



pathfinders

ANNUAL **REPORT** 2018

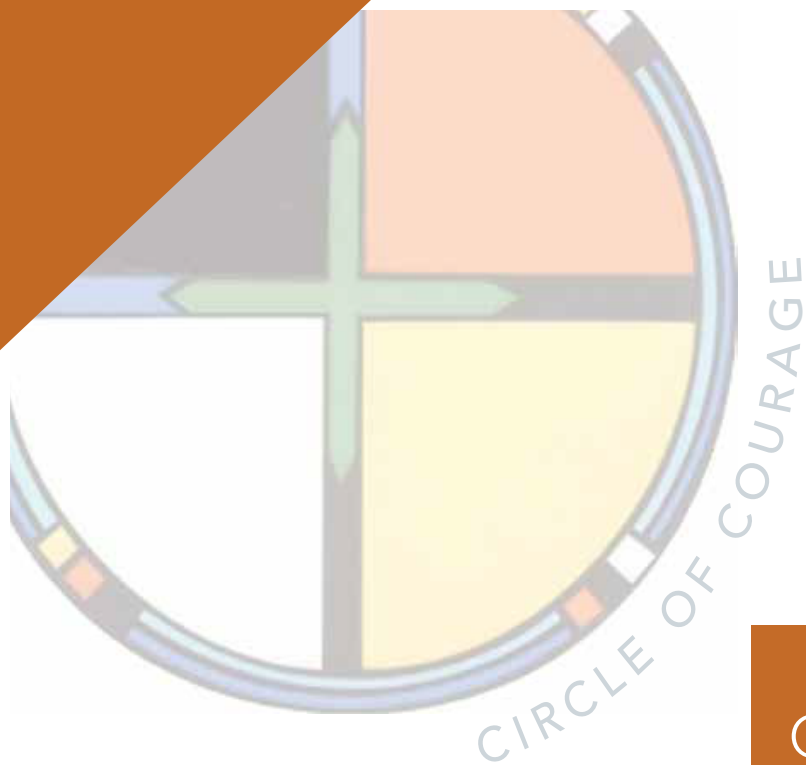


WELCOME TO
PATHFINDERS
ANNUAL REPORT
2018



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CHAIRPERSON'S MESSAGE

Pathfinders' vision is for thriving communities, in which all fully participate and develop freely through mutual trust and acceptance. While this statement might seem very grand and aspirational, it reflects the company's core belief that our communities can thrive and will more effectively do so when all members of our society are able to participate in those communities. Pathfinders is now embedded in almost every corner of the New England, North West and Mid North Coast regions of New South Wales. We have a significant workforce across those regions. We understand our communities, because they are where we live and work and where we have established networks and partnerships over many years. We tailor programs to meet individual and community needs and we value the participation of our clients in decisions that affect them.

Pathfinders' vision is supported by our mission, which is to empower people to live with hope and equal opportunity to achieve their potential. Pathfinders' staff support our clients towards positive outcomes every day – whether that be helping a young person in care to obtain their drivers licence, assisting a family to welcome a new foster child into their home, helping a young Aboriginal child transition to school or supporting a person with a disability to achieve a long-held goal.

I would like to thank all the staff of Pathfinders for their work during the last year, which is quite often performed in challenging circumstances. The resilience, innovation and compassion of our staff is greatly appreciated. The process of re-tendering for our Out of Home Care program has again occupied significant time and attention this year. We are especially grateful to our Pathways staff for their continued loyalty and the quality care they have provided to our young people amidst the uncertainty this protracted process has generated.

I extend the Board's thanks to our CEO, Alan Brennan, for his leadership, advocacy and dedication to improving the lives of the children and families that Pathfinders serves. I am very grateful for the continued interest shown by our Patron, the Hon James Wood and the involvement of so many supporters and volunteers. Some of those volunteers serve on our Board and I have appreciated working with such a committed, generous and talented group of people. I look forward to seeing the company continue to fulfil its mission, as it strives to implement its important vision for the future.

Fiona Miron

FROM OUR PATRON

I am proud to say that Pathfinders has had another successful year. As a lifelong advocate for child welfare and justice, I am honoured to be Pathfinders' Patron as the organisation continues to grow and develop across the North West, New England and Mid North Coast regions of NSW. It is a unique organisation that plays an impressive role in championing the needs of disadvantaged and vulnerable children.

The unrelenting commitment of Pathfinders' staff and management to improve the lives of those affected by discrimination, inequity, neglect or distance is truly inspiring. Their generosity and ingenuity is what shines in the face of adversity, it allows them time and again to succeed in helping those disadvantaged and in need. I wish to thank them for their rejection of failure, and I wish to congratulate them on their unyielding dedication to others.

It is also wonderful to see the work that Pathfinders does be recognised throughout NSW, and to see the level of respect that the organisation continues to attract.

Although this Annual Report shines the spotlight on just a handful of inspiring stories where lives have been transformed, there are thousands more that could have been told, and there are thousands still yet to be heard. Again, it is an honour to be Pathfinders' Patron and I look forward to seeing what the future brings.

The Hon. James Wood AO QC, Patron

Welcome to Pathfinders' Annual Report. It has been quite a year, and a tumultuous one for the sector. But despite the many challenges and program reforms, Pathfinders continues to grow and develop as a leading community service Organisation.

Major reforms to the Permanency Support Program (PSP) have set limitations to funding and tendering across the sector. Despite this, Pathfinders continues to make a positive difference in the lives of many young people and families.

By collectively working towards ways to improve our delivery of services, to those in need and those in our care, we have established a visible presence locally and across the state.

It is rare for an Organisation of our size to become leaders in the sector and help influence policy and service delivery. But, by considering the robust and comprehensive nature of our systems and processes, there is no mistake as to why we have the respect of our partners and peers.

The growth of Pathfinders' presence is reflected in what we have accomplished in the last year. As we improve and extend our services across the New England and Mid North Coast, many of these achievements come to mind:

Our Out of Home Care Pathways Program now has just shy of one hundred children and young people. That's 100 young lives under care 24 hours a day, who will become fully engaged with our communities and no longer feel marginalised; they will always have a home and a place to belong within the Pathfinders family.

Out of Home Care work doesn't finish once a young person becomes a certain age. We continue to support our young people after care, and aim to provide them with opportunities for life. Many young people face significant challenges and can start to lose hope; our job is to show them their potential and give them a leg up to the possibilities despite those challenges.

Additionally, our Family Referral Service (FRS) has seen a busy and productive year.

This year, the FRS Program had an intense focus of interagency collaboration, and shown great dedication in continuing to regularly attend a growing number of important service meetings. FRS values the meaning of working collaboratively in ventures with other organisations to ensure the highly regarded FRS profile and its place in the community service sector. The result has seen an increase in community and service providers seeking information and support, sharing of community services knowledge and improved working relationships in various capacities. Another accomplishment is the growth of our Education Programs.

Our Aboriginal Early Learning and Development Program has seen significant growth in its aim to provide

Aboriginal children with access to quality pre-school and school education. Unfortunately, many children miss out on vital early education services, but with extra staff and funding we can now cover more areas to deliver this much-needed service.

The Links to Learning Program has also had considerable success in improving access to education for local families, children and young people. This year we had over 120 students participate in the program. Regrettably, a majority of students engaged in the program felt marginalised from their own school; it's easy to recognise how such isolation can affect their education. That's why it is so important to build upon our success and give these young people the mentoring and support they need to remain connected.

However, not all our learning programs are based in the classroom. Pathfinders' Tilbuster Station is a property utilised as a venue to continue and expand upon the work we do with at risk youth, family support and our work in supporting the broader community. At the property, we are able to provide practical hands-on learning in animal husbandry, building, farming, construction and other skills. Furthermore, Tilbuster is home to the Pathfinders Pumpkin Run. On this year's Run we gave away some 4,500 pumpkins to the disadvantaged across NSW. And, along with our partner Oz Harvest, fed over 11,000 people. In addition to the growth of our education programs, another aspect driving our visibility over the last year is Pathfinders' participation in regional and state-wide Peaks and Advisory bodies.

Most notably, we are strong and active members of the Association of Children's Welfare Agencies (ACWA). They are the non-government peak body representing community organisations working with vulnerable children, young people and their families. We are strong members and supporters of AbSec. They are the non-government peak body representing Aboriginal children and young people in Out of Home Care. We also have a strong presence in youth affairs and youth homelessness and are strongly connected to our partners Yfoundations, the Peak Body supporting young people who are at risk of and experiencing homelessness.

