



FIND **your** path

ANNUAL REPORT

2016-2017



CONTENTS

CEO Report	4
Chairperson’s Message	7
About Pathfinders	8
Ability Links	10
Aboriginal Transition To School Program	12
Inverell Family And Youth Support Service	15
Family Referral Service	16
National Aboriginal Birth Certificate Program	19
The Pathfinders Royal	20
Pumpkin Run	22
Links To Learning	24
Specialist Homelessness Services	26
Tilbuster Station	29
Pathways Out-of-Home Care	30
A Closer Look at the Pathfinders Out-of-Home Care Program	32
Program Development Unit	34
Human Resources	35
Information, Communication and Technology	36
Directors’ Report	38

FROM
OUR PATRON

It has been another successful year for Pathfinders. The restructure has given the organisation a renewed focus and energy and a stronger, long-term vision for future directions.

As Pathfinders’ Patron I am continually impressed by the commitment of the staff and management to reject the status quo in their endeavours to support disadvantaged families and children in the towns and regions in which they operate. Their tenaciousness, creativity and refusal to accept failure as an option have become hallmarks of the organisation, for which they are to be congratulated.

This year more than 13,000 children, young people and families have been assisted to find their path by Pathfinders. Young people have learnt new skills or stayed in school, homeless young people and families have been accommodated and supported, more than 3,825 Aboriginal people have received their birth certificate for the first time, and people with disabilities have forged new links within their communities.

We share a common goal - to improve the lives of those less fortunate than ourselves. 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.

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



CHAIRPERSON'S MESSAGE

Pathfinders' values are based on the four principles underpinning the Circle of Courage – of belonging, mastery, independence and generosity. These are the values the organisation seeks to foster in the young people we work with. They are also the guiding principles for the organisation as a whole, as we strive to implement the company's vision and mission. We see them reflected in our staff, whether that be direct care staff or those working in corporate services and I am fortunate to work with Board members who also understand and embody this rich philosophy.

Pathfinders is proudly regionally based, employing now almost 170 staff across the New England North West and Mid North Coast regions of NSW. We are proud as well to work with and employ many Aboriginal people. Pathfinders makes an enormous contribution to the social fabric of the communities it operates in. As has been the case for much of Pathfinders' history, this work is most often performed quietly and humbly, without fanfare or recognition. Pathfinders' work, however, continues to change lives, one individual at a time. It is important periodically to acknowledge the impact of this transformative work, a small selection of which is profiled in this Annual Report.

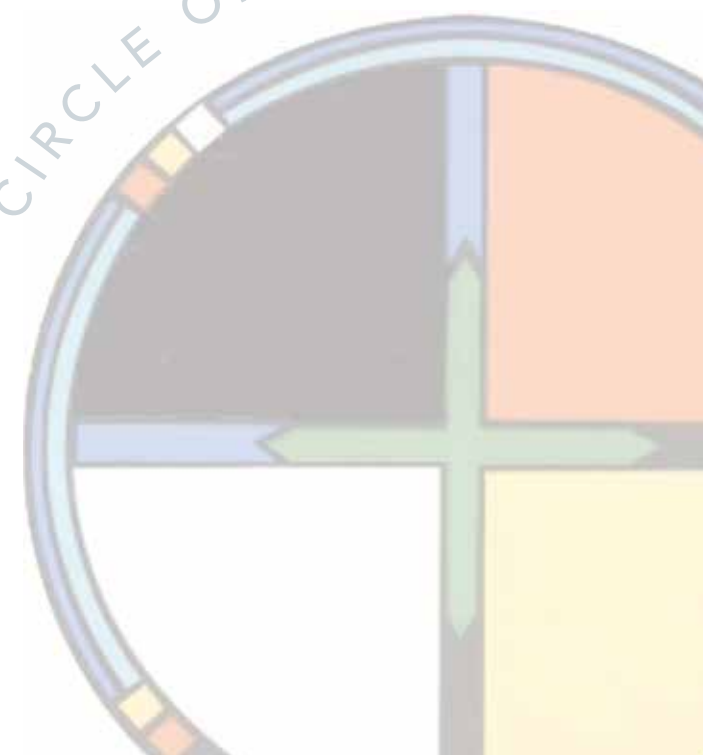
The process of re-tendering has occupied significant time and attention this year. For Pathfinders, this requires an intensive effort from our team. However it also provides us with an opportunity to reflect on the quality of our services and the impressive individual outcomes achieved for our clients, as well as providing a focus on how those services can be further improved.

I would like to thank all of the Pathfinders staff, for their loyalty to the organisation and their commitment to the many people that Pathfinders is privileged to serve. The work of our staff is challenging and complex. It requires individuals who are flexible, great problem solvers, innovative thinkers, empathetic and positive. We are fortunate to have so many staff with these qualities in abundance. I extend special thanks to our CEO, Alan Brennan, for his dedication and continued leadership and vision.

I pay tribute to my fellow Board members, for so generously donating their time and expertise. We have a strong, diverse board and it is a great pleasure working with such a talented and committed group of people. Finally, I wish to thank our Patron, the Hon James Wood, for his continued interest and involvement with Pathfinders.

Fiona Miron

CIRCLE OF COURAGE





CEO REPORT

These past 12 months have been a challenging period for all of us who work in the sector, caring for children and young people.

While we have always considered our systems and processes to be rigorous and robust there is no room for apathy and as an organisation we collectively work towards finding ways to improve the delivery of services to our communities, to those in need and to those in our care.

Some of the ways we are doing this are:

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.

Obtaining our foster care contract during the year was a significant step forward, securing both the ongoing delivery of the program and underpinning our OOHC program.

The foster care contract is both a future growth indicator for Pathways foster care and our related child and family programs like family preservation and restoration program, guardianship and adoption.

We have also been busy developing and implementing the Pathways Clinical Care Team to align with the Family and Community Services OOHC Reforms and the Permanency Support Program.

We have established new residential units and recruited and trained additional Pathways staff. We also hosted a visit and foster carer workshops by Mr Darryl Brougham international foster care expert during NSW Foster Care week.

We have experienced considerable growth over the past 12 months particularly in our Out-of-Home Care program both in the New England and on the coast but also through expansion into education and disability service areas.

To support this growth we have restructured the organisation into key service operational areas, creating some additional layers of management to effectively manage this growth in volume and service complexity and to build a solid foundation for future growth.

We have enhanced the processes and systems in our finance department and strengthened our ICT systems including reviewing and modifying a number of our databases.

A strengthening of Pathfinders' commitment to reconciliation between Aboriginal and Torres Strait Islanders and non Aboriginal Australians was evident by our attaining "Innovate" status with our Reconciliation Action Plan with Reconciliation Australia.

Another highlight was consolidating the Pathfinders National Aboriginal Birth Certificate program and advancing the program into Queensland in partnership with Births, Deaths and Marriages Queensland to assist Aboriginal people across Australia obtain their Birth Certificate, a vital identity document as an Australian citizen enabling full participation in Australian society.

In addition we commenced the establishment of Pathfinders educational programs including the 'Aboriginal Transition to Schools Program' and the 'Links to Learning Program across the NENW' to improve access to education for local families, children and young people.

Through our New England North West and Mid North Coast Family Referral Services we enhanced our program to include engagement in educational and Domestic Violence programs for children and young people.

Another area of focus was our role as a provider of services to people with disabilities in line with the National Disability Insurance Scheme (NDIS). Through Ability Links we connected thousands of people in Inverell, Tamworth, Armidale, Glen Innes and Moree to create social inclusion for people with disability, their families and carers. We held our Third Annual Festival of Abilities in Tamworth, in conjunction with

Tamworth Local Council and Pathfinders Ability Links Program with more than 2000 people participating in the event.

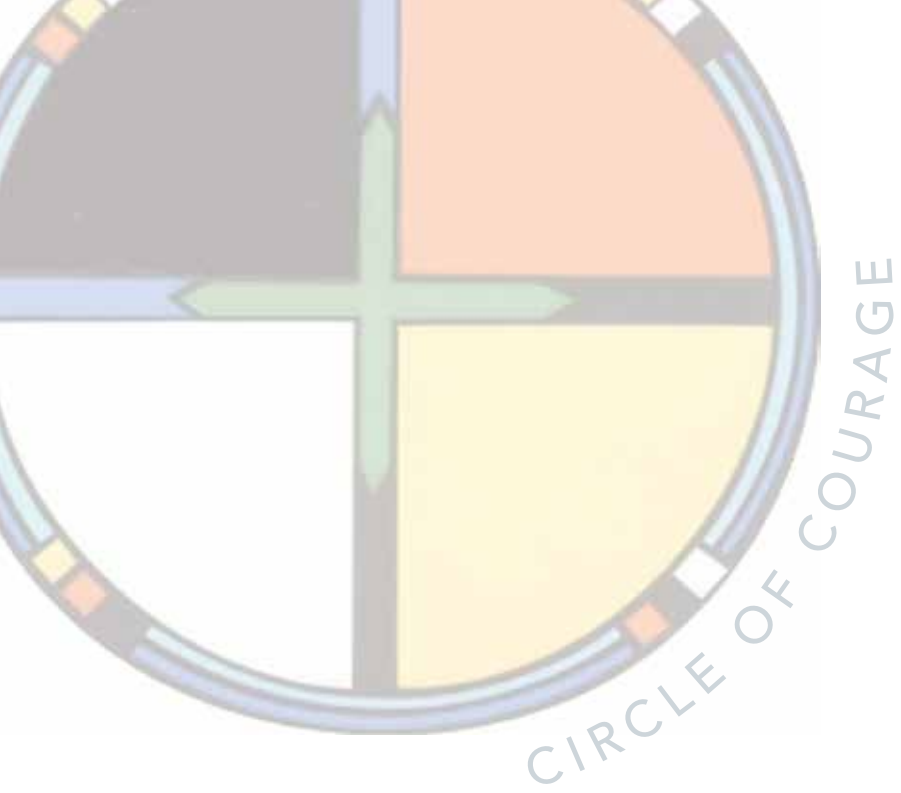
Pathfinders successfully conducted the 4th annual Toughen Up Challenge in Inverell during the year with more than 2000 people involved in the event as either spectators or participants. The Toughen Up Challenge has proved to be a highly regarded community health and family oriented event and now attracts competitors from across the New England region.

