areas they feel they need additional skills to undertake their roles.

Ability Links is funded by NSW ADHC.



Our values: Belonging

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

A HELPING HAND – ROBERT AND TRACEY'S STORY

When Robert was first referred to Ability Links he was feeling down about the state of cleanliness of his home and a bit lonely.

Previously, Robert had been a very house proud man, however, severe arthritis combined with Myoclonus meant he was unable to do many of his day to day house chores, which in turn was making him anxious and depressed.

So when Robert met up with his Linker he asked for support to help him find someone that could help him clean his home and have the patience and understanding to help him sort personal belongings.

Fortunately, Robert's Linker knew just the right person for the job.

Tracey had previously been linked by Ability Links to work as a cleaner at a local motel, however, felt the pressure of cleaning a motel room in just 15 minutes was too much for her to manage and she resigned a few months later. So when Robert's Linker called to pitch the idea of working with Tracey she was happy to give it a go.

Soon after Tracey's first day cleaning for Robert, he called the Linker to say that even after one hour of Tracey cleaning his home, he felt better, his mood had lifted and he was feeling more positive.

Robert told the Linker having Tracey clean once a fortnight has really motivated him to keep on top of his mental health and assists him in staying connected with others in the community.

Since their initial meeting, Tracey now has 10 houses each fortnight that she cleans, many of which have been via the Linker speaking with others in the community, friends and family who were in need of a cleaner.

"Things are fabulous now, everything is great, I feel important and that I'm helping people," Tracey recently told her Linker. "When I first met my Linker I felt the world was ending because no one would give me a go, the Linker has been wonderful...and look at me now!"

The Linker said both Robert and Tracey now both have a better outlook on their lives and have developed a strong friendship.

Recently, Robert reported to his Linker "the self-esteem that I feel having my house cleaned is amazing, Tracey is my motivator, she breaks my boredom, we have a workable, simple little program that helps her and helps me."

Tilbuster Station

SERVICE DESCRIPTION

Tilbuster Station operates as a safe place and a learning and activity venue for young people and as a working farm. Tilbuster activities target those in Pathfinders' programs, namely Out of Home Care and Specialist Homeless Services, and at times marginalised youth from the surrounding region.

HIGHLIGHTS

This past 12 months Tilbuster has continued to offer a farm setting and natural environment where young people, their families and carers can come, relax and learn. Many come, and leave, indicating they 'just enjoy coming out for the quiet and space' the farm offers.

Organised activities, many with a therapeutic component, have also been held at Tilbuster. The dog training program, which sees young people handling and training dogs whilst growing in themselves, is a good example. For many, such an activity followed by a social BBQ lunch, is a highlight in their week. Adding to this some fun activities, like learning to ride a motorbike, or supervised tractor work, and we see lives changing for the better.

Significantly, Tilbuster is moving towards promoting and teaching young people skills to gain employment. Many farm activities have value in learning both a specific skill (like fencing, operating tools, horticulture) and the more generic (teamwork, reliability, respect). The pouring of the concrete slab for a training shed was a further step in enhancing this dimension of the property. An additional part time staff member has allowed greater flexibility and mentoring of those attending Tilbuster. It has also led to upgrades in fencing, water supply, cultivation, weed control and livestock management. Many Pathfinders' staff have been part of activities relating to Tilbuster with a notable highlight this year being the 'Yaraandoo Work Project'—a great learning opportunity for all.

In mid-Winter, the 2016 Young Australians of the Year visited (the founders of the Orange Sky laundry service for the homeless) bringing with them an entourage and attracting more than 80 visitors to hear their motivational story. Lastly, the annual Pumpkin Run, with its starting point at Tilbuster, was hugely successful and, as noted elsewhere in the report, finished at Government House this year.

*generosity driving
Pathfinders to
contribute and
collaborate with
our partners*



Down on the Farm

Tilbuster continues to be a hive of activity—planting, picking, fencing, grazing, breeding, welding, driving, fixing.

More than 5,600 pumpkin seeds are in the ground—Queensland Blues, Jarrahdale and Butternuts.

The cows are fat and happy and a few more calves are likely to appear thanks to a sneaky neighbouring bull who has managed to damage the fence a few times.

Apart from the cows' fence needing to be repaired fencing has been completed on many other areas and the young people have gained significant training and expertise in this area—resulting in four new paddocks and greater efficiency.