Through these partnerships, other peak bodies and government and non-government agencies, we can bring about positive systemic reform delivering better outcomes for the lives of children and young people, including those living in out-of-home care. The strength of our relationships also reflects our commitment to the communities we serve. We are fortunate enough to have the support of a variety of platforms at all levels in government: our funding bodies and Commonwealth and State government agencies, our many Non-Government partners, Oz Harvest, the NSW Ombudsman, Office of the Children's Guardian, and Governor of NSW have always

shown great support in what we do.

We were lucky enough to have the Governor and Mrs Hurley welcome us again into their home at Government House for the conclusion of the 5th annual Pumpkin Run. Mrs Hurley composed and performed a brilliant song dedicated to the Pumpkin Run and all the people who helped along the way. Mrs Hurley was also kind enough to lead our young people to atop Government House, where they had a unique view of Sydney Harbour that few get to experience. It's trust that forms such strong relationships. Our partners trust us to do all we can to help our young people and families in the community, and we trust them for the support we need to achieve those goals.

And our Ability Links and Specialist Homelessness Services (SHS) Programs are proof that we are indeed achieving those goals. Both programs have diligently sought to provide their services to the often overlooked areas of our communities.

Ability Links' outreach campaign has ensured that many people requiring disability services get the help they need. A great success this year was the Drumbeat Program, which has reached 60 participants per week in the Deepwater and Red Ranges areas alone.

The Ability Links Program is vital to our region in connecting thousands of people to create social inclusion for people with disability, their families and carers. This year, we were fortunate to hold our fourth Annual Festival of Abilities in Tamworth, in conjunction with Tamworth Local Council. It was another great success for the community, with more than 2000 people again participating in the event. Similarly, our SHS program has done a fantastic job in reaching those in need. Over the past year, Tenterfield and Glen Innes have implemented major infrastructure projects, which have resulted in hundreds of fulltime workers relocating to the region. Unfortunately, this had led to a housing stress in the community with a huge depletion in the private rental market. But, through the dedication of our SHS workers, and utilization of Pathfinders Royal in Glen Innes, we are able to help alleviate the potential housing crisis.

Another key factor on the considerable growth of Pathfinders over the last 12 months has been the guidance and experience provided by our Board. We are fortunate to be gifted with a Board possessing a breadth of sector knowledge skills and experience, plus Directors with business, legal and financial backgrounds and business acumen. Our Directors bring a greater legal, financial and commercial focus to the Organisation, which will undoubtedly benefit us all in the coming year.

I hope you enjoy this year's Annual Services Report. Thank you.

Alan Brennan

CEO Pathfinders Ltd

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 economic and social equality, social justice 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 centres and programs
- Child protection and family referral services to ensure assistance gets to families and their children when they need it
- Pathfinders' National Aboriginal Birth Certificate Program, providing free birth certificates and registrations for the Aboriginal community
- Specialist Homelessness Services including our Women and Children's Refuge and our Armidale Youth Refuge, transitional housing and supported accommodation services for young people
- Support Your Path (NDIS support services)
- Aboriginal Early Learning and Development Program
- Links to Learning
- Regional youth centre providing vocational skills development, education and accreditation
- Provision of long-term residential Out-of-Home Care services and foster care programs for children and young people under the guardianship of the Minister for Community Services
- Parenting and family strengthening workshops and information sessions
- Provision of family preservation services, supervised contact, therapeutic camps/activities and after care services to vulnerable children, young people and their families
- Disability support services
- Field placements and training for local TAFE and University students seeking employment in human services

Ability Links

FORMING COMMUNITY CONNECTIONS TO FOSTER BELONGING

As a single mum of 2 kids with Autism, Rose had been struggling. Her parents - who had always helped her out - were forced to step back due to an illness in the family. Rose suddenly found herself without support and didn't know what to do next, she needed help with; managing her children's NDIS plan, in getting routines back on track, accessing transport and getting back into the community.

The Linker was able to support Rose to meet with her local LACs to get her children's plans and supports organised. Rose was then able to focus on herself and her goals; the Linker and Rose talked about community activities that she was interested in and transport options. The information for these was provided and Rose was linked into activities that she was ready to try.

The use of visual routines was also discussed with Rose, who thought this would be a great idea for the kids. The Linker created picture communication cards for Rose to use to prompt routines for the kids.

Rose is now more empowered to access the community independently. She has recently started using the local bus service and has joined a gym. Rose has attended a budgeting course and has plans to volunteer at the local Community Gardens and to enrol in a computer course in the future.

Rose is happy that her kid's supports are now sorted and is happy working with her new service provider. She is now motivated to pursue her own goals within the community and hopes to one day go back to work.

Rose now has a greater sense of self confidence and has started to do things independent of her informal supports

***Persons' names have been changed in order to protect their identity.**

*Rose is now more
empowered to access
the community
independently.*



In 2016/2017, Ability Links assisted people with a disability to be valued and equal members of their communities and to enjoy inclusive lives in all spheres; community, public, private and social, across NSW.



5

service locations



7

dedicated staff



1661

Community Activities



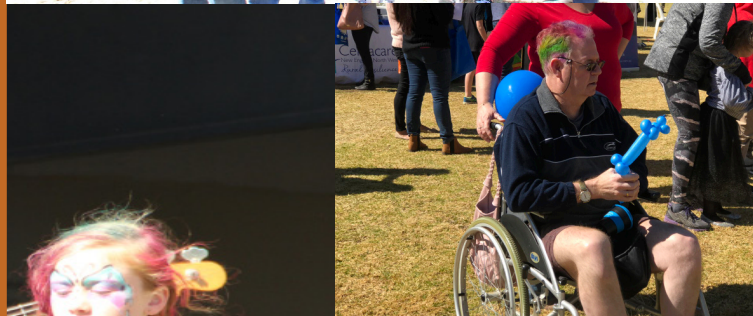
15503

community connections made



2000+

Festival of Ability attendees



Aboriginal Early Learning and Development

Ryan

Ryan was a 4 year old child with diagnosed Learning difficulties. Bernice has been working with Ryan and his mother for a number of months, increasing the hours and days that he attends Pre-School which has shown very positive results in his Social and Educational needs. Ryan also receives funding under the NDIS Scheme, and Bernice has been working with and attending the Early Intervention Program at Inverell Public School with Ryan which gives him access to more direct Educational assistance catering for his special needs. Ryan starts Kindergarten next year and is very excited about this.



Samantha

Samantha at Gunnedah has a work history in the Early Childhood industry and has recognised that at Narrabri and Quirindi there are very few pre-school options for Aboriginal children, from low-income families to attend that does not attract a significant financial fee. Samantha has started to work in with other Supported Playgroups in those towns, to identify educational needs of individual children at those groups and with her training, and then create and conduct one-on-one tuition with those children to enhance their learning. Samantha also works with the families to inform them of things that can be done to further enhance the child's learning and development in the home environment. Samantha has integrated in to her communities and has attended numerous community events promoting the program



Jai

Three year old Jai in the small rural town of Ashford struggled with his social development and confidence. Inverell AELD worker Bernice worked with Jai and his family to encourage and support his Transition from home life in to the Pre-School setting. Bernice was there to meet Jai at his first day at Pre-School and remained at the centre with him until he settled in. Bernice continues to work with Jai and was pleased to get a photo from Jai's mother showing his first day he travelled to Pre-school on the bus. This was a massive leap for Jai who was very shy and low in confidence. Jai continues to thrive and the Educators at Ashford Pre-School are very pleased with his progress.

***Persons' names have been changed in order to protect their identity.**

Closing the Gap in Childhood Education



22000 km²

covering over



4

dedicated staff



75%

Aboriginal employment

Inverell Family And Youth Support Service

BUILDING CONFIDENCE THROUGH MASTERY AND MENTORSHIP

Inverell Family and youth support service (IFYSS) assists families and young people with a range of issues they might be facing. IFYSS employs a Coordinator/Adolescent Support worker, Family Support worker, Aboriginal Outreach Family worker, additional Adolescent support worker and facilitates an Aboriginal supported playgroup named Bun Bun Playgroup. IFYSS also hosts and/or participates in many community events, including; the Pathfinders Pumpkin Run and Children's Week Teddy Bears Picnic.

Earlier this year Jade joined the IFYSS team as one of the Adolescent support workers and received a referral from a local employment agency for a young man with multiple issues of concern including mental health, legal matters, risk of homelessness, education and employment to name a few.

Initially Jack was rather shy, but through Jade's excellent communication and connection building Jack opened up. Jack was able to work on things such as a family tree and tree of life, and discussed the current issues he was facing. He was extremely grateful for the support and left his appointment with high hopes for the future.