We hosted the NSW Governor, David Hurley, and his wife, Linda Hurley, when they toured the Royal at Glen Innes to view the renovations to the building and discuss the future development of the Royal as a Foyer Model for the support, education and employment of young people in the area.

The Governor and Mrs Hurley have been strong supporters of Pathfinders and again generously welcomed us into their home at Government House at the conclusion of the 4th annual Pumpkin Run. This year's run saw us distribute more than 8.5 tonnes of pumpkins donated by the community to women's, children's and young people's refuges throughout Newcastle and Sydney. Despite the loss of our pumpkin crops due to weather events, with the assistance of OzHarvest we delivered tons of beautiful pumpkins gifted by our amazing community. Our Pathfinders young people cooked and served food for disadvantaged people at Soul Cafe and The Mission. Governor David Hurley and Mrs Hurley have invited Pathfinders back to Government House for the 5th Annual Pumpkin Run in 2018!

This year's Annual Services Report is a little different to those you have seen in the past. We have focused on telling stories about the transformative work that we do. I hope you enjoy reading about them as much as we enjoy being able to share them with you.

Alan Brennan



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.



Mayor of Cherbourg Council QLD, Andy Murray
with Pathfinders' CEO, Alan Brennan

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 Transition to School 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

Earlier this year, Kelly was living at home with her mum and siblings. When her mum returned to work full time and Kelly's siblings moved out, Kelly began to feel lonely and isolated. Kelly contacted Bec at Ability Links hoping that she may be able to get assistance to meet new people and get back into the community.

Kelly met with Bec and discussed how she was feeling and how her disability medications would sometimes make her feel hot, tired and uncomfortable, making some days particularly difficult and making it increasingly challenging for Kelly to explore opportunities on her own.

Kelly and Bec discussed different opportunities based on Kelly's interests. Kelly enjoyed doing an array of activities, from dancing to sports to volunteering. She once volunteered at a gym with kids, and it became clear that Kelly loved interacting with others and building social connections.

As fate would have it, Bec had been getting her hair done at a local hairdresser when she heard the staff chatting about wanting to bring on a new staff member to help for a couple of hours per week. After explaining Kelly's story and

her desire to help in the community, Kara at Southside Hair Salon was happy to meet with her.

Within a day of getting to know Kelly, Kara decided to bring her in to volunteer every Wednesday for two hours. On her first day volunteering, Kelly, Bec and Kara cleaned the shelves and dusted together to help Kelly feel more relaxed. After about 10 minutes, Kelly was going full steam ahead. She swept the floors, washed bowls and combs and was shown how to use the coffee machine. Kelly loved it.

Working at the hairdressers was something Kelly never thought she could do before coming to Ability Links. Now, she says she feels supported, confident and happy.

"I'm really enjoying it. I really like talking to people that come in, and I now call the girls that work there my friends."

Bec says any time she sees people from the hair salon, they ask her about Kelly. "The staff love her, and she's grown so much as a result of volunteering with them. She's made friends, joined a gym, dances and takes the buses in town." Kelly even danced with her friends at the Ability Links Festival of Abilities 2017.

Now, Bec says Kelly walks down the streets with her mum and people are always saying, "Hi Kel!"

"She's no longer feeling isolated, and it means so much to her. What more could we ask for?"

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



448

participants helped



17816

community connections made



2000

Festival of Ability attendees



Aboriginal Transition To School Program

SUPPORTING KIDS TO ACHIEVE THEIR POTENTIAL

Amanda’s passion and understanding of children’s needs landed her the role as the Aboriginal Transition to School (ATTS) program facilitator at Pathfinders earlier this year.

That’s how she met her first client, Johnny.

Johnny has a speech delay which has made it difficult for him to interact with his peers. At just five years old, it has been challenging for Johnny to talk to other children, and when they don’t understand him, he grows frustrated and upset.

On his first day at a local playgroup, he only interacted with Amanda and other adults, but not with children. The second was similar to the first. He often avoided other kids and if kids started to play near him, he’d move to a more quiet and secluded area of the room.

Amanda worked with Johnny for a few weeks, practicing his speech and working on his confidence while speaking.

On the third playgroup visit, a new little boy showed up. He was bubbly and friendly, not shying away from talking or playing with others. When this little boy began playing near Johnny, Johnny didn’t walk away. Instead, he turned to face the boy and asked him if he wanted to play Ninja Turtles. He did.

That moment was just the beginning of what has become Johnny’s more social and outgoing personality. His speech has improved, and he’s learning to be more patient when other kids can’t understand him.

Amanda says it’s kids like Johnny that show the true value of the ATTS program.

“The kids’ positive outcomes and moments make the program special and meaningful to facilitate. Getting to work with each child, one-on-one, makes it easier to identify and address their needs so that their chances of successfully transitioning into pre-school and from pre-school to primary school are greater.”

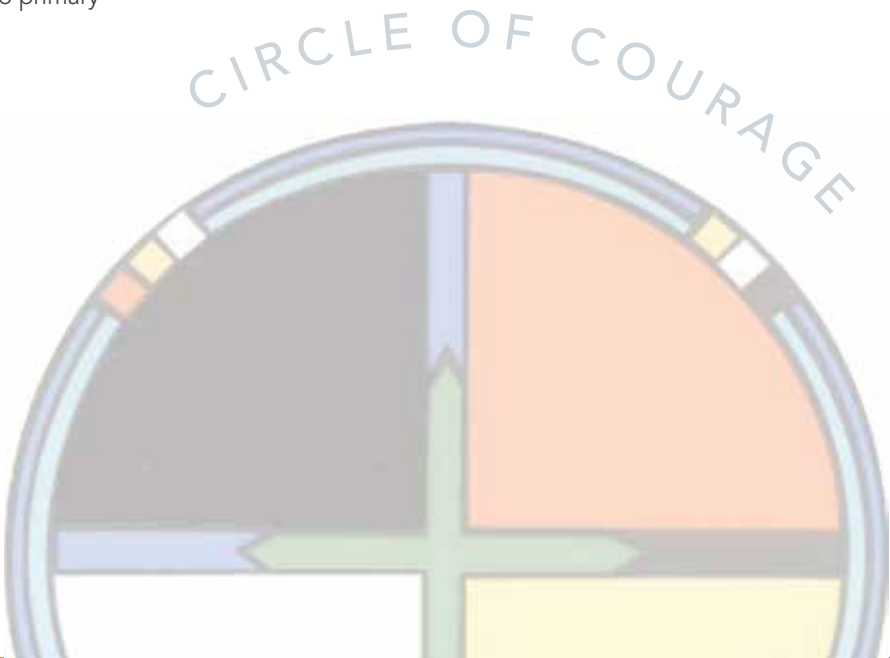
Getting to know and work with each child individually makes the ATTS program a valuable resource for children who may have an array of needs that would benefit from personalised service.

“Each child has a different personality, skill set, likes and dislikes and the most constructive aspect is getting to work with them entirely based on who they are.”

This year, seven other children like Johnny have benefitted from working with Amanda and the ATTS program, and have each experienced a special “Ninja Turtle” moment of their own.

*The young person’s name has been changed in order to protect his identity.

That moment was just the beginning of what has become Johnny's more social and outgoing personality.



Pathfinders Aboriginal Transition to School Program (ATTS) provides Aboriginal children between the ages of 3 and 6 years with access to quality pre-school and school education. Our goal is to make the transition to school as successful as possible for the child and their family.



6

service locations



1

dedicated staff



80%

participation KPI met



42

one-on-one sessions



Young clients like Natalie 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.



5

dedicated staff



60+

participants helped



25+

events/workshops



41

Bunbun Playgroup sessions



Inverell Family And Youth Support Service

BUILDING CONFIDENCE THROUGH MASTERY AND MENTORSHIP

As Angie helped put the final touch of highlight on Natalie's cheeks, she noticed the young girl's chiseled bone structure and thought it would do wonders in front of a camera.

