

30
years

Annual Report
2013

FIND **your** path





pathfinders

FIND **your** path

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ABOUT PATHFINDERS

Pathfinders Vision

Pathfinder's Vision is that all children, young people and their families will have a home and family where they feel they belong, are free from abuse, neglect, discrimination and inequality and are able to achieve and contribute to their full potential in Australian society.

Pathfinders Mission

Pathfinders aims to make a positive contribution to the lives of children, young people and their families through the provision of appropriate, timely and high quality community based support services which ensure the safety, emotional security and connectedness to community of our children, young people and their families.

Pathfinders Principles of Service

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

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

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

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

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

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



Pathfinders programs and services include:

- › youth social, recreational and vocational programs
- › family referral services to ensure assistance gets to families and their children when they need it
- › information and referral assistance to link clients with appropriate support agencies
- › refuge and supported accommodation services to young people
- › child protection and family referral services
- › field placements and training for local TAFE and University students seeking employment in human services
- › provision of residential out of home care services, foster care support programs and foster care programs for children and young people under the guardianship of the Minister for Community Services
- › provision of family preservation services, supervised contact, therapeutic camps/activities and after care services to vulnerable children, young people and their families
- › Tilbuster - Working Farm for young people and Centre for Learning and Excellence in Circle of Courage – Residential & Foster Care.

CEO REPORT

It is with pleasure that I present this annual report to our members, partners and stakeholders for 2013. This year marks the 30th Anniversary of our organisation. As we reflect on our achievements in 2013 it's also important to consider our history to see just how far we have come over the past 30 years.

A Proud History of Community Service and Achievement

From our humble beginnings 30 years ago as a youth refuge, the organisation we now know as Pathfinders Ltd has developed into one of the Region's leading providers of community services to families, children and young people. Pathfinders is now a key player in the community services networks across the New England and North West Tablelands.

Pathfinders now provides family support services, early intervention and child protection services. We also provide out of home care services - both residential and foster care, refuge and supported accommodation services for homeless youth. Pathfinders delivers specialist youth services like our 'Open Door' service at Glen Innes. We are also developing our Tilbuster Working Farm project for young people.

Pathfinders has established offices in most major townships across the New England and North West Tablelands.

Pathfinders also has an international vision through our disability project work in Ghana and in 2014 we will be working in Vanuatu to improve access to educational opportunities for young people.

These are significant achievements for any community service organisation and particularly so for a smaller regional organisation.

From our youth refuge beginnings, through the tremendous efforts of our staff who are located throughout the region and our Board, Pathfinders now cares for over 3000 families, children and young people each year.

There are many examples in Pathfinders current work which illustrate our organisations continuing commitment to the same core values of serving our communities and our clients which has made this organisation grow in strength over the decades. In 2013 our services like Inverell Family and Youth Support Service (IFYSS), New England and North West Family Referral Service, Pathfinders Non Placement Support Service and Open Door supported many families to care for their children and keep them safe. Our SHS services accommodated many homeless young people.

In 2013 a number of our young residential clients in Pathways had their photography displayed in the NSW Parliament. The work involved in producing these photos and getting them to the exhibition where they received awards, tells a story in itself. It is a story of staff dedication in caring and striving for the best in our clients. This story is frequently repeated across our organisation's varied services each week.

Other young people have helped re-build the fences at our Tilbuster Working Farm as part of a vocational skills project. Others are learning how to weld steel, do farm repairs and to grow vegetables. At some point staff and young people will together harvest and market onions, pumpkin and potatoes.

As a result of Pathfinders collaboration and partnership with 'Backtracks' a number of our clients are participating in vocational skills training. Their success in training has led to a meeting with the Prime Minister earlier this year and performances at dog training and jumping competitions as part of 'Backtracks'!

CEO REPORT

In addition many young people and families have participated in our weekend family fun day and activities at Open Door in Glen Innes and the 'Toughen Up Challenge' in Inverell which was jointly sponsored by Pathfinders.

Other success stories include our New England and North West Family Referral Service which supports hundreds of vulnerable families across the region and has also played a leading role in our partnership with Minimbah to obtain birth certificates for all Australians. Our IFYSS family support service assists families, children and young people and operates a playgroup at Ashford. Our Refuge and Tenterfield Inverell Glen Innes Youth Services (TIGYS) services assist hundreds of young homeless people each year to find accommodation and lead successful lives in our communities.

Pathfinders has also historically taken a leadership and advocacy role in our communities and this was evident prior to the recent Federal election when Pathfinders co-hosted a regional 'Q&A' forum with the Armidale Chamber of Commerce.

There have been more successes in 2013 including that Pathfinders partnered with a Ghana based NGO to build a disability centre in Ghana.

In 2014 we will partner with a local church organisation in a project to build and maintain school buildings in Vanuatu. A number of our young clients will participate in this program assisted by the skills they have acquired through the Pathways 'Circle of Courage' program. These small successful steps result in our young people feeling they belong, knowing how and where to seek assistance and having somewhere to call home.

These achievements are not new to Pathfinders. They have been commonplace and part of our

culture for many years. These achievements are due to the efforts of our staff right across the organisation and the region. They are happening everyday in each of our projects and have been happening for years and years. They result in improvements to the well-being and safety of families and children. I hope you will continue to read this annual report to learn more about the great work each of our projects and staff do across the New England and North West Tablelands or visit our website to learn more about the work we do.

Following on from our growth and development and the achievements of which we can all be proud, it is significant that this year former NSW Supreme Court Judge, the Honourable James Wood AO QC has joined Pathfinders. Mr Wood in accepting his appointment, said he was honoured to become the Patron of Pathfinders and assist the organisation to continue its good work in the community. His support, advocacy and guidance will be of tremendous value and assistance to our organisation as we grow and develop and we welcome and greatly appreciate his ongoing involvement with Pathfinders.

CEO REPORT

The Change Environment – Meeting the Challenge

Looking back over our history, past and current members and staff of Pathfinders identify ‘change’ as being a recurring theme over the past 30 years. If anything they say the pace of change has increased.

Last week, for example, Pathfinders was responding to the vast changes underway as part of the ‘Going Home Staying Home Reform’ of the homelessness sector. The week before Pathfinders was seeking to expand on its foster care funding from Round 2 of the OoHC transition.

Much of the current ‘change’ is significant. The current homelessness sector reforms, for example, are as far reaching as the establishment of the SAAP program was nearly 30 years ago. As the Region’s leading advocate for disadvantaged young people Pathfinders has maintained a consistent and evidence based approach to the reform making it clear in regional and state forums, workshops and planning committees that resources must be made available to provide quality care and support to homeless young people. We have argued that the reform must result in improved outcomes and support services for young homeless people, not a reduction of services and beds in regional or urban NSW. Such an outcome is not ‘reform’ and will only add to the burden of other youth service and support systems including OOHHC, Child Protection, Adolescent and Mental Health, Juvenile Justice, Family Support Services and Education. A diminution of bed numbers and support services will further endanger our young people already affected by homelessness, family breakdown, domestic violence and disconnection from mainstream services including education.

Despite the frequent changes in our industry, Pathfinders has had tremendous success in adapting to change and will continue to do so. Through careful management and planning Pathfinders has been able to adapt and benefit from change.

Our success is based on a successful 30 year record of providing quality services to disadvantaged families and young people; a sound governance model and expert Board of Directors; sound operational systems and procedures; a strong local presence in our communities across the NENW; a clear vision for Pathfinders as a not for profit community based human services organisation and a highly skilled and committed workforce including volunteers, driving through real innovation and improvements to our practice and programs.