The car, motorbike and tractor continue to prove popular with the young people who are having driving lessons—it keeps them coming back and builds their self esteem.

A new attraction has been the introduction of the working dogs program—the young people love to work with them and the program has proven very therapeutic.

As always, the farm is a popular destination for visitors—from Orange Sky Laundry to the Antique Machinery Club, politicians and VIPs, there's been a few through this year!



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, workforce planning for new projects, organisational behaviour matters, team building, recruitment and selection, training and development, work health and safety, workers compensation claim management, and return to work.

THE YEAR IN REVIEW

STRATEGIC HUMAN RESOURCES

The implementation of the 2015-2020 Strategic Plan has allowed great growth in our human resources and staffing structures.

Further works were undertaken around development of a Pathfinders Leadership group to facilitate increased skill development and capacity of the leaders of our programs and support areas. The focus for the leadership group in the last 12 months has been involvement in developing their own operational plans flowing from the Strategic plan of the organisation.

The organisation has seen a 15% growth in staffing numbers and expansion in all programs and projects through innovative capacity building strategies, this has been accompanied by a very low attrition rate.

The last 12 months saw the organisation successfully receive certification against the NSW Disability standards as we plan and explore our involvement in the disabilities arena as the National Disability Insurance Scheme rolls out.

TRAINING AND DEVELOPMENT

The development of new Human Resource Development and Career Advisor position has stabilised our training area and allowed for more creative training opportunities to be delivered throughout the organisation, as well as Career advice, resume writing, work readiness for the Young People and/or Clients of our organisation.

The roll out of Response Ability Pathways training across the organisation continues, allowing full involvement of all staff from all programs to participate in this learning.

WHS

It has been an exciting year for WHS with the resourcing of a full time WHS Coordinator for the organisation.

In addition, modelling of broader and robust WHS consultative arrangements were undertaken in 15 different consultative workshops across the Pathfinders geography to ensure all "Workers" of the organisation had input into this modelling.

Continued provision of E Learning modules specific to the area of WHS have been provided to all levels of the organisation, allowing greater learning and understanding of the WHS management system.

DIRECTIONS FOR NEXT YEAR

Continue to support the growth and expansion of the organisations staffing structures and Work Health and Safety Consultative 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.

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

Information, Communication and Technology

SERVICE DESCRIPTION

Working within ICT for Pathfinders is the best: we get to work with the whole Pathfinders' family, helping them achieve more in all the communities we live and work in.

Our purpose within Pathfinders ICT is to empower people with sustained opportunity to achieve their potential. That's why we see our partnership with the rest of Pathfinders as so important: we're passionate about staff and clients fully participating and developing through mutual trust and acceptance.

We use a mixture of everyday and specialist technologies to give the whole Pathfinders' family the tools they need to engage with our clients and advocate on their behalf in our communities and in partnership with state and federal government departments and agencies.

Everyday all Pathfinders' staff use their network of more than 500 smart phones, laptops, desktops and tablets running more than 30 different software packages and databases to support thousands of clients. These services rely on the secure integration of more than 20 different virtualised servers running from a number of on-premise and cloud-hosted data centres across Australia.

In the midst of all this complexity, the two of us in ICT are happiest when everyone sees through the technology and is enabled to focus on the people Pathfinders exists to serve.

THE YEAR IN REVIEW

Our network must continually make a positive difference to the changing environments our staff work in, their changing security requirements, and the changing reporting requirements from our Government partners.

This year the ICT network us been upgraded and reengineered to meet our 5 Core ICT Strategic Priorities: Governance, Reliability, Capability, Utility, and Innovation.

This has included:

- Successfully overhauled our core services to a best-in-class hybrid network topology built around government-grade, Australian, cloud-hosted server farm.
- Recruited a super-star ICT Administrator, Blake Sloan.
- Upgraded our old email addresses and website to the new www.pathfinders.ngo to more effectively communicate our role within our community.

KEY ACHIEVEMENTS

- Achieved a 99.999% uptime for Pathfinders' emails despite relocating our on-premise service farm and migrating most email functionality to cloud hosted servers.
- Convinced NBN Co. to redefine our Inverell Office to NBN Fixed-Wireless Ready by partnering with our local Federal Member, Barnaby Joyce.
- Deployed an organisation-wide support system that automatically prioritises and tracks all requests and administers these requests to internal and external ICT staff.
- Overhauled all data backup and continuity hardware providing real-time continuous back-ups of all data across all connected computers on all Pathfinders sites.