"You should consider modelling," Angie said to Natalie. "You have a lovely facial structure, and it's just what they look for in models."

Natalie beamed a smile that lingered far beyond the hour-long beauty workshop she was attending.

It was moments like this that IFYSS Family Support Worker Madeline "Maddie" Makim was hoping for when she decided to organise the makeup, hygiene and positive body image workshop for some of her young clients.

In her role with IFYSS, Maddie assists several families and young people with matters like parenting strategies, living skills and improving relationships between family members. Some of these clients are confronting difficult situations, including coping with family change, drug and alcohol issues, poor mental health and domestic violence.

Maddie's empathy, understanding and passion for helping others often results in her clients, especially her younger female clients, seeing her as much more than a support worker. To them, she's a mentor.

"I noticed how important it was for these young girls to have strong female role models in their lives, and I thought I could be a part of showing them some amazing, relatable women right here in our town."

Maddie instantly thought of Angie when she began organising the first of what would be a series of workshops

for the young girls and teens. Angie is a master at makeup, eyebrows and eyelashes; someone who is well maintained with a stunningly edgy sense of style; and a very humble, successful and generous female business owner in the Inverell community.

When it was time for the workshop, the five young girls shuffled into the room quietly, not knowing what to expect. Angie prepared the makeup and tools as Maddie excitedly awaited the event, and even more so, the outcome.

They began discussing the importance of hygiene and moisturizer before Angie demonstrated a fresh makeup look for school or work and another for social occasions. The girls then used the tools to apply cosmetics on themselves and each other.

It wasn't long before they were asking Angie about her training which turned into conversations about school, their future aspirations and TAFE courses that they could easily access in town.

The workshop became so much more than a makeup course, allowing the girls to foster social connection and a sense of belonging, develop confidence in the mastery of new skills and find a generous mentor to look up to.

As soon as the girls hopped in the car for Maddie to take them home, they raved about their experience and how beautiful and great Angie was.

Natalie in particular mentioned that she would like to enter the Miss Country Girl Australia model search – a feat she didn't have the confidence to pursue before meeting Angie.

*Names have been changed in order to protect the client's identity.



Family Referral Service

PROVIDING FLEXIBILITY AND UNDERSTANDING TO THOSE IN NEED

Single mum, Jane, lives with her only child in rural New South Wales. Being a young mum is never easy, but for Jane, mental health issues make her days that much more difficult. After suffering significant childhood traumas, Jane was diagnosed with depression at 11 years old and has suffered from suicidal thoughts and attempts ever since.

Earlier this year, the local mental health unit referred Jane to Family Referral Service (FRS) after she once again confronted suicidal ideations.

FRS assists children, young people, and families who do not meet the statutory threshold for child protection intervention, but would benefit from accessing specific services to address current problems, prevent escalation, and foster a protective and nurturing environment.

FRS also links vulnerable children, young people in need of assistance and their families with the most appropriate available support services in their local areas, including mental health support services.

When Jane first came into the Pathfinders' FRS office, she was teary, timid and appeared to have no hope that things could change.

She was already linked with Headspace for a few years so her FRS support worker acted in coordination with the youth mental health intervention service to assist Jane.

FRS supported Jane to attend appointments with Headspace and Housing NSW. For almost three years Jane has been

trying to transfer to a different location to be closer to her family and less socially isolated. Her battles with mental health, however, caused her to have sporadic engagement with support services.

The flexibility of FRS allowed her support worker to drive Jane to and from her appointments with other support services, giving her time to build rapport and trust with those services.

In a matter of weeks, her transfer was approved.

The transfer process to the new region may take a few years, but FRS has already found a service in this area that will case manage Jane even though she still has a local tenancy. The service will assist her to apply for properties in the new region and to complete the application for the Youth Private Rental Subsidy program. They will also assist her to link to the appropriate services once she is housed: Brighter Futures, mental health services, playgroups and preschools.

FRS has continued to assist Jane to attend weekly Headspace meetings and has witnessed a change in her mental health and overall mood. Jane appears more hopeful and happier since her first day at the FRS office.

Jane has remained engaged even though she is travelling back and forth to the new region. Her FRS support worker and other staff are hopeful that for Jane this was the start of her new beginning and these experiences can serve as an opportunity to overcome the trauma that has affected most of her young life.

*Names and other details have been changed in order to protect the client's identity.

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.



2

geographic regions



8

service locations



20

local government areas covered



18

dedicated staff



4985+

individuals and families helped





National Aboriginal Birth Certificate Program

OPENING ESSENTIAL PATHWAYS TO IDENTITY AND INDEPENDENCE

A birth certificate goes far beyond just a piece of paper, and the roughly 7,000 Birth Certificates provided by the National Aboriginal Birth Certificate program prove it. Each one can be life changing!

For one Aunty, finding her daughter's birth certificate gave closure to previous traumatic events.

Well into her 80s now, this Aunty had a mountain of stories depicting the many profound experiences of her lifetime. One of her most joyful experiences happened the week before, when she got married. One of the most tragic ones happened almost 60 years ago when her daughter was removed as part of the Stolen Generations.

In the late 1950s, her three-month-old baby girl was taken from the women's hospital in Sydney. She's attempted to locate her daughter throughout the years, joining forces with LinkUp and the Koori Networks, but she was never able to find her daughter, who'd now be in her late 50s.

Her journey for closure led her to an NABC sign-up day in Wallaga Lake. She was hoping to locate her daughter's birth certificate to give her a sense of peace and a part of her daughter that no one could take away.

Within two months, Hilton and Lynette of the Pathfinders' NABC program in conjunction with the NSW Registry of Births Deaths and Marriages were able to locate her daughter's birth certificate and sent it to her via Australia Post.

When Lynette called to tell her the news, the Aunty became overwhelmed with emotions. Finally she had a piece of her little girl once again.

Stories like this Aunty's are countless among the Aboriginal and Torres Strait Islanders who obtained free birth certificates since the commencement of the program in June 2015.

One young man was able to get a disability pension and apply for housing after getting his birth registered and a birth certificate. It helped him and his carer out of a difficult time in their lives, and they thanked the NABC program staff for making a "seemingly impossible outcome happen."

Another older woman never had identification documents before. After being recently released from prison, she was in a vulnerable situation, at-risk of becoming homeless which then exacerbated her depression and anxiety. She was able to apply for private renting and to locate secure and safe accommodation as a result of getting her free birth certificate.

About 3,000 other applicants obtained birth certificates to further their education and about 4,000 wanted it to pursue work. A myriad of applicants obtained their Learners license, got jobs, opened bank accounts, joined teams and programs, and accessed special services they never could before having a birth certificate.

For the Aunty, young man, older woman and the rest of the thousands of Australians who now have a birth certificate, the benefits, rewards and impact of the program will have long lasting social and personal benefit, which makes Pathfinders even more determined to source additional funds to keep this vital program operating.

The Pathfinders Royal

CREATING A CENTRE OF HOPE AND OPPORTUNITY

Before concluding her visit to the newly acquired Pathfinders building in Glen Innes, the wife of the NSW Governor, Mrs Linda Hurley faced the staff, community members and young people who'd gathered in the renovated structure and asked them to do one last thing – sing along to her tune.

Mrs Hurley, standing on freshly constructed wooden steps in the old Royal Hotel, sang "You Are My Sunshine" once on her own before asking the crowd to sing along three more times, encouraging enthusiasm and intensity with each and every round.

From the young people to the respected local Elders, it seemed like everyone had chimed in by the last turn, filling the historic building with the sounds of warmth, hope and opportunity – a sign of what is to come with the work Pathfinders will be doing with the building.

Pathfinders invited Mrs Hurley and His Excellency General The Honourable David Hurley AC DSC (Ret'd) earlier in the year to visit the community hub, which Pathfinders aims to transform into Australia's first regional and rural foyer.

More than 30 people, including council members, school principals, local workers and Pathfinders staff and young people toured the grand building, peeping into the myriad of rooms on the ground level and upstairs.

The aim of the centre is to provide support for residents to develop the skills they need to lead fulfilling, independent and productive lives.

Extensive work has been done to the old hotel, including the fit out of offices, community and learning centres, new bathrooms and disability compliance installation.

CEO of Pathfinders, Alan Brennan, said the long-term vision was to turn the former hotel into Australia's first regional and rural foyer.

"They provide a valuable integrated link of health, employment and education support services for underprivileged and disadvantaged young people," he said.

"In addition there are long-term plans to open up areas of the building to the community in the form of office space and training centres. The size and location of the Royal Hotel make it a fantastic venue for the project."

Pathfinders Senior Manager of Innovation and Development, Jo Hall, said the Foyer model allows young people to participate in an arrangement with an organisation that requires commitment from both parties.

"Accommodation, training and education support, mentoring, development of living skills, assistance to achieve education and employment outcomes are just a few of the positive outcomes that are available through participation in the proposed Pathfinders Foyer model," she said.

"Our focus is on providing services to the most vulnerable and disadvantaged people in our community and this venue provides multiple areas for different programs to be run."