These key organisational attributes allow Pathfinders to adapt to change and deliver services which build and maintain a platform of safety, practical support, advice, case management, information and referral to individuals and families in need. They enable Pathfinders to effectively manage the growth in demand for our services and the corresponding need for increased high quality services.

Planning Out Our Future and Building on the Past

In managing change throughout our 30 year history Pathfinders has transformed and adapted to the needs of our industry, communities and clients. Looking forward with vision and planning, will ensure Pathfinders continues to successfully manage and adapt to change.

It is important to celebrate our 30th Anniversary and acknowledge our achievements. We plan to do this formally on Friday 6th December 2013 when

Pathfinders will hold its 30th Anniversary dinner. As an organisation we have excelled in meeting our many challenges. We have grown in size, skills, organisational systems and effectiveness. We have a cohesive team and caring culture. We are widely recognised for the quality services we deliver across a number of program areas and the leadership role we take on social issues across our region.

Unfortunately now is not the time to rest on our past successes. It is at this very time we need to evaluate our systems, processes and models striving to refine and improve the services we deliver to families, individuals and our community.

As Pathfinders begins its fourth decade, our Board and all staff will be commencing a strategic planning process that will further build and refine Pathfinders future vision. This will ensure our organisation is positioned to fulfil its ambitious and important social charter.

My sincere thanks to you all for your hard work and the care you extend to our clients and to our organisation.

I look forward to working alongside you and leading Pathfinders in 2014.

Alan Brennan
CEO
Pathfinders LTD



HR

Service Description

Human resource management (HR) in Pathfinders is a relatively new defined function. HR comprises both the big picture and fine detail of staff relationships within the organisation. It provides the structure in which staff are recruited, employed, trained, managed and exited from Pathfinders. Most importantly, it ensures that staff have a quality work environment in which they can grow and succeed in their work life, whilst the organisation is able to meet its organisational objectives.

The Year in Review

The Year 2012 saw an increase in resourcing of the HR Function which allowed a more strategic focus and detailed direction to commence. This direction had a specific focus on the environment of support to Managers and Staff whilst ensuring the Pathfinders Philosophy and values were adhered to and legislative compliance was achieved.

The staffing profile increased in size for a number of Pathfinders programs with particular focus on reviewing both external and internal recruitment and selection processes, including the review of orientation and induction processes to ensure staff engagement and to increase the longevity of Staffs employment time with Pathfinders. This was in recognition of the complexities and nature of the industry in which services are provided.

Other areas of focus were rostering strategies, Award compliance at completion of transitional arrangements, employment designations and taking more innovative approach to job sharing arrangements where appropriate. The career pathing and succession planning strategies were also reviewed with further opportunities for

internal transfer, secondments and acting positions being introduced.

Planning and implementation strategies were supported by the HR area at the strategic level of the organisation moving into the Foster Care arena.

Other specific areas of focus of HR was also in the management of workers compensation claims, unfair dismissals, and performance management and disciplinary matters.

Directions for Next Year

HR will continue to focus on facilitating changes within the broader Pathfinders organisational culture and staffing structure to ensure adherence with current and future legislation and best practice. Primary focus will be to ensure continued staff engagement, career pathing, training and development for staff with job satisfaction, with the aim of increasing staff retention within a challenging work environment.

FRS

Service Description

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

Mission

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

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

Services Provided

FRS provides the following services:

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

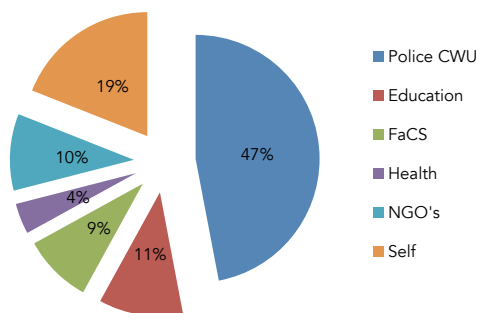


FRS

The Year in Review

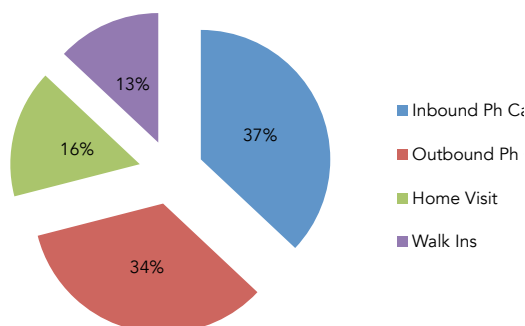
2013 is the first year we have been able to use the FRS database to retrieve data and present it graphically. Due to the fact that the database was not used for the whole of 2012 we cannot easily show comparisons between this year and last year. We do know that we are tracking very similarly to previous years.

We are now able to see where most of our referrals come from:



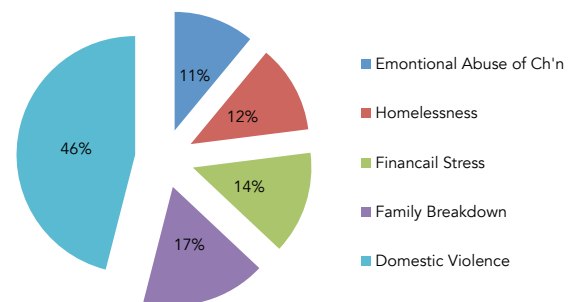
Where our referrals have come from

How a referral is made to us:



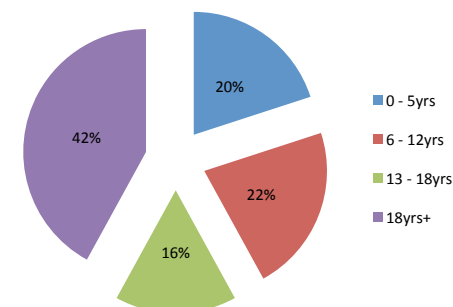
What are our client's primary vulnerabilities?

Client vulnerabilities



And also a breakdown of the age groups of our clients:

Age groups of clients



FRS is very pleased to say that over 40% of the clients we have supported this year are Aboriginal. There is an element of success to be recognised with this fact. Up until May of 2013 FRS has not had an Aboriginal worker for any length of time. The fact that we have still been able to engage shows the hard work and cultural sensitivity of all FRS staff.

47% of all referrals made to FRS this year have been 'Complex' referrals. By definition this means that more than one member of the family being referred has a vulnerability and that each member who does have a vulnerability, has more than one.

FRS

The FRS Team across the region has serviced over 500 families. They have done this via more than 10,500 occasions of service. This means phone call, home visit, case meetings etc. 117 of our families have benefited from our ability to provide some level of assistance via the Brokerage component of the program.

Directions for Next Year

The plan for next year will be to continue the great work that is already being done by this Team. We will endeavour to secure our place within Aboriginal Communities across the New England and North West and develop partnerships that will strengthen and increase the capacity of those communities.

Stabilise our existence in the Moree region via a reliable and consistent presence. We hope to achieve this through targeted selection of high quality staff for the Moree office.

Community Involvement

Staff regularly attend various Interagency Forums such as:

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

FRS Staff have also participated in 50+ Community Events with other service providers across the region throughout the last 12 months.

In Moree with:

- › Miyay Birryay
- › Moree Family Support Service
- › Northcott Society
- › UNE
- › In Inverell with:
- › Inverell Family & Youth Support Services
- › Benevolent Society
- › Community Services
- › Centrelink
- › UNE

In Tamworth with:

- › Northcott Society
- › Challenge
- › TAFE
- › Centrelink
- › Benevolent Society
- › Family Support Services
- › UNE
- › Local Schools
- › NSW Housing
- › In Armidale
- › UNE
- › EACH

IFYSS

Service Description

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

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

Staff and Training

IFYSS has seen a few changes in the previous twelve months in relation to staff. Cath Ellis, Program Manager has left the organisation after a period of 5 years. Cath has played an integral part in establishing and maintaining the high standards of the IFYSS organisation.