Over the next couple of weeks contact was difficult with Jack, he had lost his phone and engagement with Pathfinders declined. During this time, Jack's living arrangements had changed and his mental health and wellbeing had declined. This resulted in Jack bouncing around the New England region without permanent accommodation. However, Jade uncompromisingly continued to try and get in contact with Jack, and, with the assistance of the Specialist Homelessness Service, arranged accommodation at Glen Innes for him.

Shortly after, Jade contacted a family member of Jack's to see if they had received contact from him. Unfortunately, Jade discovered that his health and well being had further declined and he was taken to a Medical facility. Jack spent some time at the facility with Jade, maintaining contact with him throughout his stay and assisted however she could. After a discussion with Jack and his family in Inverell, Jade arranged for Jack to spend some time over at the Armidale youth refuge to ensure he had reliable accommodation and a greater level of support on exit from the Medical facility.

When Jack arrived back in Inverell Jade picked him up, organised his belongings and took him over to the refuge in Armidale. Jade stayed with him for a while to help him get settled in, she still recalls

Jack's eyes lighting up and saying with Joy "I get my own room!"

Jack is still currently at the Armidale youth refuge where he has seemed to settle in, his mental health and wellbeing have improved.

He has since enrolled into TAFE and is looking at getting his own accommodation. Jack was extremely thankful for the support Jade gave and maintains regular contact with her still.

***The young persons' name has been changed in order to protect his identity.**

*Through Jades
excellent
communication and
connection building,
Jack opened up*

Young clients like Jack participate in IFYSS hosted events and workshops year-round. IFYSS provides a broad range of family support, adolescent and Aboriginal and Torres Strait Islander services including advocacy, skills development like parenting, living, relationships, self-esteem and coping skills, referrals to other services, financial planning and more.



4

dedicated staff



100+

participants helped



30+

events/workshops



40

Bunbun Playgroup sessions



Family Referral Service

PROVIDING FLEXIBILITY AND UNDERSTANDING TO THOSE IN NEED

Sarah received a referral from FaCS concerning a family in need. However, the referral number provided was not connected and no other contact information was provided. So, Sarah conducted a home visit to the family at Barraba. It was there the family expressed to Sarah that they wanted assistance from FRS.

At the home there were 6 children, including; a newborn baby - 2 weeks old, and 2 adults. The Mother, Jane, identified the issues plaguing her family to Sarah, which included:

One Child, Tara, was diagnosed with Autism and Fragile X Syndrome. Jane said that the paediatrician had identified that there may be further medical diagnoses. Tara had been seen by Horizons' Early Intervention Service, but due to a recent pregnancy, and Jane being unwell, the appointments had not been followed up. Jane also explained that they needed new rubber framed glasses for Chloe, as she keeps breaking the regular frames.

Jane also notified Sarah that her other Child, Georgia needed her eyes checked.

After a discussion on potential supports for the family, Sarah brought up Bright Futures as a possible referral. Jane stated that she had worked with Brighter Futures previously and was happy for another referral.

At this time, Jane also identified her concerns about housing. The family had been offered a 5 bedroom house in Tamworth by Housing NSW, but she declined as they had just relocated to Barraba 2 weeks prior. Jane's family was living in a 3 bed room house with no air-conditioning, and travelling for appointments twice a week was a struggle financially due to the children not being able to be fit in the vehicle at once.

In response to this, Sarah wrote a support letter to Homes North, and the family were able to relocate to Tamworth where it was easier to attend appointments for the children - and they did not have the high fuel cost of travelling to and from Barraba. Birth certificates were purchased for two of the children to be able to access NDIS. Brighter Futures case managed the family and assisted with the continuing processes for the NDIS funding. Sarah also liaised with Barraba Central School to get supports in place for Tara until the family relocated to Tamworth. And, glasses were organised for Tara and Georgia.

***Persons' names have been changed in order to protect their identity.**

01

Family Referral Service assists children, young people and families to access support to address issues and prevent future escalations. FRS provides information and links vulnerable children, young people and their families to a range of support services in their local areas.

02

Staff have Qualifications in:

- Teaching, Welfare, Community Services, Disabilities, Early Childhood, Case Management, Counselling and Degrees in Social Science and Welfare.

03

Ongoing Training:

All staff regularly attend training on Child Protection, Domestic Violence and Cultural awareness. Staff are provided with any information on new legislation.

04

All Family Referral Service Offices are:

- Centrally Located
- Easily Accessible
- Equipped with Easily Identifiable Family Referral Service Signage
- Have wheel chair access.



2

geographic regions

20

local area governments covered

The Pathfinders Royal

CREATING A CENTRE OF HOPE AND OPPORTUNITY

The Pathfinders Royal

It has been a busy year settling into the new offices at the Pathfinders Royal. The Glen Innes community has been excited to see activity unfolding and other service providers have been anxious to hear new developments as the accommodation project comes online. There are currently two Pathfinders staff members working out of the royal throughout the week, with other Pathfinders staff outreaching to Glen Innes, making use of the various spaces for their client needs.

Currently there are two Pathfinders programs running from the Royal;

Inverell & Glen Innes Specialist Homelessness Service operate 5 days a week from the Royal with an outreach service to Tenterfield and Ability Links operating 4 days a week. In recent months Aimbig Employment (Disability Employment Services) has co-located in the office space at the Royal. With these three services running, the Pathfinders Royal is opening 5 days a week and servicing approximately 20-40 clients per week.

The SHS and Ability Links Program outreach to other local areas with the Drumbeat program, reaching 60 participants per week in Deepwater and Red Range and the SHS program making outreach contact in the Tenterfield area with 3-4 clients per week.

Tenterfield has been experiencing a large deficit in housing availability due to two large infrastructure projects bringing 140 fulltime workers into the area for the next two years. This has depleted the private rental market, with agents rarely putting rentals online as they have long wait lists for properties that become available. This has led to a housing stress in the community that was recently experienced in Glen Innes while the Wind Farm projects were being completed.

This year has seen Pathfinders participate in and organise local community events.

Pumpkin Run

The Pathfinders Pumpkin run made a short and busy stop in the Town Square of Glen Innes, with staff handing out pumpkins to community members on foot and driving past. The promotion in the local newspaper brought out a large number of people who stopped by to ask questions and pick up a pumpkin.

Family Fun Day

Pathfinders organised a family fun day that was held at the Pathfinders Royal backyard. There was a good community turnout to the event, with a great BBQ for our hungry visitors and stall holders.

Youth Careers Day – Youth Inspire

A youth careers day was organised by the Glen Severn Council youth worker. Approximately 700 students visited the Youth Inspire event from high schools in Glen Innes, Guyra, Tenterfield and other small communities. Pathfinders participated in this event and gained

further exposure in a local newspaper article.

New Vogue Charity Ball

The New Vogue Charity Ball was organised by Mahri Koch to raise funds for the Women and Children's Refuge in Inverell, with play equipment being identified as a contender for an upgrade. Mahri worked hard to bring 100 paying guests from Coffs Harbour, Inverell, Grafton, Tenterfield, Armidale and Glen Innes. Board member Rosemary Curtis attended along with other Pathfinders staff. The effort from Mahri resulted in a donation of \$1411 from the nights proceedings.

Throughout the year Pathfinders have received generous donations from the community.

White Rock Wind Farm

White Rock Wind farm donated a container of furniture that had been used by workers in their wind farm project. This donation helped assist 6 families furnish their homes and was greatly appreciated by those clients.

Other donations

Often donations are made from community members on a regular basis that can be re-directed to clients in need and other services for distribution. There never seems to be enough, but with these generous donations of beds, whitegoods and clothing, the work is made much easier. Relationships have been built with other suppliers that offer meaningful discounts on goods that clients can purchase when referred.

Community involvement

Between programs, many links to services and businesses have been made in Glen Innes and Tenterfield. From taking on workers to accommodating crisis clients, these businesses have also made a positive impact on the work that our services can provide to our communities. Businesses such as Woolworths and Kings Gym have been taking on employment placements. Local services in Glen Innes and Tenterfield have been very involved in the work that we do in those communities, assisting with education, employment, housing, mental health and brokerage items such as rent arrears. Much of the work accomplished would not be possible without the valued partnerships with our community service providers.

Royal Accommodation

Accommodation rooms at the Royal have been receiving mini makeovers with rooms ready to take clients in, and more furniture is being brought in to furnish a further 6 rooms. There has been some maintenance performed on the Royal with the downstairs plumbing getting a thorough clean. Progress has been steady and forward with much interest in how the community will benefit from this project. When fully operational, capacity reached, and many of the kinks ironed out, Pathfinders will have a service that the community will be proud to support.