STAFF AND TRAINING

In addition to welcoming a new ICT Administrator, we've had the privilege of working with staff across all Pathfinders' offices, helping them connect with the online resources they've needed to help Pathfinders' clients. Looking forward, we are passionate about improving the underlying infrastructure we all rely on to work together effectively, and to continue to train the whole organisation to use new and existing online tools as they collaborate around meeting our clients' existing and future needs.

Lead, innovate and combine technologies to become the benchmark for other organisations.

Program Development Unit

SERVICE DESCRIPTION

The Project Development Unit builds the scope, capacity and financial viability of Pathfinders by applying for funding for new and existing projects and services.

THE YEAR IN REVIEW

If 2014/15 was all about GROWTH, then this year's theme would have to be CONSOLIDATION and COLLABORATION.

In one third of our funding submissions this year, Pathfinders partnered with other like-minded organisations to submit joint or consortium applications. As well as being encouraged by government to do so, the benefits of partnering include strengthening relationships, capacity for deeper connection with a wider range of participants, enhanced creativity and innovation, better value for money, broader experience and expertise to draw from and increased geographic reach.

KEY ACHIEVEMENTS AND HIGHLIGHTS

- NSW Family & Community Services: Domestic Violence Response Enhancement funding
- New England Partners in Recovery: Recovery Integration Plan grant
- Department of Social Services: Volunteer Grants funding
- Mental Health Association of Australia Gold Accreditation
- Coles Second Bite food donation program extended to include Inverell Women's & Children's Refuge

*Work with other NGOs
peak bodies to advocate
for the welfare of
children and families.*



Directors Report

Your directors present their report on the company for the financial year ended 30 June 2016.

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 2015-2016 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 development of the Pathways Out Of Home Care Service, including significantly expanding the Pathways Foster Care Program increasing capacity in the Pathways Residential Care Program through additional contracted placements, the purchase of additional residential properties, commencing operation of an under 12's residential care unit and recruitment and training of additional staff.
- Consolidation and expansion of the NENW and MNC Family Referral Services including engagement in educational and Domestic Violence programs for children and young people.
- Implementing Pathfinders Strategic Plan 2015-2020 and development of organisational KPI's to measure progress and achievement of goals.
- Enhancing the Company's financial, budgetary, Human Resources, Governance, WH&S, Quality Assurance and Information Technology systems.
- Playing a key role in consolidating relations between FACS and FRS providers to integrate FRS's with NSW Child Protection programs in line with previous recommendations of Pathfinders Patron, The Hon. James Wood.
- Engaging with other community service organisations including government and non-government agencies, research institutions and program community volunteers.
- Attaining Accreditation as a provider of disability services in NSW.

- Pathfinders has formalised its commitment to reconciliation between Aboriginal and Torres Strait Islanders and Non Aboriginal Australians by initiating our Reconciliation Action Plan with Reconciliation Australia.
- Pathfinders has established the Pathfinders National Aboriginal Birth Certificate program to assist Aboriginal people across Australia obtain their Birth Certificate, a vital identity document as an Australian citizen enabling full participation in Australian society.
- Conducted the inaugural Pathfinders Festival of Abilities in Tamworth, in conjunction with Tamworth Local Council and Pathfinders Ability Links Program.
- Conducting the 3rd annual Pumpkin Run distributing more than 8 tonnes of pumpkins to women's, children's and young people's refuges throughout Newcastle and Sydney culminating in afternoon tea at Government House hosted by Governor David Hurley and attended by government and non-government partner organisations.

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 fulfil the range of charitable and community services objectives of the company as outlined below.

The Company is endorsed as an income tax exempt charitable institution, on the basis that it is an institution that is established and operated to advance or promote a charitable purpose. The main charitable purposes have been nominated as the provision of housing and supported accommodation to homeless young people, 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:

- Fiona Miron
- ABK Abubakar
- Justin Hardman (resigned 15 June 2016)
- Rosemary Curtis
- Brenna Bamford (resigned 15 September 2015)
- Michael Sivaraman
- Andrew Gahan
- Tim Catterall (appointed 27 November 2015)
- Zia Knorles (appointed 27 November 2015)

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



FIONA MIRON

Qualifications

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

Special Responsibilities

- Chair, Board of Directors
- Chair, Remuneration and Nomination Committee
- 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, Risk 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)

Special Responsibilities

- Member, Risk Committee

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

Special Responsibilities

- Member, Remuneration and Nomination Committee

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.