Lynn Lennon, formerly Adolescent Support Worker with IFYSS has stepped up into the role of IFYSS Manager/Family Worker and continues to maintain the strong community links with services and clients that sees IFYSS as a trusted and reliable service within the Inverell community.

IFYSS was able to secure funding from Community Drug Action Team (CDAT) to attend training in Gosford to participate in the much heralded Holyoake Drumbeat Program. The Drumbeat Program is an evidence based therapeutic intervention tool using Djembe Drums. The program engages young people quickly through music, provides a sense of connectedness, with self

and others, reduces stress and anxiety, allows for creative self-expression and most of all, is fun!

This program uses Djembe Drums to facilitate group work. The drums allow participants to speak for them, breaking down many obstacles that some have when it comes to discussing feelings and emotions. The workshop covers teamwork, emotions, belonging, what community is, peer pressure, drugs and alcohol – to name a few.

In addition to Drumbeat, Lynn also attended Family Therapy Soul Collage training in Brisbane. This program is a form of arts therapy and is very subtle in its approach. Clients are encouraged to create a collage of pictures onto a card – this card is then used to delve into issues of the sub-conscious, which are affecting the client today. A very powerful tool which addresses the here and now – but is the culmination of the client's own self-realisation.

Stephanie Mouthaan has held many hats during the last year, initially employed to write and produce the domestic violence program "Power and the Passion". Steph has stayed on with IFYSS in the role of Family Worker, working with families and children aged 0-12 years.

During 2013 Steph attended the Early Years Conference in Armidale which was hosted by Armidale Family Support Service. The conference was held in the beautiful grounds of the Old Teachers College in Armidale. Keynote speakers included: Mary Jo McVeigh, Founder and Principal of Cara House, Centre for Resilience and Recovery, Anthony Semann, Director of Seamann & Slattery – consulting and research company and Julianace Nkrumah, co-ordinator of the NSW Police Force Multicultural Community Liaison Officer program. The sessions attended were What's Love Got To Do

IFYSS

With It? – The Psycho-biology of Trauma, Recovery and Growth – presented by Mary Jo McVeigh and Strong & Deadly Forever – presented by Justina Collins, Cath Faulkner, Mary Munro, Aleisha Brown, Maxine Ross, Lisa Fitzgerald and Ann Chaffey.

Firth Ferguson continues to support IFYSS in the role of Program Development Officer and is currently finalising a budgeting program that will support IFYSS clients, not just with budgeting but with advice on how to access subsidies and deductions that they may be entitled to.

Year in Review

Domestic Violence Joint Program

IFYSS was approached by Correctional Services NSW to join them in a joint Domestic Abuse Program targeted at men who have been convicted of a domestic violence offence against their partner or spouse.

The program will see Correctional Services NSW working with the perpetrators of domestic violence and the partners/spouse and children who indicate their willingness, will work with IFYSS. This approach will see the sharing of information to provide feedback on perpetrators improvements or set-backs in their pursuit to improve their behaviours.

The shared goals of this program are to contribute to the safety of women and children, contribute to holding men accountable for their use of violent and controlling behaviour and to foster a whole-of-community response to the issue of men's violence towards women and children.

Drumbeat

After attending the Holyoake Drumbeat Program,



Lynn commenced a 10 week program with 15 aboriginal students at Macintyre High School. Initially the participants were hesitant due to working with a musical instrument, however after learning the basics, which are very few, quickly settled into the program.

Discussion has flowed freely with the girls finding the activities an easy outlet to express themselves and discuss topics which are relevant to them today. Discussion of the presentation in front of the entire school has drawn much debate, however all participants have pledged their attendance on the day. One participant, a very good singer, has also pledged to sing on the day (which will be her

IFYSS



Achievements/Challenges & Acknowledgements

Inverell Toughen Up Challenge

The inaugural Inverell Toughen Up Challenge was the brain child of Lynn Lennon, Adolescent Support Worker, IFYSS and Nick King from Nick King's Lifestyle Studio. It was decided to form a committee to raise funds for the community of Inverell and promote health and fitness for all.

The event was held on Saturday, 9th March at Rugby Park, Inverell. A total of 24 teams (96 competitors) registered for the day with 100% attendance. Teams travelled from Armidale, Moree, Wyallda, Tamworth and Newcastle and was well supported by local teams from Inverell.

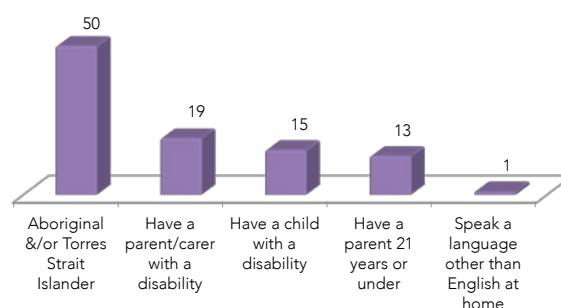
Participants endured a grueling course which included a hay bale climb, tyre run, chin ups, rowing machine, a 100 meter swim, a 5km run, prowler push and sandbag carry but the highlight of the day was the mud crawl. Just to push participants a little more burpies, push-ups and dips were included. The final leg, the mystery leg, involved contestants having to carry a bucket of water by a rope handle and fill a large container to overflowing. This was a great end to the event and one most enjoyed by the spectators on the day.

Pathfinders and IFYSS were major sponsors of this event and thanks to their valuable input this event will continue in 2014 – with predictions of double the entries of 2013.

The final amount raised on behalf of Inverell Shire

Council to assist with extensions to the local skate park was \$3,167.57. For more information on this project please visit the website www.inverelltoughenup.com.au

Snapshot of Families/Young People



Parenting Program

The Parenting Essentials program had previously been split into 4 x 2 week workshops to allow participants more opportunity to complete, as opposed to an 8 week straight program.

Indications initially showed positive movement with most workshops being booked out and waiting lists having to be implemented. A trend developed throughout the year with many indicating interest in attending. However numbers participating in the workshops are minimal.

This decrease is possibly due to Community Services no longer being able to refer their clients to IFYSS, although they may attend on a voluntary basis. Moving forward the program requires investigation into timing, content and location as a way of improving attendance at these most worthwhile sessions.

IFYSS

Indigenous Hip Hop Project

IFYSS was again invited to assist with the co-ordination of the Sexual Health Awareness program in conjunction with Armajun Aboriginal Medical Health Service. After the success of the program in 2011, it was believed that this program would be a valuable resource for the youth of Inverell and surrounding areas.

The program is relevant to youth as it incorporates Hip Hop dance and Rapping into the curriculum – a great way of engaging youth.

This year saw the “Deadly Styles” performance attract over 500 students from Tenterfield, Tingha, Glen Innes and Inverell. Seven students from Inverell were selected to attend the annual Hip Hop Workshop in Melbourne in November 2013. This is an indication of the hidden talent amongst the youth of our area when given the opportunity to showcase their skills in an environment relevant to them.