Much of the work accomplished would not be possible without the valued partnerships with our community service providers



Pumpkin Run

A DISPLAY OF GENEROSITY

The Pathfinders Pumpkin Run is a multi-day event where Pathfinders staff, at-risk young people, volunteers and partnering organisations will travel to different cities and towns to cook delicious pumpkin soup and deliver hearty vegetables to those who need it most.

For the past four years, the Pathfinders Pumpkin Run has been a great success in helping our at-risk youth and the disadvantaged. By donating pumpkins and cooking meals to those in need across New South Wales, our young people engage in the action of generosity and feel a sense of pride giving back to the community.

Over 20 tonnes of pumpkins and produce has been grown and harvested by our out-of-home care kids and been donated to thousands of men, women, children and families in need through the Pumpkin Run since 2014.

Pumpkins are grown at Pathfinders' Tilbuster Station working farm for young people, which is utilised as a venue to continue the work that Pathfinders does with at-risk youth and local families. Young people give back to the local and broader communities by donating this produce to nursing homes, soup kitchens and other charities as well as cooking up hot meals for those who need it.

The idea for the Pumpkin Run was hatched from a desire to use crops produced at Tilbuster Station by our young people from Pathfinders youth refuge and Out-of-Home Care program to help others in the community. The working farm is utilised as a venue for our at-risk youth to participate in a range of agricultural, horticultural and trade skills programs, crop and vegetable production, animal husbandry, beef cattle production, fencing, welding and building construction.

This year, the Pumpkin run travelled to Tamworth, Newcastle, Sydney, and Glen Innes, concluding in the Mid North Coast of NSW. Over 10 tonnes of pumpkins were distributed during the Pumpkin Run, feeding 11,000 people through Oz Harvest kitchens alone.

*Over ten tonnes of pumpkins were
distributed*

PUMPKIN RUN SONG

At the conclusion of the Pumpkin Run at Government House, Mrs. Hurley, the Governor's Wife, presented our Runners with this song she composed especially for the Pumpkin Run:

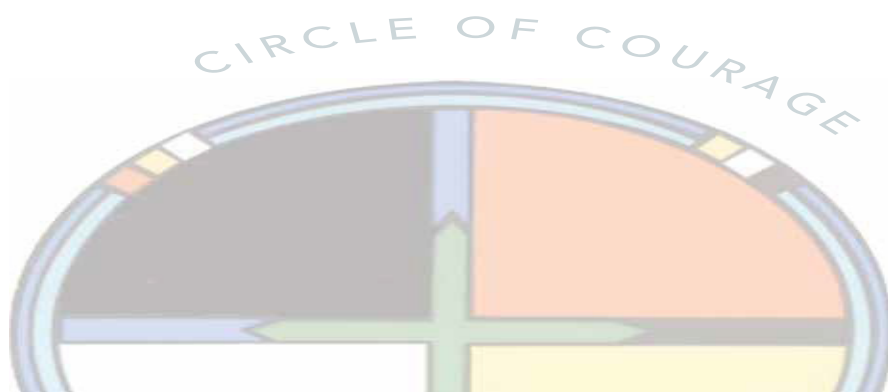
Pumpkin Run

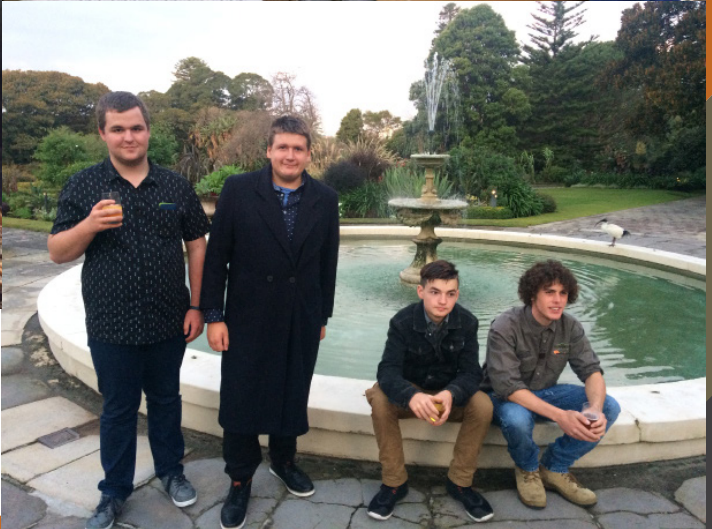
*Pathfinders have pumpkins they have a run each year
It all began four years ago so let's all give a cheer
Our youth are out there helping their generosity shines
New South Wales needs you the pumpkin tastes divine*

*These kids help grow the pumpkins and also cook great meals
They feed some hungry people and happiness they feel
Many tonnes of pumpkin are grown then harvested too
These kids are very clever and know just what to do*

*They drive the great big pumpkins in trucks to Sydney town
They drop in for a cuppa at Government House they're found
They're busy helping others who sometimes need support
The people on the Pumpkin Run much joy to others have brought*

*We thank you for your caring you're helping others out
The kids who do the pumpkin run we love that you're about*





1800+
kilometers driven



10
tonnes of pumpkins



11,000+
people fed

Links To Learning

LIFE-CHANGING EDUCATION BEYOND THE CLASSROOM

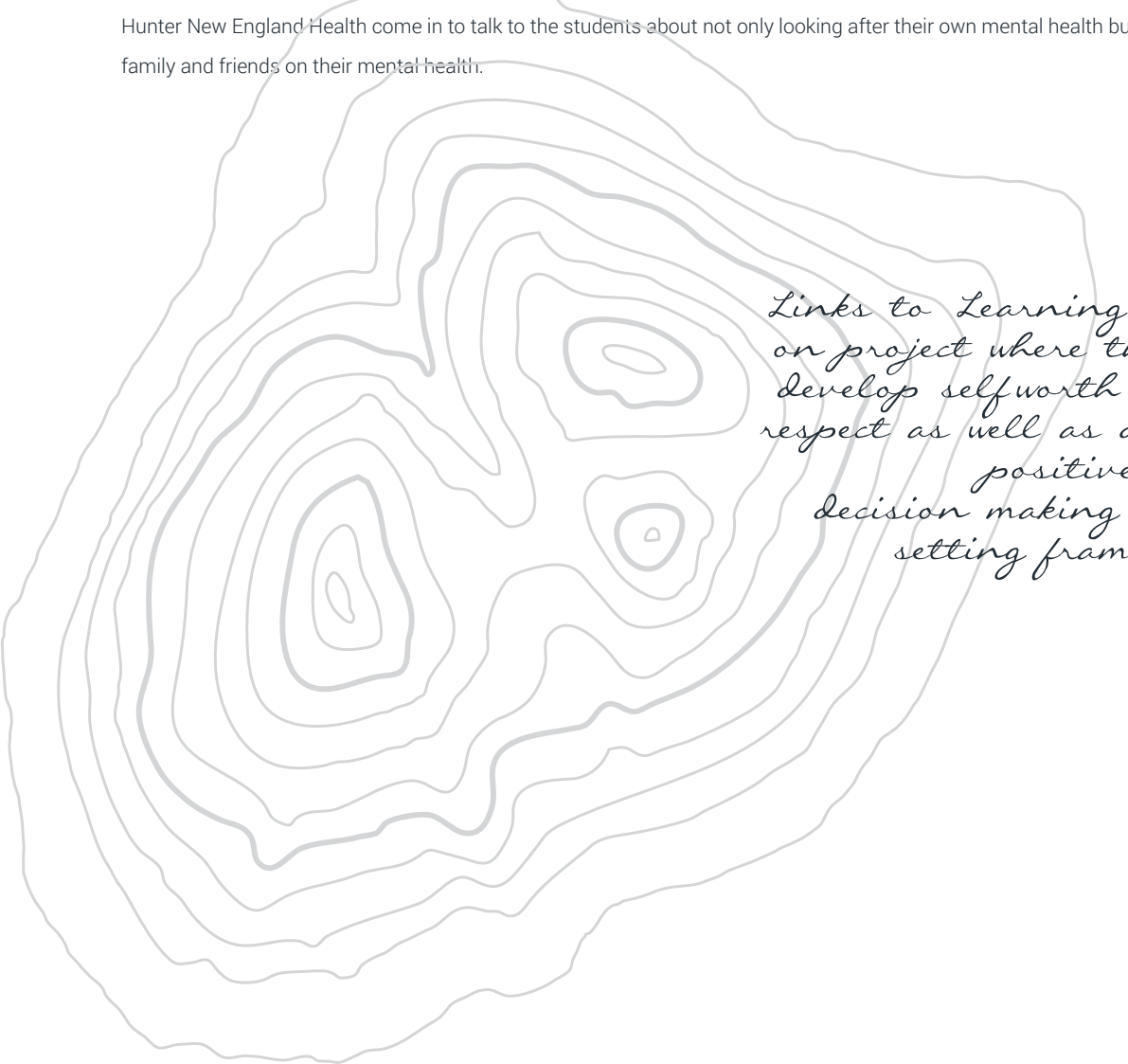
Our Links to Learning project has had another very busy year working with students from six different high schools covering Tenterfield to Walcha, with one of these schools running the project twice. Over the course of the last 12 month we have had over 70 students complete the program. Over 80% of these students were male students between the ages of 13-16 years. Four of the schools identified this particular cohort to be where our project would be of the greatest assistance. This has provided some interesting topics of conversation!