From the young people to the respected local Elders, it seemed like everyone had chimed in by the last turn, filling the historic building with the sounds of warmth, hope and opportunity





Pumpkin Run

AN IMPACTFUL AND GENEROUS EXPERIENCE FOR ALL

As Ryan gripped the GoPro in his right hand, he walked around the hotel room of the Ibis in Newcastle verbally detailing everything he could see.

"Here's the TV and this is the bathroom," he said grinning after recording the elevator trip up and the walk to the room he'd be sharing with Todd Cross, the IFYSS youth worker who worked closely with Ryan and invited him on the trip.

Ryan never thought he'd travel far outside of the Inverell Shire Region, let alone get to stay in a hotel in Newcastle and Sydney. It's not that he didn't want to travel, but he never thought he'd have the means or opportunity to do so.

By the end of the Pumpkin Run, one GoPro was chock full of Ryan's video clips. One clip showed the highway sign reading "Sydney" as the car he was riding rolled into the city for the first time. Another showed the first time he crossed the Sydney Harbour Bridge. Another captured his walk around Government House, featuring a stunning shot of the Sydney Opera House.

Ryan was one of 13 young people who went on the fourth annual Pathfinders Pumpkin Run. Many of the young people who went on the four-day trip to Newcastle and Sydney come from disadvantaged or underprivileged homes or backgrounds.

Pathfinders invited the youth, like Ryan, to partake in the annual journey where they deliver tonnes of pumpkins to those in need. Usually these pumpkins are grown at Pathfinders Tilbuster Station working farm for young people.

This year, however, things didn't go as planned. Two lots of pumpkins planted by Pathfinders' staff and young people perished from unprecedented weather conditions.

Instead of giving up on the Pumpkin Run and on helping those in need, Pathfinders called on the community to donate pumpkins for the charitable voyage.

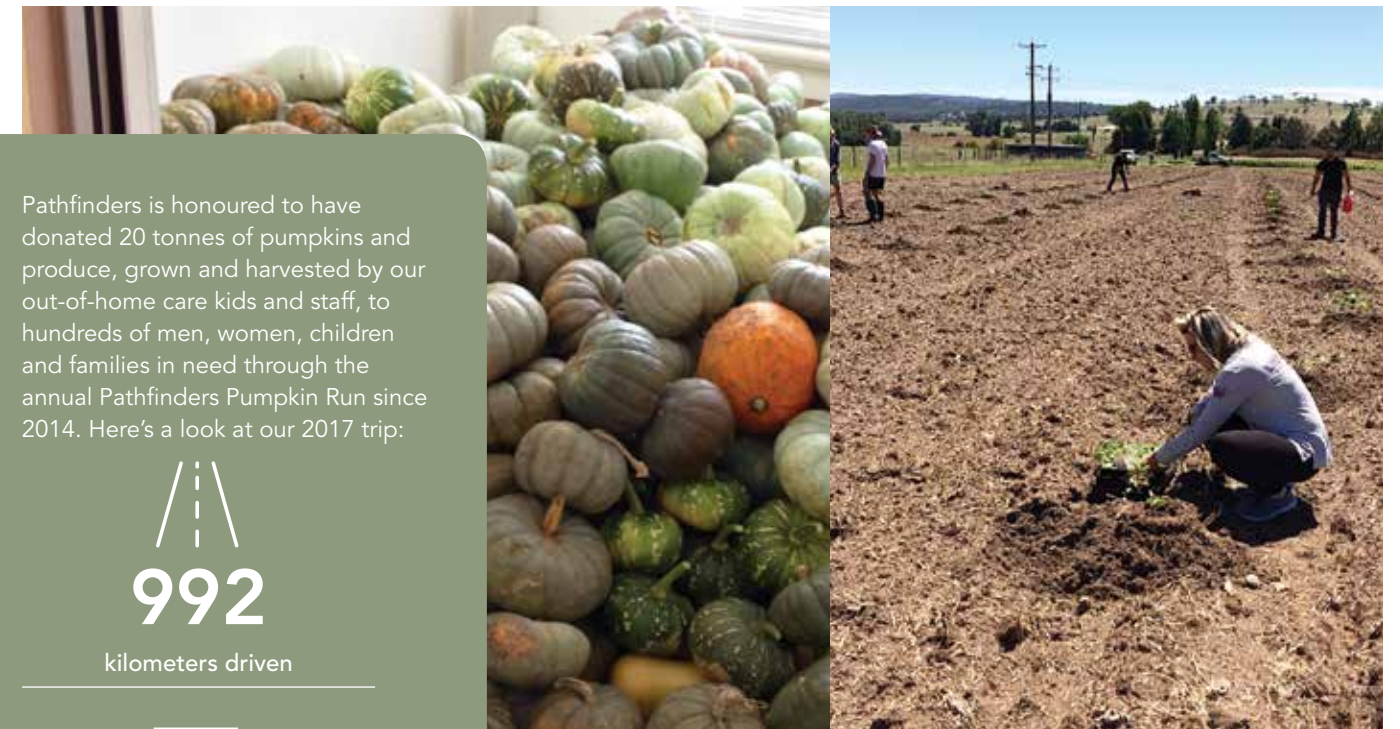
Two months, thirty donors and seven tonnes of pumpkins later, Pathfinders was able to commence the Pathfinders Pumpkin Run 2017 on 26 June with pumpkins loaded on a gooseneck, horse trailer, utes and buses.

Ryan travelled down in a bus full of five other young people, Todd and another staff member. Despite not knowing the other kids too well, Ryan talked, sang, took pictures and shared laughs on the trip down to Newcastle.

At Soul Café in Newcastle, he helped serve food to the needy community, cleaned the stairwell railings and donated pumpkins to grateful individuals and families. On the first day in Sydney, Ryan and other Pumpkin Runners cut vegetables and mixed soup at Oz Harvest before serving food at the Newtown Mission.

The Pumpkin Run once again concluded at Government House by the invitation of His Excellency General the Honourable David Hurley. Ryan made sure to capture the moments on his GoPro, from the intricate paintings in the foyer to filming shots of the large dining table, with more than 25 chairs on its outskirts, in one of the elaborate rooms downstairs.

Before going home, Ryan grinned and said this trip was one he would never forget.



Pathfinders is honoured to have donated 20 tonnes of pumpkins and produce, grown and harvested by our out-of-home care kids and staff, to hundreds of men, women, children and families in need through the annual Pathfinders Pumpkin Run since 2014. Here's a look at our 2017 trip:

992

kilometers driven



7

tonnes of pumpkins



30

pumpkin donors



29

Pumpkin Runners



81.5

hours travelled



Links To Learning

LIFE-CHANGING EDUCATION BEYOND THE CLASSROOM

Meagan began her journey as the Pathfinders' Links to Learning Coordinator optimistic that the program would result in students reengaging with their education. Standing in front of a classroom of students wasn't a foreign environment to the eager former teacher.

The next 17 weeks, however, were unlike any educational venture she'd experienced before.

Meagan quickly realised that many of the students in the program were struggling with attendance or engagement because of external expectations or circumstances out of their control.

"I had no idea how much kids are struggling with in school and in life. Domestic violence, drug use and much more affect so many of these kids every day. Some of them miss school because it's expected that they stay home to take care of siblings," she said.

"Many of them feel as though they are underachievers and that they don't have a chance to improve. They think there is nothing out there for kids like them."

Meagan first had to gain the trust of her students by getting to know them without passing judgement. Despite having to put on her "mum hat" at times, she focused on approachability and understanding.

That's why when one of her students, Maya, told her she was dropping out of school the following year to have a baby, Meagan didn't judge. Maya wasn't pregnant, but she didn't like or do well in school and she thought having a baby and staying home was the only path for her.

Later in the year, Meagan took the students on an excursion to a quarry as part of the program's focus on providing learning opportunities to improve students' education, employment and life skills.

Maya went on this trip and the mine employees spoke with her about their on-the-job training and how they welcome women to join their team. When the students returned to the classroom, Maya downloaded the paperwork to apply for a traineeship at the mines.

Maya now has a more positive, ambitious outlook on life and plans to stay in school and continue her education.

Three of the Links to Learning students now work at KMART, some work at KFC and Woolworths and a couple of others have applied for traineeships at the mines and at National Australia Bank. The Links to Learning program helped these students realise the opportunities that are available to them and how to apply, dress and interview for jobs.

For young Nathan, a job interview was once out of the question. Not because he didn't want a job, but because he had nothing to wear. Nathan alternated between a few items of clothing every week, often getting bullied because of it.

While on an excursion, the class stopped by an Op-Shop. Nathan found eight shirts for about \$20, with Meagan's help.