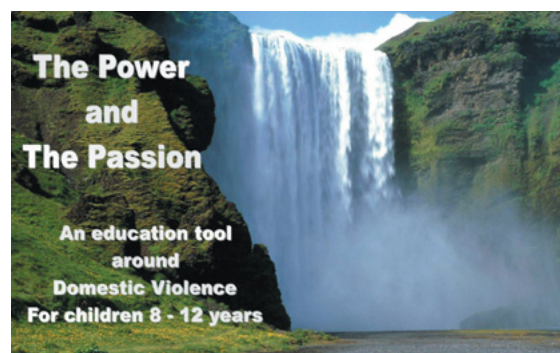
The Power and the Passion

The Power and The Passion is an education tool that has been developed in response to the need for education programs covering the topic of Domestic Violence for 8 – 12 year old children within the New England area.

After consultation with various support agencies and NSW Police Domestic Violence Region Co-ordinator, it was considered there was a need to develop the tool in an age appropriate manner to educate children around the issues of Domestic Violence.

The education tool has been developed for use by Family Support Services and Primary Schools in a safe environment. The topics included in the education tool are Psychological, Physical,

Emotional and Verbal abuse. The program includes video clips, role plays and discussion around the areas covered.



Directions for Next Year

A major goal for the coming year is filling the positions of Aboriginal Family Worker Co-ordinator and Aboriginal Family Worker - Trainee positions. It is hoped with a new format these positions will be filled early in the year. This will also see the re-opening of the Ashford Bun Bun Playgroup – a much needed resource.

Youth in today's society are still coming to terms with the advantages and disadvantages of social media. Focus will still be maintained on providing students of the Inverell area with workshops to combat bullying, on-line safety, strategies for self-resilience and improving self-esteem. It is hoped that with successful funding applications this will be achievable.

For families and children the Family Workers will be focused on early intervention strategies to assist parents and carers with the daily demands of raising children in today's society. Current parenting programs will be re-evaluated and emphasis placed on client's needs.

NPSS

Service Description

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

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

This program has a Manager and currently up to 8 direct support workers some of whom work for other Pathfinders Services, including TIGYS and Inverell Pathways. These employees undergo relevant checks and a training program to ensure they can meet the needs of children and young people in Out of Home Care and their families.

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

The Year in Review

The NPSS program has undergone a lot of changes in the last 12 months, we have had to cope with the new fee structure, a loss of funding for

Community Services which dramatically lessened the amount of work, a changeover of clients from Community Services to NGO OOH services, one of which decided they wanted to do their own supervision but due to a few establishment issues we have retained some of their work, the second organisation has been happy for us to carry on with our existing clients.

Our work load has increased a bit in the new financial year and fingers crossed it will continue to increase. We still have the same amount of workers and are operating at just below capacity.

I have also been assisting Michael Smart in getting the Foster care Program up and running. We held an information session in the Vivian Street Premises which went really well.

I am now co-located with the Family Referral Program and despite some teething issues in relation to internet access and phone line access, it is working out well.

Staff and Training

Currently there is a Manager and up to 8 workers undertaking NPSS work, Myself and 3 other workers work solely on the NPSS program, 2 of our workers also work for other Pathfinders programs and 2 work for outside organisations.

- › I attended Case Management, an Introduction and Case Management: Building Practice training
- › I continue to run supervision sessions with Staff members, this is a good way to let them know they are doing a good job and to positively face issues that may arise
- › The fortnightly staff meetings run on timesheet day, continue to be positive for the program. Staff enjoy the opportunity to get together and



discuss issues relevant to everyone. It is a good opportunity to information share on mutual clients, debrief to people with similar issues, discuss rosters and make any necessary changes, allocate the work vehicle and the on call workers for the fortnight. I also use it as an opportunity to raise any issues that have occurred, disseminate information relevant to staff and service delivery, work on OHS risk assessments and any other OHS issues

- › All staff are currently up to date with their First Aid Training.

Achievements and Acknowledgments

As with previous years I would like to thank my staff who continue to be wonderful, they really put everything into the service provision, they are loyal, dedicated and professional and I have received

much positive feedback both from Community Services and clients.

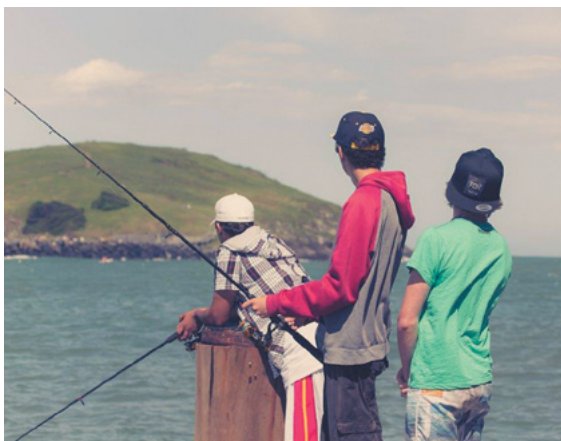
I would like to thank Scott for providing me with guidance, support and supervision, and Sharon and Mark who assist me greatly.

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

Direction for next year

I would like to see the NPSS program grow and develop and to continue to provide service delivery for other NGOs who are providing OOHC, and as our own OOHC gets up and running to provide services for children and young people in Pathways OOHC.

PATHWAYS



Service Description

The Pathways OOHC Program provides residential care to young people with high and complex needs. Residents range in age from 12 to 18 years and live in Armidale or Inverell. We are contracted by the NSW Department of Family & Community Services (FaCS) to provide 14 placements. At present, the majority of those with Pathways are boys in the age range of 15-17 years. An additional 2 Semi Independent Living Packages are available to support those leaving care. Pathways staff are dedicated, skilled and experienced and provide high quality care and support to young people who have experienced significant levels of trauma in their lives. There are 3 caseworkers, 2 Team Leaders and around 25 direct care staff rostered on 24hrs a day 7 days per week. The service is therapeutic being primarily informed by the Circle of Courage model which focuses on promoting growth, learning and development in 4 key areas: Belonging, Mastery, Independence and Generosity.

The Year in Review

2012/2013 will surely go down as a period of significant reform in the OOHC sector with the transition of most children and young people out of FaCS care and to NGO providers such as Pathfinders. This restructure has provided many challenges and opportunities for Pathways as we continue to be the major residential care provider in the New England. We have actively participated in constructing and shaping how children and young people are cared for in NSW. Our staff have participated in working groups, regional wide reviews, made submissions and provided feedback on policies and procedures in the sector. We have advocated for a system that is fair, compassionate and caring for each individual young person.

To accommodate change a number of internal adjustments were made in the past year. Significantly, the Tamworth Residential Unit was 'reconstructed' in the later part of 2012 and was running as a stable and high quality service prior to its closure in mid 2013. This was unfortunate but reflected the reduced referrals made via FaCS's new electronic system. This did, however, provide an opportunity to consolidate the program and make enhancements in Armidale. In many ways, for a service of Pathways size, and considering that most young people now come from out of the area, it made sense that we consolidate. The Armidale unit was expanded with 2 high class cabins allowing for selected residents to start preparing for transition to independent living whilst residing in a supportive environment. The Inverell unit remains a beacon of stability and an example of best practice in these turbulent times. It has consistently been at capacity and has done well working with males.

PATHWAYS

Our staff are amazing! This year we appointed 2 highly qualified staff to caseworker positions and this has brought consistency to the program. Our 3 caseworkers are: Tim Grey, Melina Purcell & Lea Woodward. There is fantastic cooperation between them and they do great work day in day out. We have been blessed with 2 outstanding team leaders in Laura Pigott (Armidale) and Scott Dodd (Inverell). Both are tireless in their efforts to run their units for the benefit of the young people and staff. Their jobs are often not easy and I am very grateful for their dedication and commitment to the organisation. This is also true of staff working in the units with the young people. They show patience, creativity and resilience in building trusting relationships. I applaud their efforts over this past year as we have taken on ever more complex young people.