MICHAEL SIVARAMAN

Qualifications

- Registered Nurse in General Nursing ('74), Psychiatric Nursing ('70), Geriatric Nursing ('84), Post Grad in Nursing Admin ('72), Basic Method of Instructions in TAFE Teaching ('92), Cert IV in Workplace Training & Assessment ('04), Advanced Dip. in Community Sector Management ('06), Justice of Peace ('06)

Special Responsibilities

- Member, Risk Committee

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:

- NSW Council of The Aging ('05-'07)
- Armidale Harmony Group—current
- Tablelands Community Transport ('08-'11)
- Armidale Women's Centre ('06-'07)
- Armidale Interagency Forum ('08-'09)

Since retirement, Michael has volunteered with the Armidale Animal Shelter, 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
- Member, Remuneration and Nomination 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.



TIM CATTERALL

Qualifications

- Tim holds a Master of Business Administration, Master of Nutrition and Dietetics, a Bachelor of Science (Hons) in Biochemistry.

Special Responsibilities

- Chair, Risk Committee

Experience

Tim Catterall has over 20 years' experience in leading and developing businesses. He has held several senior positions in national and international companies providing him with experience across various government service sectors including health and human services with a particular focus in contracting strategies and service innovation.

With his wife and their three children, Tim moved to Armidale from Sydney in 2014 and has set about settling into a new community whilst amongst other activities establishing a small farming operation.

Tim has many personal and community interests and is involved in several other Armidale community organisations.

ZIA KNÖRLES

Qualifications

- Bachelor of Financial Administration, UNE (2005)

Special Responsibilities

- Chair, Finance Committee

Experience

Zia completed her Bachelor of Financial Administration at UNE in 2005, having studied part time whilst working at Forsyths Business Services. In 2009 she was admitted as a member of the Institute of Chartered Accountants Australia, which has since become Chartered Accountants Australia and New Zealand.

Zia's position as Senior Accountant at Forsyths has given her experience working with a wide range of clients in different industries, including not for profit organizations.

She is excited about the developments in the industry giving accountants the ability to work closer than ever before with local businesses, like Pathfinders, to realize the full potential of their vision.

MEETINGS OF DIRECTORS

During the financial year, 13 meetings of the Board of Directors were held and the attendances by each Director during the year were as follows:

| | Eligible to attend | No. attended |
|-------------------|--------------------|--------------|
| Fiona Miron | 13 | 12 |
| ABK Abubakar | 13 | 4 |
| Justin Hardman | 12 | 10 |
| Rosemary Curtis | 13 | 12 |
| Brenna Bamford | 2 | 1 |
| Michael Sivaraman | 13 | 4 |
| Andrew Gahan | 13 | 9 |
| Zia Knorles | 7 | 7 |
| Tim Catterall | 7 | 6 |

SHORT AND LONG TERM OBJECTIVES OF THE COMPANY

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

- To provide for the safety, well-being, confidence, resilience and independence of families, children and young people by fostering and providing for their health, developmental needs, accommodation needs, encouraging their potential, spirituality, self respect and dignity within a safe and nurturing environment.
- To establish, promote, maintain and operate a range of community services and projects for children, young people and their families including:
 - 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; enhancing staff training and staff WH&S consultative frameworks 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; operating women, children's and youth refuges to provide emergency and crisis accommodation and shelter; continuing our work to establish 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 through the consolidation of the Yaraandoo Project and the establishment of traineeships within the company; 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 priorities 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 | 16 | \$10 | \$160 |
| Total | 16 | \$10 | \$160 |

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.