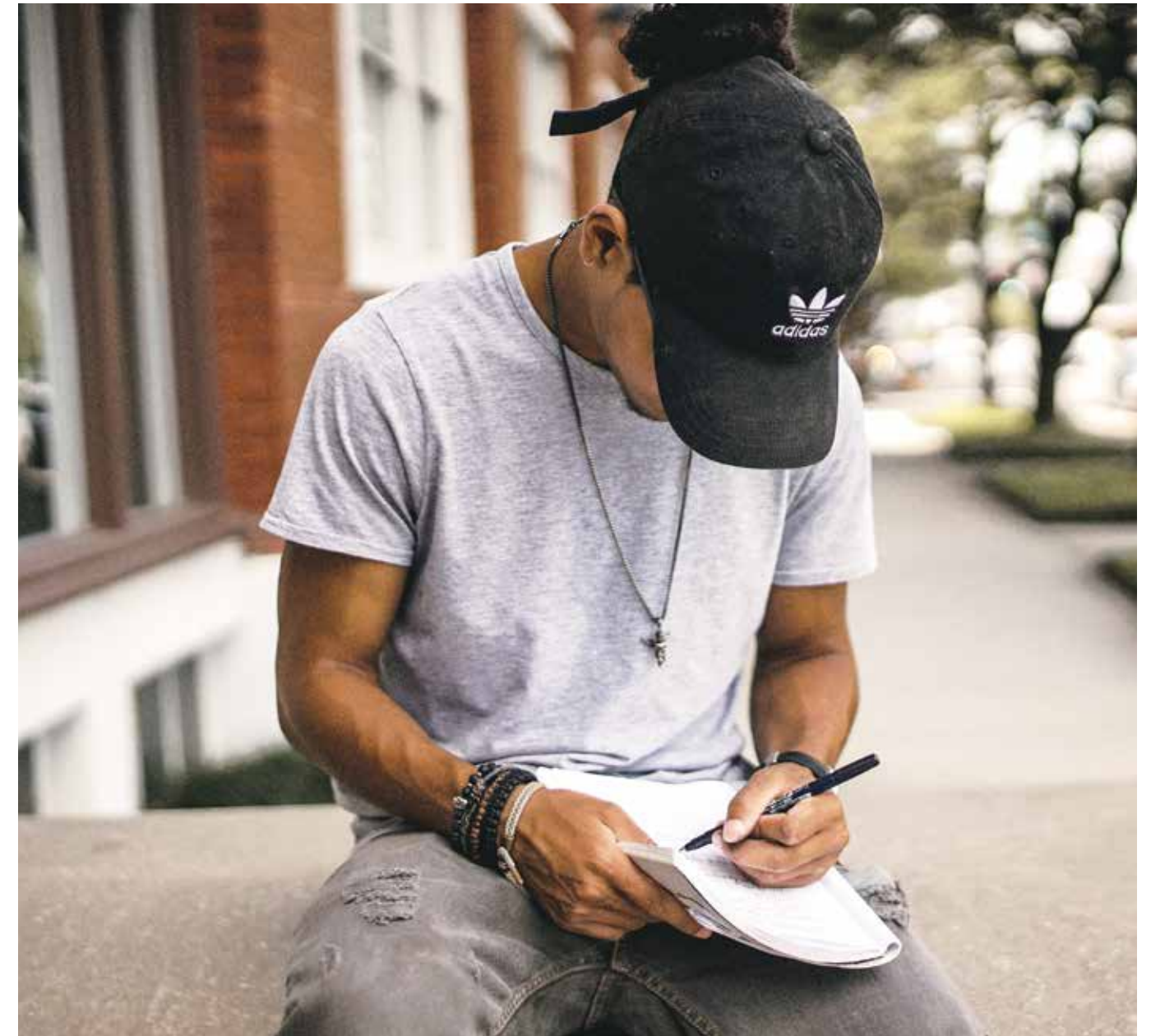
The following week when the class was discussing goals, Nathan told Meagan that he applied for a job at McDonald's, using the job application skills from class. Meagan congratulated him and asked what motivated him to do so, and Jacob said that now that he had a nice shirt from the Op-Shop, he finally had something to wear to work.

*The young persons' names have been changed in order to protect their identities.

Under the 2017 to 2019 Links to Learning Community Grants Program, Pathfinders was approved to deliver targeted programs to students in Year 6 through Year 11 who are at risk of disengaging from learning in the Northern Tablelands school district.

Key objectives include:

- Connect with schools and other organisations to identify students in need
- Engage students in meaningful activities
- Provide students with learning opportunities aimed at improving their education, employment and life skills
- Collaboratively develop individualised plans with students to identify goals and strategies for their transition from the program to their school
- Support students in implementing their individual plans for successfully transitioning from the program to their school



Meagan first had to gain the trust of her students by getting to know them without passing judgement

Specialist Homelessness Services

EARLY AND ONGOING HELP FOR LASTING TRANSFORMATIVE OUTCOMES

Courtney Smith was born in Sydney 21 years ago, and has moved to different towns in New South Wales throughout the years. She's lived in Ashford, Tingha, Tweed Heads, Glen Innes and Inverell, and she now calls the latter her home.

About four years ago, Courtney and her family were navigating through difficult circumstances, and her siblings became engaged with the Specialist Homelessness Services (SHS) in Inverell. Through her siblings, Courtney crossed paths with the manager of the support program, Trish Thomas.

Courtney had to face challenges with her confidence, but Trish invited her to join the Youth Team while they worked together on early intervention strategies to prevent her from becoming homeless.

The Youth Team is a consultation group of young people who help engage other youth with support services while building their own confidence and strength to live independently.

Courtney and the team would attend community events, help set up and pack away materials and mingle with attendees. The more she engaged with the community, the more she became an advocate for other youth who have faced similar struggles.

Meanwhile, Courtney continued to seek independent accommodation with the help of SHS support workers.

She learned to navigate the rental market and present herself as a responsible adult, despite being fresh out of high school and competing with other adults who had rental histories and experiences.

"It wasn't easy to find accommodation because in order to get a rental, you need to have a rental reference which I didn't have. I had to go to Glen Innes and was finally able to get a rental property right on the highway, which was a bit noisy.

"For 18 months, I paid for everything – rent, phone bills, gas and power. If I couldn't pay for something at the time, I would ring to get an extension. After receiving a payment, I would write down everything I needed to pay for and allocated money to each. "

Trish says SHS support workers helped advocate on her behalf, but Courtney confidently learned to manage on her own.

"She rose above the challenges and learned to navigate resources and build self-esteem and independence. If she needed help, she would call us and we'd do it together."

Having stable accommodation eliminated the stress associated with homelessness, and Courtney was able to complete a Certificate IV in business administration and do work placement at Northaven.

She's also completing a Certificate III in Individual Support in Aged Care and Disability, with the hopes of helping the disabled community feel more included in society.

Trish says that Courtney's confidence has boomed since they first met.

"She's recorded a song with the Youth Team and performed it live, socialised with people in the community and shared her story.

"Attaining stability with housing allowed her to focus on other things, like building connections, strength and self-worth. She's in a totally different space now than when I first met her, and it's all a credit to her dedication to being independent."

Trish says that Courtney's confidence has boomed since they first met.

The prevention and early intervention support services that Courtney accessed 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.

The program offers:

- rapid rehousing
- crisis and transitional accommodation
- brokerage support
- intensive support for young people with complex needs
- prevention and early intervention
- independent living houses, mediation and family counselling services and advocacy
- independent living skills training programs





Dr. Marie Delaney and her son Ross at Tilbuster Station earlier this year

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

yearlings



6

new calves



7

cows



200

youth visits



Tilbuster Station

A WELCOMING SETTING OF GROWTH AND INCLUSION

On the outside looking in, Tilbuster Station seems like your average farm. But on the inside, it's more like a sanctuary for the many who visit every year.

Many people say that they enjoy going to Tilbuster for two main reasons – the quiet and the freedom.

Once again, in June 2017 Tilbuster Station played a major role in the Pathfinders Pumpkin Run 2017 - despite things not going originally as planned. Pathfinders' staff, young people and volunteers planted a lot of pumpkin seeds and another lot of seedlings at Tilbuster, but they all perished from unprecedented weather conditions.

Even though the 8.5 tonnes of pumpkins we used on the Pumpkin Run weren't planted at Tilbuster, the farm still housed many of the pumpkins generously donated by the community until the launch of the Pumpkin Run.

More than 40 people gathered at Tilbuster on a cool yet sunny day to load up the final few vehicles with pumpkins, creating an iconic pumpkin tossing assembly line (captured on NBN News), with everyone working together to pass the veggies from Tilbuster's shed to a bus. A few hours later, the Pumpkin Runners were sent off to Newcastle.

Pathways Out-of-Home Care

INNOVATIVE AND THERAPEUTIC SUPPORT FOR KIDS IN CARE

When Allison heard she'd be attending the Pathfinders Cultural Camp, she thought it would be boring. Even when she first arrived at The Willows in Glen Innes, her only wish was to go back to the residential house she lives in and laze around for the week.

On the final day of the camp, she wished it would never end.

Allison was one of 33 Aboriginal children and young people in Out-of-Home Care who attended the Pathfinders Cultural Camp during the second week of the October 2017 school holidays. The five-day camp was created to address the loss of cultural knowledge from generation to generation.

The kids who attended ranged from eight years to 16 years old and came from a mix of foster care and residential care backgrounds. Five sets of siblings and families reunited and enjoyed the engaging activities with each other as well as with Pathfinders' staff and Elders.