This year we continued to see young people in the program make gains against the odds. Some were fortunate to meet the PM through their involvement in the Backtrack program, others gained employment, drivers licences, moved into independence, re-engaged and achieved in education, were restored home and the list goes on! Yes, there are the 'not so great moments' as well, however, we can find that in the lives of all the

young people in the Pathways program there have been opportunities for growth and change. I think, over time, the relationships developed between staff and young people, and the everyday little things will together make a difference for which all at Pathways can be proud.

Directions for Next Year

Pathways have commenced its foster care program and expects to be providing a range of foster care placements across the region in 2014. This is a new initiative and broadens the base of the program beyond high and intensive residential care. This development will give greater coverage – providing care at various levels and for the age group 0 to 18 years. The existing Pathways residential program is set to change to 3 separate gender units – this will mean we will have 2 units in Armidale and 1 in Inverell. It is expected that the ongoing restructuring of the sector will lead to other opportunities to grow in the coming year.

The work of professionalising the Pathways approach and bed down the program philosophy and ensure consistent practice between staff and units will continue in 2014. This will involve ongoing training and development – particularly through our partnerships with others in the sector. With HR we will solidify and build on recruitment practices helping to ensure we are getting quality staff. There will also be ongoing efforts to build supports and professional development opportunities for staff as we recognise the difficulties and importance of their work.

PDU

Service Description

The Project Development Unit (PDU) builds the capacity of the organisation to attract funding for new and existing projects and programs.

The PDU works with the CEO and Program Managers to identify priorities for growth and to develop project ideas. Funding opportunities are then sought from a variety of sources and grant applications submitted.

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

The PDU also has a role in reporting project/program progress to funders, and with the addition to the service of our Program Development & Publicity Officer, project implementation and publicity.

The Year in Review

Focus shifted during 2012/13 from smaller one-off grants to a number of large and significant multi-year tenders.

A total of 18 tenders and applications were submitted totalling just under \$8 million.

Achievements:

- › Our international project in Ghana West Africa – the construction of a Disabilities Assessment Centre - was completed with glowing praise from the Village Chief and Department of Foreign Affairs and Trading. We have taken up the invitation to submit a further proposal for funding to complete the security fence and extension to the building
- › Open Door Youth Centre received wwa grant from the Commonwealth Bank to run a Cooking Program for its participants, and a grant from FaHCSIA that enabled Open Door volunteers to obtain a Certificate in Active Volunteering from TAFE
- › Pathfinders were one of 5 organisations in the region shortlisted for funding under Regional Development Australia Fund for renovations to the Tilbuster homestead
- › Networks and partnerships with outside organisations and services were built and strengthened by collaborating on projects and grant applications, e.g. Act For Kids Queensland, Regional Development Australia, NSW Police New England Local Area Command, Armujun Aboriginal Health Service, Northern Inland Community College, EACH Reconnect, Inverell High School, Macintyre High School and Duval High School
- › Jake McCue joined the PDU in May with the title Project Development & Publicity Officer. Jake assists in implementing funded projects and coordinates the associated media and publicity.



Directions for Next Year

Continue to support the growth of Pathfinders through identifying and applying for funding opportunities, including areas not yet touched upon.

Assist the CEO and Finance Manager in developing streamlined monitoring and reporting processes.

Community Involvement

Community involvement included attendance at the Tilbuster Driveway Opening where I had the chance to meet and chat with our local MP and supporters of the Tilbuster development. Events like this are important for building contacts and support for current and future activities of Pathfinders.

The backing of the community is crucial when proposing projects and programs to funders. I spoke with countless individuals who agreed to support our organisation's work by providing references and/or letters of support. There are too many to mention individually but I would like to acknowledge the continued support by the New England community.



QUALITY ASSURANCE

Service Description

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

The Year in Review

2012 was an eventful year. There were several important tenders / expressions of interest, including our successful Foster Care accreditation and Housing Registrar re-accreditation. Much of the year saw the continuing unfolding of the Going Home Staying Home reviews and forums.

The Armidale Youth refuge program underwent a significant program review and change management to bring it inline with current GHSH guidelines and best practice.

Policy and Procedure reviews rolled out include TIGYS, Open Door and the Armidale Youth Refuge as well as 3 reviews and upgrades to the corporate sections of the Policy and Procedure Manuals covering off on Complaints and Grievances, Code of Conduct and Staff management.

Quality Assurance was involved with the Tilbuster steering committee, which was formed to oversee the Tilbuster partnership program (yet to be named), which includes EACH, Community Colleges, Rob Taber and Jobs Australia. This project will breathe life into Tilbuster as it bootstraps programs for, with and involving youth with the eventual aim of creating a 'living farm' as a youth centred vocational enterprise.

The Pathfinders brand saw further development with the deployment of new project and complaints brochures across the organisation.

Directions for Next Year

Next year will present ongoing opportunities and risks for Pathfinders.

Quality Assurance will be involved in assessing, planning and responding to those risks and challenges posed by GHSH, the current funding environment and Pathfinders need to actively express its vision in an increasingly complex and under-resourced sector.

ARMIDALE YOUTH REFUGE

Service Description

The Armidale Youth Refuge and Outreach Service provides an intensive transitional service for young people 13-18 and supported accommodation services for 16-25 year olds in the Armidale area. The service can accept young people who are homeless or at risk of homelessness from all over the state. Clients may be self referred, or be referred by Juvenile Justice, Community Services or other Non Government Agencies.

The Year in Review

2012-2013 has been an eventful year for the service. There have been changes in structure brought on by the Going Home Staying Home (GHS) reforms, changes in management, award changes and ongoing continuous improvement.

The GHS reforms have involved forums, consultation and sector wide input. The refuge has had representation at all the forums and presentations that it could access including those held at Sydney and Tamworth. The NSW government has recently announced that all SHS services will be put to a selective invited tender, to which the refuge will complete its registration of interest.

The refuge and outreach service received their draft Policy and Procedure manual in the first quarter of this year bringing them in line with both best practice and the GHS guidelines.

The refuge was refurbished by the NSW government for wheelchair access, and has had its maintenance outsourced to Homes North.

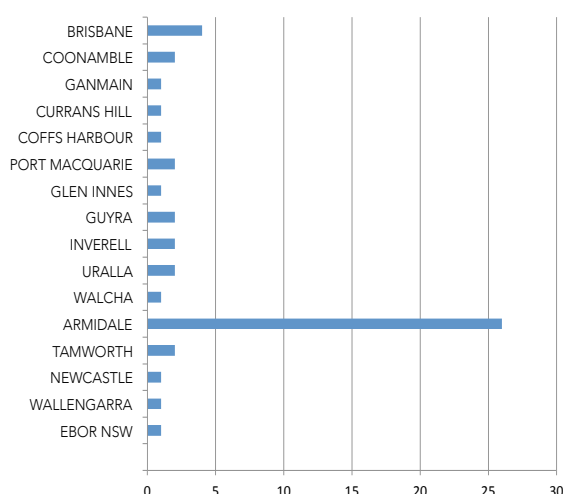
The back offices were re-converted to bedrooms and office space created in what was the games room.

The refuge has changed management several times in the last 18 months as well as reviewed and changed its management structure. Staffing was a major issue for the refuge throughout most of the year; sickness and other issues accounting for many casual hours.

The outreach service which was a separate service was collapsed back into the refuge, to better utilise available resources and ensure quality of service to the clients of this program.