Links to Learning is a hands-on project where the students develop self-worth and self-respect as well as developing a positive decision making and goal setting framework. Week-in week-out, the project offers students the chance to engage in a variety of team building scenarios and how to positively handle conflict. In one student's case, instead of solving 90% of his arguments with his fists (which had resulted in numerous suspensions over the last three years of high school) he has learnt steps to diffuse not only the argument, but techniques to self-control his anger so that it does not build to a breaking point.

Links to Learning has also been assisted by other Pathfinders programs such as Ability Links and IFYSS. Staff from these programs have joined Links to Learning classes and assisted with everything from Drumbeat to talks on; Budgeting, Resume Writing and Sexual hygiene and health.

Another highlight of our project this year is every few weeks we providing a small breakfast (Toast, fruit, juice, milo etc). It's always amazing how much growing teenagers can consume, and in most cases this is the first sustenance the students have had for the day. This has improved not only the attendance to the projects, but, more importantly, the attention and concentration of the students throughout the day.

Links to Learning has spent quality time this year talking about mental health issues with the students. We have had guest speakers from Hunter New England Health come in to talk to the students about not only looking after their own mental health but also checking in with family and friends on their mental health.



Links to Learning is a hands on project where the students develop selfworth and self respect as well as developing a positive decision making and goal setting framework.



Links To Learning Stats:

- 8 schools across the New England area with plans to increase this number in the coming year.
- 120+ students have engaged in the program in the last 12 months.
- 62% Identified by schools as having Low self confidence and low self esteem
- 74% of students identify as Aboriginal or Torres Strait Islander.
- 68% Identified by school as lacking school engagement.



Specialist Homelessness Services

EARLY AND ONGOING HELP FOR LASTING TRANSFORMATION

The prevention and early intervention support services Specialist Homelessness Services (SHS) provide help those in need to access the right support locally, when they need it and before reaching a crisis point. Pathfinders Specialist Homelessness Services can be accessed through the Inverell and Glen Innes Specialist Homelessness Support Outreach, Armidale Youth Homelessness Support Service and the Inverell Women and Children's Refuge.

Armidale Youth Homelessness Support Service

The Armidale Youth Homelessness Support Service incorporates the Armidale Youth Refuge (AYR) and was the first program operated by Pathfinders Ltd. The AYR was first established in 1985 and continues to operate today more than 30 years on. The refuge assists young people who are homeless or at risk of homelessness in the Armidale area.

Inverell Women and Children's Refuge

The Inverell Women and Children's refuge supports women, children and young women over 16 years who are homeless or at risk of homelessness, including those affected by domestic and family violence.

Support is provided in the Inverell and Glen Innes Local Government areas, with regular servicing of outlying communities including Tenterfield, Deepwater, Emmaville, Drake, Red Range, Wallangarra, Ashford and Gilgai in the response to need.

Inverell and Glen Innes Specialist Homelessness Support Outreach

These services assist young people, women, men and families who are homeless or at risk of homelessness. The target group includes women and children affected by domestic and family violence, young parents, young people under the age of 16 years and young people leaving care or other institutions. Support will be provided in the Inverell and Glen Innes Local Government areas, with regular servicing of outlying communities (including Tenterfield, Deepwater, Emmaville, Drake, Red Range, Wallangarra and Ashford) in the response to need. This Service has a strong focus on responses for Aboriginal, young people, women, men and families and is accessible to people from culturally and linguistically diverse backgrounds.

A closer look at Armidale Specialist Homelessness Services

The Armidale Youth Homelessness Support Service has been operational for almost 34 years, and is considered the foundation stone for Pathfinders today. AYHSS supports youth and families that are at risk of homelessness or are homeless. Supports include crisis accommodation within the refuge in Allingham Street, Armidale, and temporary accommodation as required, assistance with identification, Centre link, brokerage, transitional housing, state housing and private rentals. The age range we work with is predominantly 16 – 25 Y.O.

Living skills programs are a huge success within AYHSS, assisting youth to gain the necessary basic skills to survive on their own in independent living, with continued outreach and tenancy support. The Homeless Youth Assistance Program (HYAP) is also well utilised in assisting families to gain support and intervention to prevent homelessness, by assisting with utility payments, school fees and vehicle registration and insurance among many other options. The Rent it Keep it program also offers residents and others a certificate to assist with housing. The program includes budgeting, entry and exit from a property with assistance from NEWTAS and real estate agents, and the legalities of leasing.

AYHSS work with Tilbuster Farm to bring extra programs for our youth with outdoor activities, animal feeding, and kennels for residents' pets and others daily. This has given many residents and outreach clients a chance to get together and work as a team. AYHSS also works closely with TAFE NSW and UNE in accepting students who require field placement for community services work (Certificate 4/Diploma/Bachelor's degrees), and some very qualified students have shown interest in Pathfinders due to this. We also work very closely with our partner programs within the Child and Family sector of Pathfinders.

Our success over the past 12 months has seen an expansion in programs and activities within the community including cooperative work within schools, women's shelters, health programs and rehabilitation services. None of this would be possible without a driven team of staff who have youth as their focus point. As we continuously improve our service and work with changes within the community to offer the highest possible support to our youth and families, AYHSS is also working closely with our funding body to make changes to outcomes to see us into 2023.

The Armidale Youth Homelessness Support Service incorporates the Armidale Youth Refuge (AYR) and was the first program operated by Pathfinders Ltd. The AYR was first established in 1985 and continues to operate today more than 30 years on. The refuge assists young people who are homeless or at risk of homelessness in the Armidale area.



18251 km2

covering over



9

dedicated staff



2

vehicles



4

beds



210 + 27 families

clients assisted



Tilbuster Station

A WELCOMING SETTING OF GROWTH AND INCLUSION

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

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

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

In June 2018, Tilbuster Station played a pivotal role in the Pathfinders Pumpkin Run by providing just over 10 tonnes of pumpkins to the Run. The enormous yield was only possible due to Pathfinders' staff, young people and volunteers planting a lot of seeds and continuing to maintain the fledgling crop throughout the seasons for the 2018 Pumpkin Run.

The enormous yield was only possible due to Pathfinders staff, young people and volunteers planting a lot of seeds and continuing to maintain the fledgling crop throughout the seasons for the Pumpkin Run.

Tilbuster Station is utilised as a resource for the work Pathfinders does with at-risk youth and local families. Pathfinders aims to develop this property when funds become available into a regional centre for youth and family development.



4

steers



5

new calves



7

cows



250+

youth visits



Pathways Out-of-Home Care

A WELCOMING SETTING OF GROWTH AND INCLUSION

The Pathways Out of Home Care (OOHC) program offers both Residential and Foster Care options for young people.

Pathways Residential provides a safe and nurturing environment for young people ranging in ages from 12 to 17 years who are in need of alternative accommodation due to being unable to live with their parents, kinfolk or foster carers. The program aims to provide young people with a long-term, consistent and caring environment in which to facilitate good health, safety, cultural and community connection, spiritual growth, emotional development and learning.

Kane was one such young person to participate in the OOHC program, and went from being homeless and self-placed to a semi independent living placement.

Kane participated in a traineeship with Novaskill/Connect to obtain a

Certificate 2 in Kitchen Operations, RSA & Barista certificate. As a result of Kane's participation in the Community Connections Program, he had an interview at a local Bowling Club and has subsequently been successful in a gaining work experience placement. After completing the remaining 8 weeks of the program Kane will be offered paid employment!