Conversations during the "Who's your mob?" activity and during country, language and totem discussions resulted in some of the children realising they had relatives at the camp they hadn't met before.

For Allison, spending time with extended family was a special aspect of the camp that she wasn't expecting. Between cultural activities and down time, she grew close to a new group of friends and relatives who came from all over New South Wales. Short trips down to the river gave her time to socialise with these young people, who she said she has so much in common with and now considers them her best mates.

Allison's second favourite aspect of the camp was getting to know the Elders, who had insight about her mob that

she hadn't heard before. Because they knew her family and about her culture, she felt they understood her on a level that she doesn't often feel understood.

As a group, everyone participated in the opening smoking ceremony where they painted with ochre; they listened to stories from the Elders and actively participated in the bush walk and site appreciation; they examined Aboriginal artefacts and were shown how to make coolamons.

In addition to culturally based activities, the children participated in swimming, kayaking, football and telling stories around the camp fire.

Sally McLennan, Senior Manager of Out-of-Home Care, said there were special moments throughout the camp that showed the true power of the culturally based conversations and activities.

"The girls yarned for two hours in a women's circle with adults and Elders, and there were children who opened up and disclosed their experiences as a result of that safe space and discussion. Some of these girls have never had that – they've never had a mum or aunt to talk to them, and it was the first time they were able to explore womanhood from a beautiful, cultural perspective."

Sally said Pathfinders' next step is to go back to the children for feedback to inform on how to run the next Pathfinders Cultural Camp.

As for Allison, she said she hopes there's another cultural camp where she can learn more about her mob's language and spend time with her extended family and friends.

*The young person's name has been changed in order to protect her identity.

In addition to culturally based activities, the children participated in swimming, kayaking, football and telling stories around the camp fire.



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

SERVICE DESCRIPTION

The Pathfinders OOHC Program is funded by NSW Family and Community Services and is made up of four components – Foster Care, Residential Care, Supported Independent Living Program and Non-Placement Support Services. Our staff members are committed to providing children and young people with a therapeutic model of care that is matched to their unique circumstances. We believe every child and young person deserves to feel safe and live in a home where they are respected and valued as individuals and that children and young people who are in OOHC can recover from their trauma if they are in an environment that is safe, nurturing, consistent and predictable.

The OOHC program has grown substantially over the last 12 month period, almost doubling in size. We have in place a strong leadership and clinical care team that leads practice, facilitates growth and expansion and promotes stability for staff and children alike now and into the future.

OOHC has led the creation of a Clinical Care Team which will initially service the OOHC program but is envisaged in time will service other Pathfinders programs. The development of the Clinical Care Team will allow Pathfinders to provide in-house clinical therapeutic support services to children and young people in our care.

It is anticipated that this supportive environment for staff will be linked to increased staff satisfaction, increased staff retention and, through this, greater stability and consistency for children and young people in care.

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.

A LOOK AT 2016/2017 IN NUMBERS:

- 33 children and young people
- 11 houses (1 in Tamworth; 4 in Armidale; 3 in Inverell; 2 in Glen Innes and 1 in Tweed Heads)
- 3 young people in semi-independent living
- 2 program managers
- 6 team leaders
- 5 caseworkers
- ~100 direct care and youth mentoring staff

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

Belonging:

- Our five boys living in one our residences refer to themselves at home and in public as the “Pathways brothers”.
- Our kids who have left care continue to visit our offices and phone their previous caseworker and support teams to share good news and bad news stories and to ask for help and guidance.

Mastery:

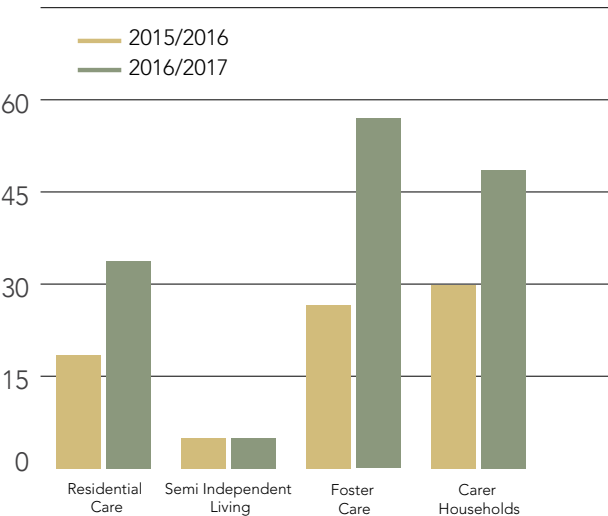
- We have children representing NSW for Athletics and Dance.
- One of our girls presented a speech to the Secretary of FACS and other high ranking FACS staff about what it’s like to live in OOHC.
- 2 children have returned to school after more than 6 months disconnected from education.

Generosity:

- The girls in our residential program use their pocket money to buy gifts for the other kids when they see something at the shops and think of them.
- The kids are always keen to arrange parties for other kids or staff whose birthdays are coming up, for staff when they are leaving or when there is a special event to celebrate.

Independence:

- 8 young people in our residential program have secured part-time jobs. They wrote their applications, were successful in interviews and have proven themselves to be committed employees.
- 6 young people have successfully transitioned to semi-independent living.



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. This year we placed a CALD sibling group of 3 with a carer from their culture and country. The benefits of the placement were immediately clear when the carer spoke to the children in their native language upon first meeting.

A LOOK AT 2016/2017 IN NUMBERS:

- 1 program manager
- 1 recruitment and assessment co-ordinator
- 1 foster care support worker
- 6 caseworkers
- 56 children placed with foster carers
- 18 additional foster carer households

NON-PLACEMENT SUPPORT SERVICES (NPSS)

Our Non Placement Support Services (NPSS) team have 14 staff members across Inverell and Armidale. The team provide supervised contact and transport services to facilitate children spending time with their families and kin and attending appointments and camps. The team provide services for Pathfinders children and also at the request of FACS and other NGOs. This year the team has delivered services in Moree, Narrabri, Inverell, Tamworth, Armidale, Glen Innes, Goondiwindi, Toukley and Wyong. Our NPSS have now extended into Northern NSW where we are providing a regular supervised contact and transport services; youth mentoring and therapeutic respite for children located in this District.

Our caseworkers then support children and carers alike to ensure that all their needs are met.

Program Development Unit

SERVICE DESCRIPTION

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

THE YEAR IN REVIEW

The 2016/2017 year was all about innovative growth and positive sustainability in our funding approach. This year, we once again partnered with other like-minded organisations to submit joint or consortium applications for funding opportunities that would magnify Pathfinders capacity to care for those in need by expanding our geographical reach, bettering our value, enhancing our creativity and innovation and strengthening our connection to various underprivileged populations and participants. Our successful attainment of specific grants and funding opportunities contributed to Pathfinders’ ability to launch three new programs this year.

KEY ACHIEVEMENTS AND HIGHLIGHTS

- NSW Department of Education Links to Learning Program funding
- Complex Case Management & Behaviour Support Conference Micro Grant
- Family and Community Services Intensive Therapeutic Care Expression of Interest and invitation to submit a full proposal
- Aboriginal Transition to School Program funding
- Families Engaging in Education Recontracting Proposal – Community Partner Agreement signed

STAFF & TRAINING

Training:

- First Aid Certificate, AllensvTraining Pty Ltd
- Digital Storytelling Workshop, Digital Storytellers

Online training/webinars:

- How to successfully apply for grants, ProBono
- WHS modules via EML E-Learning

Our successful attainment of specific grants and funding opportunities contributed to Pathfinders' ability to launch three new programs this year.

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 2016/2017 year has been one of innovative growth for the workforce and organisational structure of Pathfinders with the development and implementation of three new programs – Support Your Path, Links to Learning and the Aboriginal Transition to School program.

Further works were undertaken to devise a new corporate structure in consultation with the Board of Directors and the Pathfinders Leadership Group to future-proof Pathfinders as we move into another period of planned growth and expansion. Seven Senior Manager roles were created to allow another layer of support for program managers, coordinators and staff while streamlining and simplifying the procedure of reporting to Pathfinders’ Chief Executive Officer.

The organisation has seen a 50% growth in staffing numbers in the past 12 months and expansion in all programs and projects through innovative capacity building strategies, which has been accompanied by a low attrition rate.

The Human Resources Department has continued the growth and expansion of Pathfinders corporate support systems, Work Health & Safety, human resource management and Quality Assurance, and its commitment to the training, development and professional advancement of all staff.

This year saw an increase in the number of traineeships 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.

In addition, WHS has begun planning and developing a training plan to conduct 16 consultative workshops across the Pathfinders geography to ensure all workers are updated and understand WHS information, policy and procedures.

This year saw an increase in the number of traineeships within the organisation, indicating Pathfinder's commitment to fostering employment opportunities in the communities we service.

Information, Communication and Technology

SERVICE DESCRIPTION

The experience and potential of the ICT team allows staff to complete tasks that they would not be able to do without technology. As an integral part of the Pathfinders community they love helping staff troubleshoot and learn from an amazing pool of technical situations. Caring about all of Pathfinders' clients, and being able to have a conversation with clients and/or families involved with Pathfinders is what inspires and motivates the team.