The refuge and outreach service have continued to offer excellent service to an increasingly complex client group, with an average time of 19.3 days stay per client, achieving 92% bed nights (percentage of rooms occupied) over the last 12 months, helping 59 young people (and their children). The breakdown of our client groups and outcomes are as follows:

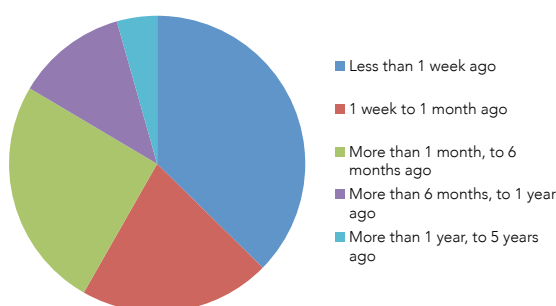
Clients last residence before becoming homeless



ARMIDALE YOUTH REFUGE

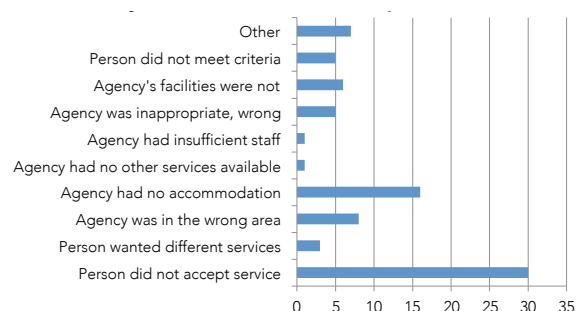
Clients were homeless or at risk of being homeless for a variety of reasons and for various lengths of time.

Time since last permanent address

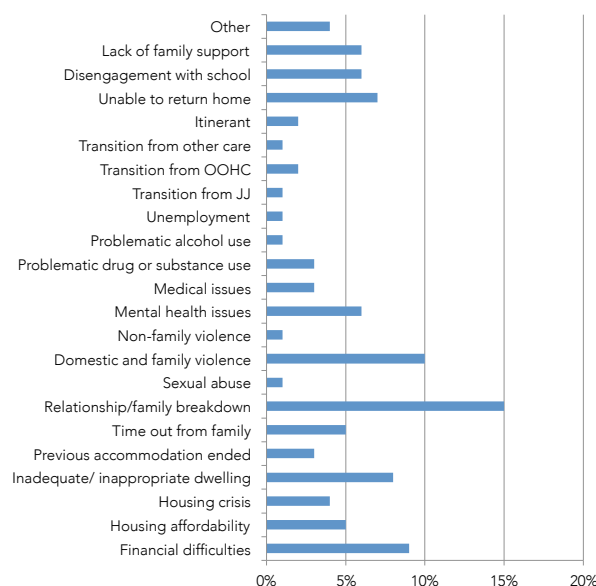


Some clients could not be helped and the reasons why are:

Why services could not be provided



Reasons for Seeking Assistance



MOU's were discussed for review and formalisation of standing agreements between the refuge, Tamworth Youth Care, EACH and the Woman's Refuge.

ARMIDALE YOUTH REFUGE

Directions for Next Year

Next year the refuge will continue to prepare for the changes being rolled out by the GHSH reforms. It plans to hold a spring/summer brunch inclusive of as many services as possible in the Armidale area. Further work will be done to formalise agreements between the refuge and other service providers. The Policy and Procedure Manual will have been reviewed by all staff and been finalised for the next 2 years.

Community Involvement

The Refuge was involved in Youth Week again this year as well as hosting an Autumn Interagency Brunch for Pathfinders which was well attended by various government and NGO agencies.

The refuge invited agencies to morning tea to build on existing relationships and help workers strengthen their knowledge of services offered by each agency.



TIGYS

Service Description

The Tenterfield, Inverell, Glen Innes Youth Service supported accommodation services for young people 16-25 and supported accommodation services for 16-25 year olds has now been providing these services for more than ten years. The service can accept young people who are homeless or at risk of homelessness from all over the state. Clients may be self referred, or be referred by Juvenile Justice, Community Services or other Non Government Agencies.

The program is run through two sole person agencies, one located in Inverell and one in Glen Innes. TIGYS Glen Innes auspices the Open Door project.

The Year in Review

The GHSH review has been the background which has highlighted a busy and challenging year for TIGYS. The GHSH reforms have involved forums, consultation and sector-wide input. The refuge has attended all the forums and presentations it could access, including those held at Sydney and Tamworth. The NSW government has recently announced that all SHS services will be put to a selective, invited tender, to which TIGYS will complete its registration of interest.

The Inverell project saw staff changes with Alyson leaving for her honeymoon, being eventually replaced by Kirsty as the job share person working with Mary.

Inverell

NSW Health in conjunction with TIGYS Inverell set up a needle exchange site at the Vivian Street premises.

Glen Innes

Lisa Smith began working one day a week and as relief worker on holidays in March. Lisa has had training with SHS and keeps the data up to date. She also helps out as a volunteer with the Open Door Program.

Open Door

The Open Door Program is still active.

Open Door has purchased a transit bus. After much searching a ten seater bus with wheel chair access was found and purchased for Open Door.

Open door has invested in training for its volunteers and ensuring everyone has a current 'working with children check' via the new WWCC system.

Open Door has conducted many activities this year including:

- › The fun day run by TIGYS and Open Door. This was a great day attended by more than 80 young people and their families
- › Camping trip with EACH to Yaraandoo Ebor
- › Fishing trips
- › The new Open Door bus has transported the group to 4 outings which included ten pin bowling and swimming in Inverell's heated pool (to assess each young person's swimming abilities), one day laser tag, a bush walk in the rain forest at Mulligans Hut and the Gibraltar Range National Park. All these activities included either a picnic or a barbeque lunch.

Open Door continues to operate even though it no longer has ongoing funding or a location to run from. TIGYS has helped out by re-organising the back of TIGYS for a craft centre for young people.

TIGYS

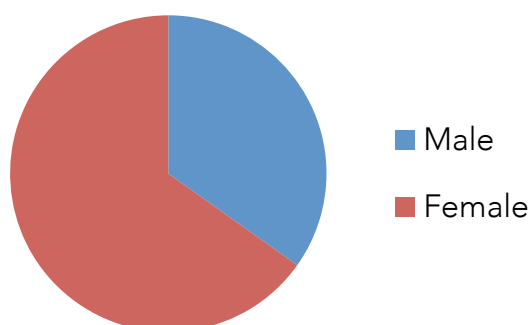
This will be run by workers and volunteers.

TIGYS Program

The TIGYS service received their Policy and Procedure manual in the first quarter of this year.

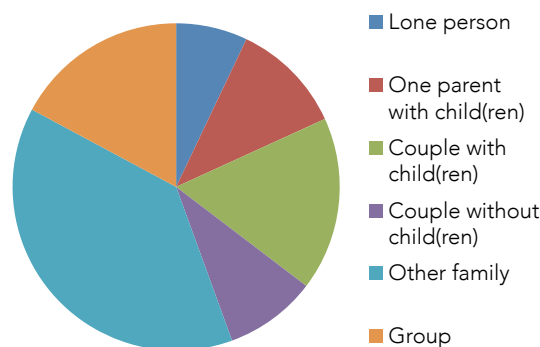
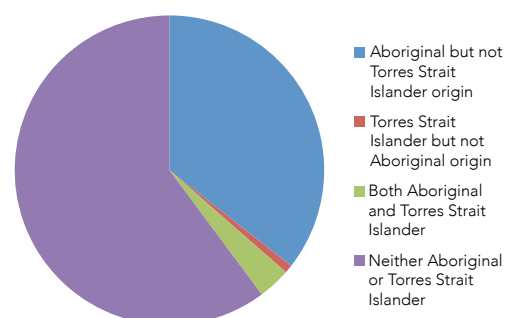
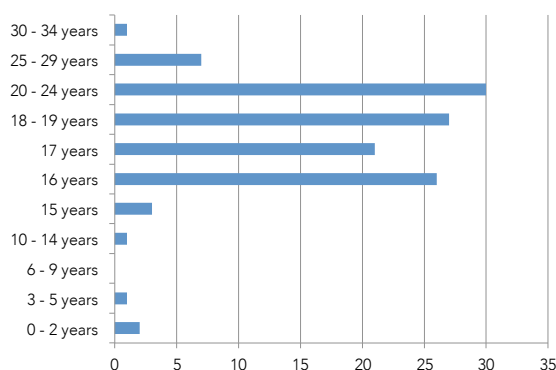
The greatest challenge for both TIGYS services is housing availability for clients.