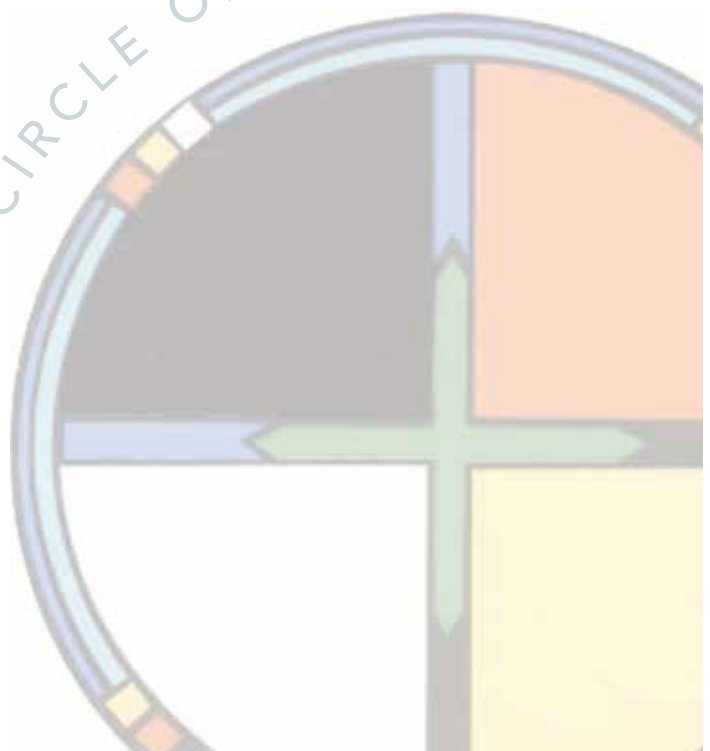
Kane is in regular contact with all his family members, particularly his siblings and cousins. He has independently completed his own health checks & sought assistance with his mental health.

Kane is on the path to a happy and healthy future.

*Persons' names have been changed in order to protect their identity.

As a result of Kanes participation in the Community Connections Program, he had an interview at a local Bowling Club and has subsequently been successful in a gaining work experience placement.

CIRCLE OF COURAGE



A Closer Look at the Pathfinders Out-of-Home Care Program

PATHWAYS RESIDENTIAL CARE

Pathways Residential Care program provides therapeutic care to children and young people with high and complex needs who are unable to live with their birth family or foster families. Our therapeutic model of care is based on the Circle of Courage model which is a relationship-based and strength-based model promoting growth, learning and development in four key areas - Belonging, Mastery, Independence and Generosity.

PATHWAYS FOSTER CARE

Pathfinders Foster Care Program supports children and carers across the New England area. We have a highly skilled and dedicated team who work hard to ensure that children and young people who are not able to live with their families are provided with a safe, secure and nurturing home. Our service starts with our recruitment and assessment co-ordinator and foster care support worker who actively promote our service; facilitate Shared Stories Shared Lives training; and then undertake thorough assessments to ensure that our foster carers are equipped to provide high quality care to children. Our caseworkers then support children and carers alike to ensure that all their needs are met. Our Cultural Caseworker ensures that we provide culturally appropriate services to our children as required.

A LOOK AT 2017/2018 IN NUMBERS:

- 97 Children and Young People - 35 Residential and 62 Foster Care
- 13 Houses- 7 Armidale/ 5 Inverell and 1 Lismore and 56 Foster Carer households
- 9 in Supported Independent living arrangements
- 2 Program Managers, 1 Learning and Development Coordinator, 1 NPPS coordinator and 1 Caseworker Support Officer
- 5 Team Leaders and over 150 Direct Care and Casual Youth Mentors
- 11 Case Workers - 5 Residential and 6 Foster Care

CIRCLE OF COURAGE

Below is a collection of some of the highlights of our children in our Out of Home program captured against the quadrants of the circle of courage:

Belonging:

- Our Foster Care program has 3 placements which have large sibling groups of three or more. The ability to keep siblings together in one placement is very special
- There is a sibling group of 9 within our program - over three placements - this ensures regular family and sibling contact to be maintained
- We have achieved 5 successful restorations of children and young people back to their birth family in the last 12 months - from both Residential and Foster Care

Mastery:

- 5 children and young people have represented NSW in football
- One young person performed a solo dance in the NSW School Spectacular in Sydney
- 1 awarded a dance scholarship at a performing arts college for 2019 on the Gold coast (male)
- 4 nominations in various categories in the Armidale Youth Awards- two winners
- 15 new 'L Platers'- 5 P platers
- 2 HSC graduations
- 1 young person passed exam to enter Military Academy in 2019 (female)
- 2 primary school children chosen to be sports captains at their schools
- 1 young person chosen as a representative of the local Air Force Cadets to speak in Canberra
- 1 young person sitting on the Armidale Youth Advisory Council

Generosity:

- 3 young people from Foster Care and 1 Carer joined the Pumpkin Run for the first time (has only been Residential in the past). All involved in the Run displayed generosity by handing-out pumpkins, preparing & serving soup and other meals
- 2 young people helped at Community BBQ
- Following a fire at a Residential unit, the local community provided various items to our young people
- Partnership with the junior branch of local Zonta Club - the 'Zclub'. Zclub provides basic hygiene packs for Pathways to give to children and young people when they enter Care: Staff and young people support this program by donating/collecting items for the packs - soap/toothbrushes etc.
- Foster Care children and young people donated gifts for the community giving tree for Christmas 2017

Independence:

- 9 young have gained part time employment- over both programs
- 1 young person successfully completed and achieved a traineeship
- 1 young person started a small business selling cakes and slices to our staff at the Inverell office
- Several young people have journeyed overseas with birth family, school and carers
- 5 children and young people have transitioned to Independent Living or Carer Homes closer to their birth families. This increases the connection and relationships with their families by taking on the responsibility of arranging their own family visits, including travel to family visits on public transport.

Program Development Unit

SERVICE DESCRIPTION

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

The PDU works alongside the CEO and Senior Managers to identify priorities for growth, and assists the development of new and existing projects. Funding opportunities are sourced and grant applications submitted.

THE YEAR IN REVIEW

During 2017/18 the focus was on Family & Community Services Request for Tender - Out of Home Care, Intensive Therapeutic Care.

The new Permanency Support Program brings changes to child protection and out-of-home care from 1 October 2017. A shift from a 'placement based' service system to a child-and-family-centred service system to focus on individual needs and helping families to change. This aims to give more children and young people safe and stable homes in which they can thrive, and reduce the number of children who enter or remain in statutory care for long periods.

KEY ACHIEVEMENTS & HIGHLIGHTS

- Family & Community Services Social Housing Management Transfer
- Family & Community Services (OOHC) Intensive Therapeutic Care – Permanency Support Program
- Family & Community Services Permanency Support (Foster Care) Single Invited Proposal
- Premier's Youth Initiative New England – Expression of Interest
- National Disability Insurance Agency - Information Linkages & Capacity Jurisdictional Based Grants
- NSW Justice – NSW Community Safety Fund – Nanyapura Boxing Program
- NSW Education Department – Links to Learning – for children at risk of 'dropping out' of school
- Department Prime Minister & Cabinet – project proposal Aboriginal Early Learning and Development Program to deliver until end December 2017
- NSW Environmental Trust Education Program – partnership project with The Willows and Wattle Vale
- Royal Agricultural Society Foundation - kitchen appliances for the Royal
- Families Engaging in Education Recontracting Proposal – Communities 4 Children, Community Partner Agreement
- Tamworth Regional Council Annual Donations Programme – Ability Links Yarning Circles in Tamworth and Manilla
- Mary McKillop Foundation - Inverell Women & Children's Refuge art therapy workshops
- Royal Agricultural Society Foundation - kitchen appliances for the Royal
- Association of Children's Welfare Agencies 2018 Achievement Awards –Innovation Award Nomination

STAFF & TRAINING

Online training/webinars:

- WHS modules via EML E-Learning

The new Permanency Support Program aims to give more children and young people safe and stable homes in which they can thrive, and reduce the number of children who enter or remain in statutory care for long periods.

Human Resources

SERVICE DESCRIPTION

The delivery 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 supports 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 2017/2018 year has been one of consolidation and stabilisation of the organisational structure of Pathfinders with the review of all programs and expansion of –Links to Learning and the Aboriginal Early Learning and Development program.

Stabilisation of the new corporate structure in consultation with the Board of Directors and the Pathfinders Executive Group to future-proof Pathfinders as we move into another period of planned growth and expansion, in an environment of significant industry change.

The organisation has seen small growth in staffing numbers in the past 12 months as consolidation and stabilisation growth strategies were enacted.