Every day, Pathfinders' staff use their network of more than 350 smart phones, laptops, desktops and tablets, running more than 35 different software packages and databases to support thousands of clients. These services rely on the secure integration of more than 20 different virtualised servers running from a number of on-site and cloud technology centres across all of Australia.

Their support and passion allows for staff to spend less time on data entry and more time on those who matter most – our clients.

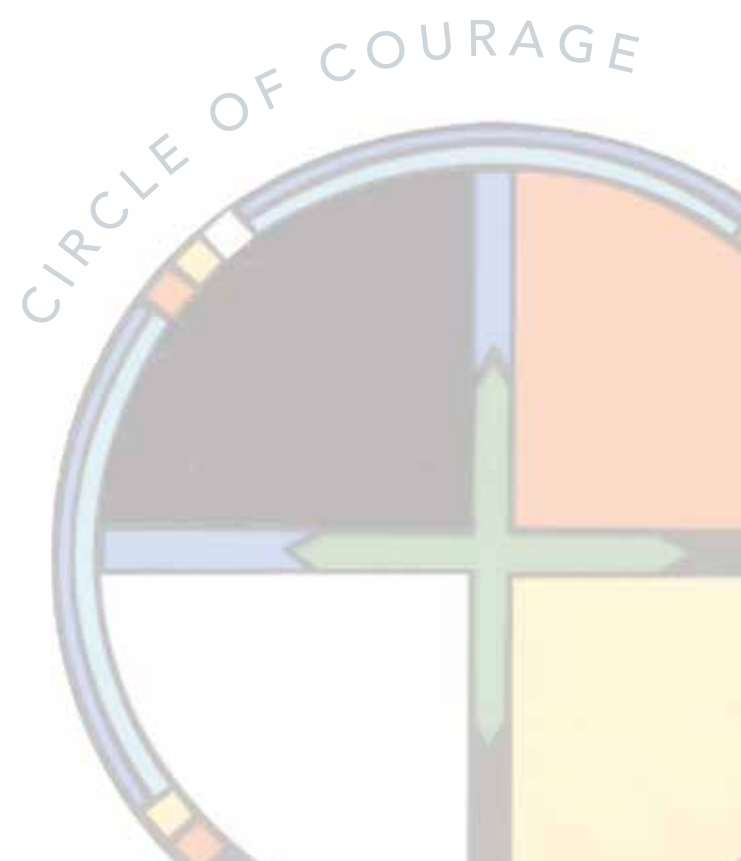
THE YEAR IN REVIEW

- Implementation of VPN service underway
- Migration of services to Cloud underway
- Emails within the Office 365 suite have had 99.9% uptime
- Completed migration away from old pathfinders-aus.org domain
- Enabled connection to NBN plans for several offices in remote areas
- Rebuilt data continuity plans and backups so that faster, more secure plans are possible

STAFF

Working and training up new 'tech champions' across remote offices has enabled ICT to work with contractors to improve service consistency, deliverability and reliability.

Technical introductions produced through 'tech champions' allow staff induction courses to provide a running start to all new employees on how to troubleshoot select issues and assist with service delivery.



The empowerment and potential of the ICT team allow us to help staff to complete tasks that they would not be able to do without technology.

Indigenous Strategy & Engagement

“In Australia we’re fortunate to have the oldest continuous cultures in the world. The strong connections between culture, language and identity and the strong correlation between language status and educational, employment, training, and physical and mental health outcomes in communities require a social and cultural determinant focus by all arms of government.”

Professor Tom Calma AO

Pathfinders Ltd continues to strategically grow its’ support of, and engagement with, the Aboriginal and Torres Strait Islander community and people across the many Pathfinders services. With Aboriginal and Torres Strait Islander people being the majority of our client contacts for a number of years, Pathfinders have a very conscious and growing awareness of the Prime Minister’s ‘Closing The Gap Report 2017’, which is leading Pathfinders to engage in programs and services which complement several of the Closing The Gap targets. In 2017 Pathfinders put in place an ‘Aboriginal Transition To Schooling’ program (Infancy & Early Childhood), and a ‘Links To Learning’ program (High School Students Attendance and Completion), which are supporting the ‘Closing The Gap’ targets of Education ie; Infancy & Early Childhood, and School Attendance.

INFANCY AND EARLY CHILDHOOD

A healthy start to life sets the foundations throughout the early years, giving children the best chance of succeeding at school and going on to follow their dreams throughout life. Evidence shows investment in the early years is one of the best ways to improve disadvantage over the longer term.

SCHOOL ATTENDANCE

Target: Close the gap between Indigenous and non-Indigenous school attendance within five years (by 2018).

In Semester 1, 2016, the national school attendance rate (Year 1 to 10) was 92.5 per cent; however, there is a sizable gap between Indigenous and non-Indigenous students. In 2016, the attendance rate for Indigenous students was 83.4 per cent, almost 10 percentage points lower than the comparable rate for non-Indigenous students (93.1 per cent).

CULTURAL AWARENESS WORKSHOPS

Pathfinders Ltd has always held a strong respect for Aboriginal and Torres Strait Islander people’s cultures and thereby ensuring the appropriateness of any service delivery and community engagement with them. This cultural respect has also seen the commencement of formally accredited Cultural Awareness workshops for Pathfinders staff and Board.

Pathfinders’ has been elevated from the ‘Reflect’ level to the ‘Innovate RAP’ level of the Reconciliation Australia’s Reconciliation Action Planning (RAP) process ie; ‘Innovate RAP’. This elevation compliments the further rollout of Cultural Awareness Workshops for staff.

PATHFINDERS LTD - RECONCILIATION ACTION PLANS (INNOVATE RAP)

Reconciliation Australia is a non-government, not-for-profit foundation established in January 2001 to promote a continuing national focus for reconciliation between Aboriginal & Torres Strait Islander people and Australians from a non-indigenous cultural background.

Pathfinders Ltd formally committed to enter into the Reconciliation Australia (RA) Reconciliation Action Plan (RAP) process on 16th September, 2015 to complete the Reflect RAP process by 30th June, 2016. Having done so, a Draft ‘Innovate RAP’ has been completed and is the foundation for continuing the process of Aboriginal & Torres Strait Islander inclusion in all of Pathfinders Ltd.

INNOVATE RAP

Pathfinders has moved from the ‘Reflect’ RAP level to the ‘Innovate’ RAP level which is for organisations which have developed relationships with their Aboriginal and Torres Strait Islander stakeholders and are ready to develop or implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity.

An Innovate RAP will give Pathfinders the freedom to develop and test new and innovative approaches, and embed a RAP Strategy into Pathfinders Policy & Practices.

Directors’ Report

Your directors present their report on the company for the financial year ended 30 June 2017.

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 2016-2017 have been:

- Operating several community-based family, children and young person focused services and programs, including family support, youth services, child protection services, Out of Home Care, Disability Services, youth refuge, women and children’s refuge, supported accommodation and outreach housing services and Family Referral Services 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 FACS OOHRC Reforms and the Permanency Support Program, the establishment of new residential units and recruitment and training of additional Pathways staff.
- Operating the NENW and MNC Family Referral Services including engagement in 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.
- Implementing a new organisational structure to enhance management oversight and strategy within the organisation.
- 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.
- Extending Pathfinders Accreditation as a provider of disability services in NSW to be in line with NDIS service requirements.
- Strengthening Pathfinders commitment to reconciliation between Aboriginal and Torres Strait Islanders and Non Aboriginal Australians by attaining “Innovate” status with our Reconciliation Action Plan with Reconciliation Australia.
- Consolidating the Pathfinders National Aboriginal Birth Certificate program and advancing the program into Queensland in partnership with BDM Queensland 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 3rd Annual Festival of Abilities in Tamworth, in conjunction with Tamworth Local Council and Pathfinders Ability Links Program.
- Conducting the 4th annual Pumpkin Run distributing more than 8.5 tonnes of pumpkins donated by the community to women’s, children’s and young people’s refuges throughout Newcastle and Sydney culminating in morning 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 Transition to Schools Program and the Links to Learning Program across the NENW.
- Hosting visits by Mr Darryl Brougham international foster care expert during NSW Foster Care week and Governor Hurley and Mrs Hurley to the Royal at Glen Innes.
- Implementation of 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.



FIONA MIRON

Qualifications

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

Special Responsibilities

- Chair, Board of Directors
- Chair, Remuneration and Nomination Committee
- Member, Finance Committee

Experience

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

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

Fiona has been in private practice as a solicitor in the ACT and later in NSW since 1996, practicing initially in the areas of insurance litigation and criminal law. Since 2003, Fiona has conducted a property, estates and civil litigation practice in Armidale. She is currently a Senior Associate with Fox Legal.

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



AHMED BAWA KUYINI-ABUBAKAR

Qualifications

- Bachelor Education (Hons)
- Diploma Religion Studies (University of Cape Coast, Ghana)
- Bachelor Social Work (Volda University College, Norway)
- M. Phil (UCC, Ghana)
- PhD (University of Melbourne)

Special Responsibilities

- Deputy Chair, Board of Directors
- Member, Risk Committee

Experience

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

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

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



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.