The TIGYS project has had a successful year, helping 120 young people who were homeless or at risk of being homeless, 51 of whom were rehoused by TIGYS. The breakdown of our client groups and outcomes is as follows:

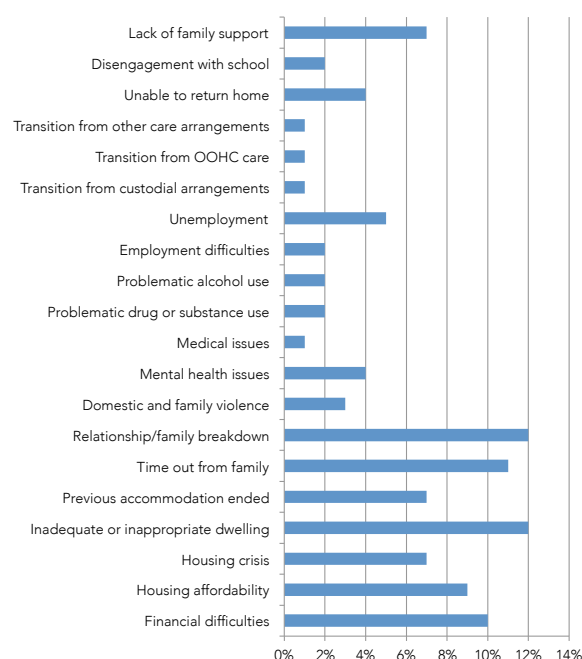


Breakdown of clients by sex

Breakdown by age and culture and family



Clients starting location



TIGYS

Directions for Next Year

Next year TIGYS will continue to prepare for the changes being rolled out by the GSHS reforms.

TIGYS Inverell will settle into the IFYSS building, having moved from its Vivian street premises.

TIGYS Glen Innes will:

- › Advocate for more places to help accommodate our Homeless Youth. One way which may assist in this matter is by introducing shared accommodation. Interest has been shown by Homes North to assist us with this venture. We are in current negotiations regarding this matter
- › Keep well informed by participating in training and networking with the community and relative services
- › Introduce small training programs with our youth group in relation to living independently. Many of those who form our youth centre end up becoming clients for supported accommodation. We look at this group as “our early intervention group” hoping to prevent homelessness of the very young as we are seeing now.

Open Door will:

- › Utilize the Tilbuster property and show the youth how to make, manage and grow vegetable gardens plus possible trailer building where certificates can be obtained for the learned skills involved
- › Begin Craft, Art, Aboriginal Culture, and Health programs in October 2013
- › Begin a TAFE cooking program for which Open Door received funding from the Commonwealth Bank

- › Conduct ongoing Fossicking and bush walks at Torrington, and
- › Ongoing Fishing and Yabbying at Emmaville (hopefully at weekends).

Both services will continue to ensure the best possible outcomes for their clients.

Community Involvement

TIGYS Inverell participated in the best employment/linking together networking day held at both Inverell and Tingha (attended by a range of services and the public).

TIGYS Inverell was also involved in NAIDOC celebrations and participated in running activities with other programs and organisations including FRS, IFYSS and EACH.

Tigys Inverell also supported a sexual health youth initiative coordinated and conducted by EACH.

TIGYS Glen Innes participated in the community via:

- › Involvement with Place Team meeting
- › Interagency Client Discussions
- › Rural Homelessness, New England client work and meetings
- › Second Bite program for Open Door and TIGYS
- › Glen Innes Council Youth Interagency
- › Woolworth's food program for the Open door
- › Involvement with TAFE training for volunteers
- › Community and Police meeting re our youth
- › Good Partnerships with Homes North Community Housing
- › An ongoing partnership with the High Schools
- › An ongoing relationship with EACH with whom,



DIRECTORS REPORT

Your directors present their report on the company for the financial year ended 30 June 2013.

Principal Activities

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

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

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

- › Operating several community based family, children and young person focused services and programs, including family support, juvenile justice, youth service, child protection, Out of Home Care, youth refuge and supported accommodation services throughout the New England and North West Tablelands of New South Wales
- › Over-sighting consolidation and expansion of Pathways Out Of Home Care Service, including capacity enhancement and obtaining Accreditation to operate a Foster Care Program in NSW
- › Over-sighting development and expansion of the New England North West Family Referral Service.
- › Over-sighting the enhancement of financial and budgeting systems
- › Over-sighting the enhancement of

organisational human resource systems

- › Commencing development, restoration and renovation of the Tilbuster property
- › Oversighting increased engagement with other non-government organisations.

Other activities of the Company are as described in the annual Project Reports and in various other project brochures and flyers. These activities fulfil the range of charitable and community services objectives of the company as outlined below.

The Company is endorsed as an income tax exempt charitable institution, on the basis that it is an institution that is established and operated to advance or promote a charitable purpose. The main charitable purposes have been nominated as the provision of housing and supported accommodation to homeless young people; provision of 24/7 residential care 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
- › Pat Schultz (Resigned 24/10/12)
- › Shane Jubb
- › Joe Craigie
- › Ron Binge (Resigned 24/10/12)
- › ABK Abubakar
- › Justin Hardman

DIRECTORS REPORT

› Rosemary Curtis (Appointed 24/10/12).

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

Directors Information



Fiona Miron

Qualifications

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

Special Responsibilities

Chair, Board of Directors Member, Finance Committee

Experience

Fiona completed her Bachelor of Laws (Honors) 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.



Pat Schultz

Special Responsibilities

Deputy Chair (till 24th October 2012), Board of Directors

Experience

Pat brings a wealth of experience and local knowledge to the board. Pat has been a long-serving member of the Pathfinders board and was President of the organisation for many years.

Pat enjoys working with young people and is currently employed as a Social Welfare Worker in Mental Health. Her previous employment has included community welfare work, working with people with intellectual disabilities, nursing at A&NE Hospital and teaching pottery.

Pat has a strong involvement with and commitment to environmental issues and has been a Greens candidate in local and Federal elections. Pat is also actively involved in the National Parks Association.

Pat's family are very important to her and she enjoys spending time with her family particularly her grandchildren.

DIRECTORS REPORT



Shane Jubb

Qualifications

Bachelor of Business
(Accounting) (CSU Mitchell)

Special Responsibilities

Chair, Finance Committee

Experience

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

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

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

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

Joe has Chaired, and been a board member of Tamworth Regional Council's Aboriginal Advisory Committee and Crime Prevention Committees in support of his home community. He was a former Manager and founding Director of the Kamilaroi Development Initiatives Aboriginal Corporation (KDIAC) and has served as a Board Member of ABSEC and Pathfinders. Joe is currently the Director of the Clontarf Oxley Rugby League Academy in Tamworth. These bodies are all associated with his continuing support of young people and Aboriginal youth, a cohort for which he has worked in partnership to bring about their individual prosperity in the educational, social, and economic arenas.