The Pathfinders corporate services team has supported the above strategies with further resourcing of review of systems, Work Health & Safety, media and promotions, human resource management and Quality Assurance, and continued its commitment to the training, development and professional advancement of all staff.

This year saw an increase in the number of student work placements within the organisation, indicating Pathfinders' commitment to fostering employment opportunities in the communities we service. New staffing recruitment strategies focused on engaging the right applicants from the communities we service across all Pathfinders' locations, with the development of further tactical recruitment approaches underway.

WHS

The Workplace Health and Safety team continued to ensure organisational compliance with WHS standards and legislation and provided appropriate resources for effective WHS consultation with all staff.

The year has been one of consolidation and stabilisation of the organisational structure of Pathfinders with the review of all programs and expansion of –Links to Learning and the Aboriginal Early Learning and Development program.

Indigenous Strategy & Engagement

As a mainstream community service 'Not-For-Profit' company Pathfinders Ltd services continue to attract a constant and growing Aboriginal and Torres Strait Islander client-base. Our Senior Manager of Indigenous Strategy & Engagement has worked strongly with our staff, Executive and partner agencies in ensuring Pathfinders provides complimentary tailored services and partnerships with Indigenous services to ensure our Indigenous families and clients feel safe and supported in all of our services.

PATHFINDERS NATIONAL ABORIGINAL BIRTH CERTIFICATE PROJECT

The first ½ of the 2017/18 FY has seen a major achievement of Pathfinders Ltd with the very successful delivery of the final stage of our Pathfinders National Aboriginal Birth Certificate program (PNABC).

Our dedicated PNABC staff and very supportive volunteers, partners and pro bono contributors, saw us provide 8,331 Free Birth Certificates (BCs) for young Aboriginal and Torres Strait Islanders peoples, their parents and carers. This was well above the identified 7,500 BCs identified as a requirement by our funding body. The PNABC was funded by the Department of Prime Minister and Cabinet (PM&C) in the 2.5yrs of the PNABC program. As much as the success of the program has been greatly praised and recognised for supporting young people in their educational journey e.g.; to enrol into preschools, higher education and into employment, a most startling finding within the statistics of the PNABC has been that approximately 31% of all of our BC Applicants had not previously registered their birth with their respective State Registrar of Births Deaths & Marriages (BDM) Office. These findings strongly demonstrate that the PNABC program being delivered in communities is offering greater access to our people to gain 'identification' ie; a Birth Certificate, to participate more fully in all of the opportunities our wider society may take for granted.

Unfortunately prior to the closure of the PNABC program on 31 December 2017, the PM&C identified their inability to further fund the PNABC program. We are continuing our endeavours to win funding to resurrect the provision of Free Birth Certificates to as many Aboriginal and Torres Strait Islanders peoples as possible.

PATHFINDERS STRATEGIC INITIATIVES

Pathfinders' continues to have a growing Indigenous client-base which has been readily recognised as a major component of our client contacts. In Pathfinders more readily supporting them, we have implemented the appointment of a Reconciliation Working Group (RWG) which has been meeting for both the development and implementation of the Pathfinders Reconciliation Action Plan (RAP). The finalisation of each step in our RAP journey will impact greatly on what influence our Policies and Procedures development so that they are more complimentary and supportive to the desired goals of our Indigenous clients and communities.

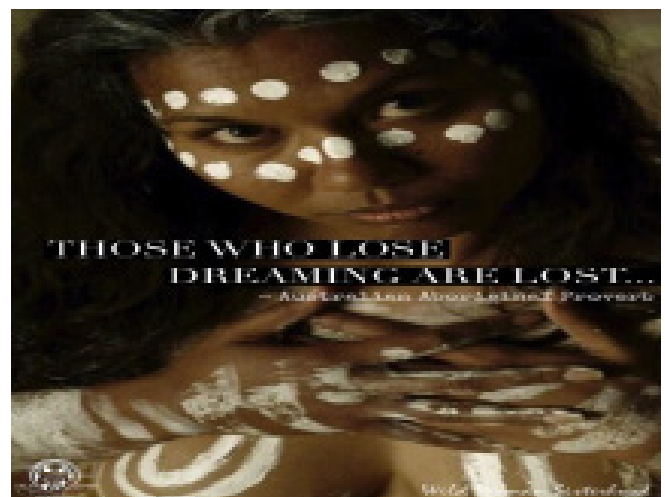
Complementing the work of the RWG and supporting greater engagement and partnering with Aboriginal and Torres Strait Islander people and services, Pathfinders has instigated partnerships with, and gained the endorsement of Memorandums Of Understanding with both the Northern Regional Aboriginal Alliance (NRAA) (i.e.; a consortium of 14 Local Aboriginal Lands Councils) and the Bila Muuji

Aboriginal Health Services Incorporated (i.e.; a consortium of 11 Aboriginal Medical Services). Both consortiums offer partnering in culturally tailored complimentary support and partnering in targeted Indigenous projects.

Pathfinders Ltd considers that our membership of Aboriginal and Torres Strait Islander representative bodies ensures our ready maintenance and awareness of up-to-date needs and targeted policy changes which ensure their needs are better met in service delivery. Pathfinders' access to local, regional and national Aboriginal representative bodies has been significantly enhanced through our membership of SNAICC and AbSec, attendance at local Aboriginal Inter-Agency forums, Men's Group Meetings, AECG meetings, AMS committee meeting and Local Aboriginal & Regional Aboriginal Lands Councils meetings.

Supporting our Aboriginal staff is important to Pathfinders and we have a significant number of Indigenous staff, retaining and supporting them is fundamental to Pathfinders success.

Pathfinders is maintaining a strong engagement in providing services to the Indigenous community and meeting the Prime Minister's 'Closing The Gap' targets', and we are continuing our 2017 initiative of the 'Aboriginal Early Learning and Development' program (Infancy & Early Childhood), and a 'Links To Learning' program (High School Students Attendance and Completion), which are supporting 'Closing The Gap' targets of Education i.e.; Infancy & Early Childhood, and School Attendance.



DIRECTORS REPORT

Your directors present their report on the company for the financial year ended 30 June 2018.

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 2017-2018 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 (OOHC), Disability Services, youth refuge, women and children's refuge, supported accommodation and outreach housing services and Family Referral Services (FRS) throughout the New England and North West Tablelands (NENW), Mid North Coast (MNC) and Far North Coast (FNC) of NSW.
- Investing in the development of the Pathways Out Of Home Care Service, including significantly expanding the Pathways Foster Care Program and increasing capacity in the Pathways Residential Care Program through additional contracted placements, developing and implementing the Pathways Clinical Care Team to align with the Family and Community Services (FACS) OOHC Reforms and the Permanency Support Program, the establishment of new residential units and recruitment and training of additional Pathways staff.
- Providing education support and engagement services for vulnerable and disadvantaged children and young people.
- Operating the NENW and MNC Family Referral Services including engagement with schools by providing educational and Domestic Violence programs for children and young people.
- Contributing to Statewide policy development through participation on Peak Body Boards including ACWA Board the NSW peak body for child welfare and child protection, NCOSS, FONGA and Yfoundations.
- Continuing to implement Pathfinders Strategic Plan 2015-2020 and developing organisational KPI's to measure progress and achievement of goals.
- Providing a range of child protection and family support services enabling children and young people to remain with their family and in their community.
- Enhancing Pathfinders ICT system.
- Playing a key role in consolidating relations between FACS, Health 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.
- Operating a Support Your Path National Disability Insurance Scheme (NDIS) program for people with disability in the Glen Innes Shire.
- Strengthening Pathfinders commitment to reconciliation between Aboriginal and Torres Strait Islanders and Non Aboriginal Australians by continuing the development of Pathfinders Reconciliation Action Plan with Reconciliation Australia.
- Advocating to advance 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.
- Conducting Pathfinders Festival of Abilities in Tamworth, in conjunction with Tamworth Local Council and Pathfinders Ability Links Program.
- Conducting the 5th annual Pumpkin Run distributing more than 10 tonnes of pumpkins donated by the community 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 Mrs Hurley and attended by government and non-government partner organisations.
- Establishing Pathfinders educational programs including the Aboriginal Early Learning and Development Program and the Links to Learning Program across the New England and North West.
- Consolidating the NSW Residential Care Police Protocols in partnership with FACS, Police and Pathfinders.

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.ngo). 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:

Directors Name

- Fiona Miron
- Rosemary Curtis
- Andrew Gahan
- Tim Catterall
- Zia Knorles (resigned 2 September 2017)
- Berne Gibbons
- Alex Shaw (appointed 29th November 2017)
- Alyssa Lincoln (appointed 29th November 2017)
- Anastasia Glushko (appointed 29th November 2017)
- Michael Sivaraman (8th September 2017 till 29th November 2017)

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 twenty years. As a mother of two children, she has a keen interest in issues affecting families and young people.