ROSEMARY CURTIS

Qualifications

- Justice of the Peace

Special Responsibilities

- Member, Remuneration and Nomination Committee

Experience

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

Raised in Tingha and Mungindi NSW, Rosemary has experienced a very unique, colourful and gifted life to date. During the early stages of her long and accomplished career Rosemary helped to form the Tingha Aboriginal Corporation, providing local Indigenous families with housing. As well as this Rosemary volunteered with the Health Commission to eradicate tuberculosis amongst Indigenous people living in Tingha and surrounding regions. Rosemary has served with the Department of Aboriginal Affairs and on the Aboriginal Development Commission (previously known as ATSI) as well as serving on numerous other boards and committees.

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

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



MICHAEL SIVARAMAN

Qualifications

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

Special Responsibilities

- Member, Risk Committee

Experience

An Indian by Heritage, Malaysian by birth and an Australian by choice (naturalised in 1972), Michael has lived in Australia since 1961. He is married with five children and two grandchildren. Michael retired from paid employment in October 2012, after a career that spanned across some 45 years. Almost all of his work has been in Health and Community Welfare, both with the Government and Non-Government Organisations.

In Health, after his initial training in Australia, Michael has worked mainly as Health Service Manager in Hospitals and in Community Health. In Non-Government Organisations Michael has been involved in Aged & Disability Service, Drug & Alcohol Service, Aboriginal Medical Service, Mental Health Recovery Support Service and in Residential Care for Homeless Children.

Michael has taught Mental Health for First year Nursing students at UNE; Community Welfare Cert IV at New England TAFE; and Aged Care at Grafton TAFE. Michael's involvement with Management Committees has been with:

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

Since retirement Michael has volunteered with the Armidale Animal Shelter, Armidale Care for Seniors, Armidale Neighbourhood Centre and Armidale Meals on Wheels. Armidale Neighbourhood Centre and Armidale Meals on Wheels.



ANDREW GAHAN

Qualifications

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

Special Responsibilities

- Deputy Chair, Board of Directors
- Member, Finance Committee
- Member, Remuneration and Nomination Committee

Experience

Andrew holds a Bachelor of Commerce and a Bachelor of Laws, majoring in Management Accounting and Business Economics and was admitted as a Solicitor and Barrister of the Supreme Court of NSW in 2004.

Andrew's career commenced in Law in Sydney where he practiced in commercial and residential property law. After a period of travel and volunteer work in Africa Andrew settled in Armidale where he practiced law in a local law firm.

He has now transitioned into Business banking and is currently working as an Agribusiness Banking Manager for NAB Agribusiness in Armidale.

Andrew has held several appointments for NFP organisations locally and internationally and volunteers his time with local organisations.

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



TIM CATTERALL

Qualifications

- Master of Business Administration
- Master of Nutrition and Dietetics
- 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, UNE (2005)
- 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.

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:

	Eligible to attend	No. attended
Fiona Miron	12	12
ABK Abubakar	6	2
Rosemary Curtis	12	12
Michael Sivaraman	7	4
Andrew Gahan	12	7
Zia Knorles	12	11
Tim Catterall	12	12
Berne Gibbons	6	5

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, participation and dignity within a safe and nurturing environment.
- To establish and provide a range of vocational training, educational, work readiness, employment, social and recreational courses, programs and activities for the educational advancement of families, children and young people.
- To provide, facilitate and support programs which increase social justice, participation and well-being in our communities in regard to poverty, homelessness, child protection, Out of Home Care, Juvenile Justice, identity and citizenship, mental health and alienation
- To provide early intervention, assessment, referral and child protection services to vulnerable children and families
- To provide assessment, referral and support services to people with disabilities
- To provide assessment, referral and support services to the elderly
- To provide and maintain appropriate and affordable housing for disadvantaged and/or homeless families and young people.
- To collaborate with and support other non-government organisations in the provision of international humanitarian services, research and development and to provide opportunities for young people to prepare for and participate in such programs.

- 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;
 - Women’s, Children’s, Youth and Homeless Men’s 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, employment 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 and those who care for them.
- 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

CIRCLE OF COURAGE



- 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 conduct and provide training for volunteer workers, staff and Board members of the Company for professional development, to increase expertise within the sector and to enable them to assist in the carrying out of the objects of the Company.
 - 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; implementation 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 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; continuing the important work of our National Aboriginal Birth Certificate Program; expanding Pathfinders provision of disability services through participation in the NDIS Your Path and Your Choice programs; enhancing the profile of the organisation through website, branding and social media presence and continuing to enhance the quality of the Company's services.

The Company's strategy for achieving its objectives is to base its strategic and business planning around the short and long term objectives of the Company and the Company's stated vision, mission and values. The strategic priorities in the Company's strategic plan are linked to Pathfinders Operational Plan and individual project action plans and KPI's. The Strategic Priorities identified in the Company's Strategic Plan relate to the key areas of Service Provision, People, Financial Framework, Quality Assurance, Profile Development, Governance and Leadership, Information and Communication Technology and Collaboration.

PERFORMANCE MEASUREMENT

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

Membership Details

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


Membership Class	Number of Members	Individual Members Contribution on winding up of Company	Total Members contribution on winding up of Company
Ordinary Members	17	\$10	\$170
Total	17	\$10	\$170

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


FIONA LOUISE MIRON

Dated: 8/11/2017.

Director


ANDREW JOSEPH GAHAN

Dated: 8/11/17

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

PATHFINDERS LTD - EXTRACT REPORT
ABN 64 146 004 524

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
Revenue	17,128,671	12,855,737
(Loss)/Profit on sale of assets	(3,992)	47,688
Administration expenses	(2,734,914)	(2,053,472)
Borrowing costs	(24,549)	(16,462)
Depreciation and amortisation expense	(554,578)	(446,677)
Employee benefits expense	(10,620,725)	(7,708,451)
Occupancy costs	(3,340,275)	(2,289,810)
(Deficit)/Surplus before income tax expense	(150,362)	388,553
Income tax expense	-	-
(Deficit)/Surplus after income tax expense	(150,362)	388,553
Other comprehensive income	-	-
Total comprehensive income for the year	\$ (150,362)	\$ 388,553

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 2017

	2017 \$	2016 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,701,067	2,309,183
Trade and other receivables	1,396,011	601,478
Financial assets	406,391	757,016
Other assets	28,657	69,907
TOTAL CURRENT ASSETS	3,532,126	3,737,584
NON CURRENT ASSETS		
Property, plant and equipment	4,151,591	3,941,192
Intangible assets	11,562	22,996
TOTAL NON CURRENT ASSETS	4,163,153	3,964,188
TOTAL ASSETS	7,695,279	7,701,772
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	1,223,017	940,432
Financial liabilities	327,149	307,131
Provisions	890,538	649,605
Other liabilities	944,620	908,719
TOTAL CURRENT LIABILITIES	3,385,324	2,805,887
NON CURRENT LIABILITIES		
Financial liabilities	799,768	936,353
Provisions	212,204	153,948
Other liabilities	111,358	468,597
TOTAL NON CURRENT LIABILITIES	1,123,330	1,558,898
TOTAL LIABILITIES	4,508,654	4,364,785
NET ASSETS	\$ 3,186,625	\$ 3,336,987
EQUITY		
Funding body reserves	26,653	70,160
Planned maintenance reserve	123,252	126,042
Accumulated funds	3,036,720	3,140,785
TOTAL EQUITY	\$ 3,186,625	\$ 3,336,987

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 CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2017


	2017 \$	2016 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	17,262,588	12,718,376
Interest received	39,989	40,830
Payments to suppliers and employees	(17,387,216)	(11,013,688)
Net cash (used in)/provided by operating activities	(84,639)	1,745,518
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(865,145)	(1,547,856)
Proceeds from sale of plant and equipment	107,610	51,683
Net receipt from/(payment for) investments	350,625	(25,953)
Net cash used in investing activities	(406,910)	(1,522,126)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings	(321,020)	(243,422)
Proceeds from borrowings	204,453	507,771
Net cash (used in)/provided by investing activities	(116,567)	264,349
Net (decrease)/increase in cash held	(608,116)	487,741
Cash at the beginning of the financial year	2,309,183	1,821,442
Cash at the end of the financial year	\$ 1,701,067	\$ 2,309,183

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

DIRECTORS' DECLARATION
FOR THE YEAR ENDED 30 JUNE 2017

The Directors declare that the financial extracts of Pathfinders Ltd for the year ended 30 June 2017, as set out on previous pages, have been derived from, and are consistent with, the full audited financial report of Pathfinders Ltd. The full financial report is available on request. This declaration is made in accordance with a resolution of the Board of Directors and is signed for, and on behalf of the Board of Directors by:

Director 
 Dated: FIONA LOUISE MIRON
 8/11/2017

Director 
 ANDREW JOSEPH GAHAN





ANNUAL REPORT

2016-2017

www.pathfinders.ngo