Joe Craigie

Qualifications

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

Experience

Joe is an Aboriginal Man of the Gomeroi Nation and has been a resident of the region all his life, the majority of which has seen him live and work on a regional basis from his Tamworth hometown. He has been a career public servant with both the

Ron Binge

Qualifications

Diploma in Education, Cert III Welfare

Experience

Ron Binge is an Aboriginal man of the Gomeroi Nation and has resided in the New England and North West Tablelands throughout his life. He currently resides in Tamworth with his family. Ron has operated a number of small businesses and more recently owned and operated a motel in Tamworth for a number of years.

DIRECTORS REPORT

Ron is an active member of his local Aboriginal community and has also been involved in a number of community based organisations promoting Aboriginal culture, arts and education.

Ron has qualifications in diesel and automotive mechanics and teaching. Ron currently teaches mechanics and heavy industry at the Tamworth TAFE Campus.



**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 (from 14th November 2012), Member, Finance Committee

Experience

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

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

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



Justin Hardman

Qualifications

Bachelor of Arts (UNE)

Experience

Justin has been a long standing member of the Pathfinders board. He first

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

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

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



Rosemary Curtis

Experience

Rosemary is an Aboriginal Elder currently living in Glen Innes where she volunteers with the Pathfinders program – Open Door.

Raised in Tingha and Mungindi NSW, Rosemary has experienced a very unique, colourful and gifted life to date. During her early stages of her

DIRECTORS REPORT

long and accomplished career Rosemary helped to form the Tingha Aboriginal Corporation, providing local Indigenous families with housing. As well as this Rosemary volunteered with the Health Commission to eradicate tuberculosis amongst Indigenous people living in Tingha and surrounding regions. Rosemary has served with the Department of Aboriginal Affairs and on the Aboriginal Development Commission (now known as ATSIC) as well as serving on numerous other boards and committees.

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

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

Meetings of Directors

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

Directors' Meetings

	Directors' Meetings	
	Eligible to attend	Number attended
Fiona Miron	12	12
Pat Schultz	4	3
Shane Jubb	12	11
Joe Craigie	12	2
Ron Binge	4	0
ABK Abubakar	12	8
Justin Hardman	12	8
Rosemary Curtis	8	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

DIRECTORS REPORT

- and assistance to young people
- › Juvenile Justice services to prevent young people entering the Juvenile Justice system and to assist young people exiting detention and to assist their reintegration into our communities
 - › 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
 - › To provide family and youth support services to enable families to thrive in our communities
 - › To assist homeless children and young people to transition from Crisis and Supported Accommodation and to locate, obtain and retain alternative accommodation and shelter after they have left Pathfinders
 - › To establish and provide a range of vocational, social and recreational programs and activities for families, children and young people
 - › To provide cooking, cleaning and laundry facilities for use by homeless children and young people
 - › To employ youth workers and counsellors to accommodate, supervise, assist and counsel homeless children and young people
 - › To support and provide services to Refugees in our community and to liaise with Refugee Support Groups in the provision of such support and services
 - › To identify strategies and solutions to child, youth and family homelessness and other social and economic disadvantage and to seek to positively influence key Government policies and programs that impact on the well being of our client group
 - › To advocate for young homeless people and their families to ensure their needs are recognised and considered by all levels of Government in the development of social policies and programs that impact on homeless people
 - › To promote and undertake research into youth homelessness, juvenile justice and family breakdown and other forms of social disadvantage
 - › To engage in research and disseminate information about the legal, welfare, medical, educational, housing and family needs of disadvantaged families, children and young people
 - › To increase community awareness and understanding of the needs and disadvantage experienced by homeless young people and their families and assist in the development of appropriate solutions to the problem of homelessness
 - › To make available at the Company's premises information to parents, children and young people regarding welfare, medical, educational and housing rights and to introduce them to and engage them in the existing community and welfare agencies service networks
 - › To collaborate and liaise with the community and other welfare and government agencies to further the 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

DIRECTORS REPORT

Bodies and Governments involved in social welfare activities

- › To provide for the direct relief of poverty, homelessness and disadvantage in the form of money, goods and services to children, young people and families in necessitous and underprivileged circumstances.

The Company's other short and long term objectives include enhancing the profile of the organisation and strengthening our media presence; ensuring financial sustainability; increasing funding; expanding services particularly in the area of foster care and enhancing the quality of its services.

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

Performance Measurement

The company measures its performance by a variety of measures including achievement of specific strategic plan objectives; program goals and objectives; various funding body performance accountability, monitoring and compliance measures; stakeholder and client satisfaction/feedback surveys; key project managers work plans and goals and achievement of financial targets and budgets. The company considers these measures in relation to Pathfinders

performance over previous years, benchmark industry performance and performance against similar non government organisations.

Membership Details

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

Membership Class	Number of Members	Individual Members Contribution on winding up of Company	Total Members Contribution on winding up of Company
Ordinary Members	13	\$ 10	\$ 130
Total	13	\$ 10	\$ 130

Auditors' Independence Declaration

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

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



Fiona Miron
Director

8 October 2013



Crowe Horwath Central North
ABN 91 680 058 554
Member Crowe Horwath International
90 Rusden Street
Armidale NSW 2350 Australia
PO Box 660
Armidale NSW 2350 Australia
Tel 02 6776 5100
Fax 02 6772 9492
www.crowehorwath.com.au

**AUDITORS' INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATION ACT 2001
TO THE DIRECTORS OF
PATHFINDERS LTD**

ABN 64 146 004 524

I declare that, to the best of my knowledge and belief, during the financial year to 30 June 2013 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Crowe Horwath Central North

A handwritten signature in black ink, appearing to read 'Logan Meehan', written over a light blue horizontal line.

Logan Meehan
Registered Company Auditor (ASIC RAN 397211)
90 Rusden Street
Armidale NSW 2350

Dated 8 October 2013

DIRECTORS DECLARATION

PATHFINDERS LTD

ABN 64 146 004 524

**STATEMENT BY DIRECTORS
FOR THE YEAR ENDED 30 JUNE 2013**

In accordance with a resolution of the directors of Pathfinders Ltd, the directors of the company declare that:

1. the financial statements and notes, as set out in pages 9 to 23, are in accordance with the Corporations Act 2001, and:
 - (a) comply with Accounting Standards and the Corporations Regulations 2001; and
 - (b) give a true and fair view of the financial position as at 30 June 2013 and of the performance for the year ended on that date of the company;
2. in the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.



F Miron
Director



S Jubb
Director

Dated 8 October 2013



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

ABN 64 146 004 524

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Report on the financial report

We have audited the accompanying financial report of Pathfinders Ltd, which comprises the statement of financial position as at 30 June 2013, the statement of profit or loss and other comprehensive income, statement of changes in equity and statements of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Directors' responsibility for the financial report

The directors of the company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards' - Reduced Disclosure Requirements and the Corporations Act 2001 and for such internal controls as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with 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.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been provided to the directors Pathfinders Ltd on 8 October 2013, would be in the same terms if given to the directors as at the time of this auditors' report.



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

ABN 64 146 004 524

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Audit Opinion

In our opinion the financial report of Pathfinders Ltd is in accordance with the Corporations Act 2001, including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2013 and of their performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.

Crowe Horwath Central North

A handwritten signature in black ink, appearing to read 'Logan Meehan', written over a light blue horizontal line.

Logan Meehan
Registered Company Auditor (ASIC RAN 397211)
90 Rusden Street
Armidale NSW 2350

Dated 9 October 2013



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