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

Deputy Chair, Board of Directors
Chair, 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 worked in Business banking and is currently working as the head of Legal and Securities with the Regional Australia Bank. 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 children.



Rosemary Curtis

Qualifications

N/A

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 a District Officer. Rosemary has also worked as a manager in CDEP and as an Aboriginal Liaison Officer with the Department of Education 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.



Tim Catterall

Qualifications

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

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

Zia Knörles

Qualifications

Bachelor of Financial Administration (University of New England)

Member, Institute of Chartered Accountants Australia

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 organisations.

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.



Berne Gibbons

Qualifications

Corporate Leadership Diploma (specific to Mayne Health)

Diploma of Business - Business Stream

Australian Pharmaceutical Manufacturers

Association- Graduate Diploma/Distinction

General Nursing certificate [NSW]

Special Responsibilities

Member, Risk Committee

Experience

Berne has a background in Nursing and the Pharmaceutical Industry spanning 30 years, where she held senior roles such as Product Manager for Anaesthetics, Head of Hospitals, CEO for Central Hospital Supplies and Managing Director for Vitro Software Pty Ltd. Here, she developed an interest in providing digital health records and strategic use of information.

Berne has consistently contributed to progression of technology to improve healthcare for all Australians and has been committed to advancing Digital health in Australia for over 15 years.

Berne has a special interest in registering the Births of Aboriginal people through the Pathfinders National Aboriginal Birth Certificate Program. Berne is currently the Associate Professor of Industry - Faculty of Health of University of Technology, Sydney.

Anastasia Glushko

Qualifications

Bachelors of International Relations, Australia National University

Special Responsibilities

Member, Risk Committee

Experience

Anastasia currently holds the position of Director of External Engagement at the Commonwealth Treasury and is the Founder and CEO of the “Why Not You Project” – a not-for-profit that works with governments, NGOs and universities to improve higher education access for young people in foster care. Anastasia possesses years of comprehensive communications, community relations and business experience.

Alex Shaw OAM

Qualifications

N/A

Special Responsibilities

Member, Finance Committee

Experience

Alex is a recipient of the Order of Australia (OAM) for his extensive service to community including as CEO at the Royal Freemasons’ Benevolent from 1994 to 2016. Alex has also been instrumental in guiding and growing Foresight Australia and is a key member and past president of Rotary Club Sydney.

Alyssa Lincoln

Qualifications

Bachelor in Financial Administration (University of New England)

Graduate Dip Business

Chartered Accountant

Special Responsibilities

Member, Finance Committee

Experience

Alyssa has worked in financial management and chartered accounting for the past 17 years in Queensland and NSW.

Alyssa is currently working at UNE as an accountant with the Finance Department.





Michael Sivaraman

Qualifications

Registered Nurse in General Nursing (1974), Psychiatric Nursing (1970), Geriatric Nursing (1984), Post Grad in Nursing Admin (1972), Basic Method of Instructions in TAFE Teaching (1992), Certificate IV in Workplace Training & Assessment (2004), Advanced Diploma in Community Sector Management (2006), Justice of Peace in NSW since 1996.

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:

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

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

Meetings of Directors

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

Directors Meetings

	Eligible to attend	Number attended
Fiona Miron	13	12
Rosemary Curtis	13	10
Andrew Gahan	13	12
Tim Catterall	13	11
Berne Gibbons	13	10
Anastasia Glushko	7	4
Alyssa Lincoln	7	6
Alex Shaw	7	6
Zia Knorles	2	2
Michael Sivaraman	4	2

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 enhance Pathfinders' governance systems, quality assurance and continuous improvement systems; consolidation of Pathfinders Strategic Plan 2015-2020; operating women, children's and youth refuges to provide emergency and crisis accommodation and shelter; continuing our work to establish a rural foyer project providing vocational training and employment opportunities for homeless and disadvantaged young people in Glen Innes; expanding services particularly in the area of foster care and residential care; increasing the training, mentoring and employment opportunities for our young people leaving Out of Home Care through work skills projects and traineeships; obtaining funding to continue the important work of our National Aboriginal Birth Certificate Program; enhancing the profile of the organisation through website, branding and social media presence and continuing to enhance the quality of the Company's services; enhancing Pathfinders research and evidence based approach to service delivery through our ongoing partnership with University of New England; embedding the Sanctuary Model within Pathfinders in partnership with McKillop Family services; enhancing Pathfinders Media and Marketing and Information and Communication Technology systems.

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	20	\$10	\$200
Total	20	\$10	\$200


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: 1 November 2018



Director
Dated: 1 November 2018

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

PATHFINDER'S LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2018

	2018 \$	2017 \$
Revenue	22,373,389	15,010,789
(Loss)/Profit on sale of assets	(15,233)	(3,992)
(Loss)/Profit on disposal of assets	(165,244)	-
Administration expenses	(905,609)	(807,862)
Borrowing costs	(11,703)	(24,548)
Depreciation and amortisation expense	(554,887)	(554,578)
Employee benefits expense	(15,903,850)	(10,620,725)
Occupancy costs	(4,601,505)	(3,149,345)
(Deficit)/Surplus before income tax expense	194,298	(150,382)
Income tax expense	-	-
(Deficit)/Surplus after income tax expense	194,298	(150,382)
Other comprehensive income	-	-
Total comprehensive income for the year	\$ 194,298	\$ (150,382)

This statement has been extracted from the audited financial report which is available upon request from the Company. No audit opinion has been expressed over the extracted reports.

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2018

	2018 \$	2017 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	3,098,471	1,701,087
Trade and other receivables	1,344,254	1,386,011
Financial assets	-	406,381
Other assets	59,953	28,657
TOTAL CURRENT ASSETS	4,502,678	3,532,135
NON CURRENT ASSETS		
Property, plant and equipment	3,585,813	4,151,581
Intangible assets	127	11,562
TOTAL NON CURRENT ASSETS	3,585,940	4,163,153
TOTAL ASSETS	8,098,618	7,695,279
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	1,192,025	1,223,017
Financial liabilities	340,028	327,149
Provisions	996,406	890,538
Other liabilities	1,505,282	844,620
TOTAL CURRENT LIABILITIES	4,033,741	3,385,324
NON CURRENT LIABILITIES		
Financial liabilities	600,000	789,788
Provisions	83,146	212,204
Other liabilities	-	111,358
TOTAL NON CURRENT LIABILITIES	683,146	1,123,330
TOTAL LIABILITIES	4,717,695	4,508,654
NET ASSETS	\$ 3,380,923	\$ 3,186,625
EQUITY		
Funding body reserves	-	26,653
Planned maintenance reserve	158,649	123,202
Accumulated funds	3,222,274	3,036,720
TOTAL EQUITY	\$ 3,380,923	\$ 3,186,625

This statement has been extracted from the audited financial report which is available upon request from the Company. No audit opinion has been expressed over the extracted reports.

PATHFINDERS LTD - EXTRACT REPORT

ABN 64 146 004 324

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2018

	2018 \$	2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	25,052,173	15,144,708
Interest received	7,087	39,989
Payments to suppliers and employees	(23,662,323)	(15,244,785)
Interest paid	(11,703)	(24,549)
Net cash (used in)/provided by operating activities	1,385,244	(84,639)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(214,522)	(865,145)
Proceeds from sale of plant and equipment	6,371	107,610
Net receipt from/(payment for) investments	408,391	350,625
Net cash used in investing activities	198,240	(408,910)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings	(196,960)	(321,020)
Proceeds from borrowings	12,860	204,453
Net cash (used in)/provided by investing activities	(186,080)	(118,587)
Net (decrease)/increase in cash held	1,397,404	(608,116)
Cash at the beginning of the financial year	1,701,067	2,309,183
Cash at the end of the financial year	\$ 3,098,471	\$ 1,701,067

This statement has been extracted from the audited financial report which is available upon request from the Company. No audit opinion has been expressed over the extracted reports.

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 624

DIRECTORS' DECLARATION
FOR THE YEAR ENDED 30 JUNE 2018

The Directors declare that the financial extracts of Pathfinders Ltd for the year ended 30 June 2018, as set out on the 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: 1 November 2018

Pathfinders

Contact Us

87 Beardy Street
Armidale NSW 2350
PO Box 1052
P: 02 6771 1527
F: 02 6771 1548
E: admin@pathfinders.ngo



ANNUAL REPORT

2017-2018

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