Director

Dated: 2 November 2016



Director

Dated: 2 November 2016

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT BY DIRECTORS
FOR THE YEAR ENDED 30 JUNE 2016

The Directors declare that the financial extracts of Pathfinders Ltd for the year ended 30 June 2016, 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: 2 November 2016

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016

| | 2016 \$ | 2015 \$ |
|---|-------------------|-------------------|
| Revenue from ordinary activities | 12,855,737 | 9,724,536 |
| Profit/(Loss) on sale of assets | 47,688 | 6,409 |
| Employee benefits expense | (7,708,451) | (5,726,867) |
| Occupancy costs | (2,289,810) | (1,587,830) |
| Administration expenses | (2,053,472) | (1,783,687) |
| Depreciation and amortisation expense | (446,677) | (331,855) |
| Borrowing costs | (16,462) | (14,933) |
| Surplus before income tax expense | 388,553 | 285,773 |
| Income tax expense | - | - |
| Surplus after income tax expense | 388,553 | 285,773 |
| Other comprehensive income | - | - |
| Total comprehensive surplus for the year | \$ 388,553 | \$ 285,773 |

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016

| | 2016 \$ | 2015 \$ |
|--------------------------------------|---------------------|---------------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| Cash and cash equivalents | 2,309,183 | 1,821,442 |
| Trade and other receivables | 601,478 | 148,098 |
| Other assets | 69,907 | 95,135 |
| Financial assets | 757,016 | 731,063 |
| TOTAL CURRENT ASSETS | 3,737,584 | 2,795,738 |
| NON CURRENT ASSETS | | |
| Intangible assets | 22,996 | 34,462 |
| Property, plant and equipment | 3,941,191 | 2,838,593 |
| TOTAL NON CURRENT ASSETS | 3,964,187 | 2,873,055 |
| TOTAL ASSETS | 7,701,771 | 5,668,793 |
| LIABILITIES | | |
| CURRENT LIABILITIES | | |
| Trade and other payables | 940,498 | 745,787 |
| Financial liabilities | 307,130 | 244,565 |
| Provisions | 649,605 | 512,204 |
| Other liabilities | 908,653 | 401,670 |
| TOTAL CURRENT LIABILITIES | 2,805,886 | 1,904,226 |
| NON CURRENT LIABILITIES | | |
| Provisions | 153,948 | 81,563 |
| Other liabilities | 468,597 | - |
| Financial liabilities | 936,353 | 734,570 |
| TOTAL NON CURRENT LIABILITIES | 1,558,898 | 816,133 |
| TOTAL LIABILITIES | 4,364,784 | 2,720,359 |
| NET ASSETS | \$ 3,336,987 | \$ 2,948,434 |
| EQUITY | | |
| Funding body reserves | 70,160 | 209,343 |
| Sinking fund | 126,042 | 91,306 |
| Accumulated funds | 3,140,785 | 2,647,785 |
| TOTAL EQUITY | \$ 3,336,987 | \$ 2,948,434 |

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2016

| | 2016 \$ | 2015 \$ |
|---|--------------|--------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Receipts from customers | 12,718,376 | 10,426,100 |
| Interest received | 40,830 | 40,033 |
| Payments to suppliers and employees | (11,013,688) | (9,377,935) |
| Net cash (used in)/provided by operating activities | 1,745,518 | 1,088,198 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Payments for plant and equipment | (1,547,856) | (628,298) |
| Proceeds from sale of plant and equipment | 51,683 | 41,678 |
| Payment for investments | (25,953) | (13,386) |
| Net cash used in investing activities | (1,522,126) | (600,006) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | |
| Repayment of borrowings | (243,422) | (218,309) |
| Proceeds from borrowings | 507,771 | 209,932 |
| Net cash provided by investing activities | 264,349 | (8,377) |
| Net (decrease)/increase in cash held | 487,741 | 479,815 |
| Cash at the beginning of the financial year | 1,821,442 | 1,341,627 |
| Cash at the end of the financial year | \$ 2,309,183 | \$ 1,821,442 |



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

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 www.crowehorwath.com.au

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

ABN 64 146 004 524

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 2016, 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 2016. 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 2016. Our report was signed 2 November 2016 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.

Crowe Horwath Central North is a member of Crowe Horwath International, a Swiss Verein. Each member of Crowe Horwath is a separate and independent legal entity. Liability limited by a scheme approved under Professional Standards Legislation other than for the acts or omissions of financial services licensees.



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Audit Opinion

In our opinion, the extract financial report of Pathfinders Ltd for the year ended 30 June 2016 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

Kylie Ellis
Registered Company Auditor
90 Rusden Street
Armidale NSW 2350

Dated: 2 November 2016



Barnaby Joyce enjoying a ride at Tilbuster



Some of the Vanuatu crew



Part of the Vanuatu crew with our partners Church of Christ



Vanuatu cooling swim after classroom renovations all day



ANNUAL REPORT
2015-2016

www.pathfinders.ngo

