



ANNUAL **REPORT** 2019

WELCOME TO PATHFINDERS ANNUAL REPORT 2019

CONTENTS

FROM OUR PATRON

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

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

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

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

The Hon. James Wood AO QC
Patron

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CHAIRPERSON'S MESSAGE

Dedication, perseverance and hard work is what has helped Pathfinders achieve its goals and objectives to date. It is reflected within the commitment we make to the children, youth and families of the New England North West and Mid North Coast. It is sealed in our promise to empower people to live with hope and equal opportunity to achieve their potential.

As Chairperson, I would like to offer a special note of gratitude to Pathfinders members and volunteers. All our members and volunteers are so special to us; we would not be able to work without you. Regardless of which category you may fall in, we are glad that you are members of the Pathfinders family and we thank you for your continued partnership with us, and for sharing so many of the same concerns. You are the backbone of Pathfinders and it exists because of you. We appreciate your efforts and we recognise that without your collaboration, dedication and commitment, Pathfinders would not have been able to relish the success it has done so to date.

I would also pay tribute to my fellow Board members; thank you for being so generous with your time and expertise. We are extraordinarily lucky to have such a talented and committed group of people on our board, and I thank each of you. Furthermore, I wish to extend thanks to the Hon James Wood for his continued patronage, interest and involvement with Pathfinders.

It gives me great joy to see the impact Pathfinders has created in the lives of young people and families across the region. We will continue striving for the respect and dignity of our disadvantaged and wish for the continuous support from all our well-wishers.

Together we can face the future with confidence and optimism.



Pat Schultz
Pathfinders Chairperson



CEO'S MESSAGE

Welcome to Pathfinders' Annual Report for 2019. It has been a demanding year for our organisation and the sector as a whole. We have experienced a changing, often fluctuating funding environment with a mix of tendering and recontracting opportunities for existing programs. Funding cuts have also generated uncertainty across the human services sector. Inadequate indexation payments also remain as issue. These matters and the absence of long-term stable funding raise challenges for any organisation seeking to deliver quality community services according to plan, specifications and budget.

To our Directors, members and volunteers, I thank you for your service and acknowledge my deep appreciation for your support and the countless hours of your time you give to make Pathfinders the creative, resilient, helping organisation it is today.

Despite these challenges Pathfinders delivers services of exceptional quality and relevance and in a timely fashion. Our membership base continues to grow along with support from our communities across our vast geographical catchment. Our careful financial and human resource management has enabled Pathfinders to continue to grow and develop our internal systems, improve service quality and expand service delivery to our communities across the New England & North West Tablelands and the Mid North Coast.

Pathfinders positive financial position provides a sound platform for future growth as we prepare to review and develop our next 5 Year Strategic Plan.

Pathfinders is a strong, vibrant and resilient organisation. We have strong connections to community across our geographical footprint, good governance from a skilled and experienced Board and highly skilled, experienced and caring Staff. We receive broad community support and as an organisation we have a 'can do' attitude and a collective ability to go the extra mile for our clients. Combined with our current investments in financial, technical and corporate systems and our sound business model these factors all play a significant role in the successful growth and delivery of Pathfinders services.

To our staff who have spent many hours this year helping and supporting others, I thank you for your time and your efforts to assist the vulnerable and disadvantaged in our communities.

I also want to acknowledge the support and assistance given to Pathfinders by our government agencies and funding bodies and our generous philanthropic supporters.

This year has seen Pathfinders make good progress across the range of our Business and Strategic Plan objectives. We have continued to successfully enhance our financial, human resource and fleet management systems. This year we are investing heavily in our ICT systems embarking on a computer system upgrade, the largest in our history, with associated ongoing technical supports to improve accessibility and connectivity across our network. We continue to develop our management information systems and data bases. We continue to pass and hold our accreditation status in a number of service delivery areas in addition to our normal accountability, compliance and reporting requirements from various funding bodies. We have commenced the on-boarding of the Sanctuary model across Pathfinders in collaboration with MacKillop Family Services and the Sanctuary Institute of Australia. We continue to build on our relationship with the University of New England participating in a number of research based training initiatives and continue to provide field placements for Social Work students at UNE and other educational institutions. Other key achievements include:

- Recontracting of FRS till July 2020
- Recontracting of SHS Youth Crisis till July 2020
- Expansion of Pathfinders Educational support programs

- All other programs have been recontracted for one or two years
- Major renovation of Tilbuster nearing completion
- Construction of the Learning Centre at Tilbuster
- We held another very successful Festival of Abilities
- MOU's with key Aboriginal organisations
- Foster Care Recruitment Film Night
- Renovation of Royal completed, co-location and delivery of services from Royal implemented
- Expansion of Pathways Foster Care program
- Commencement of On-Boarding of Sanctuary Program
- Pathfinders representation on Regional forums, panels and planning bodies
- Pathfinders representation on peak bodies and government task forces to drive positive systemic reform

Out of Home Care (OOHC), like SHS, has been a core part of our business for many years. Despite changes to OOHC, Pathfinders will continue to make significant contributions to the program. We currently are caring for more than 100 children and young people. Pathfinders will expand our foster care program, expand our SIL offering and lend our additional capacity to NSW Department of Communities and Justice to assist many young people who are currently in 'Alternate Care Arrangements' with unaccredited organisations. We continue to support our young people leaving care providing them with support and opportunities to continue to develop their potential. Many of our young people face significant challenges when they leave care. They can start to lose hope. We must remain engaged with these young people continuing to provide support and assistance as they navigate life's challenges and commence living independently.

This year in recognition of the extraordinary work performed by our staff and volunteers, the necessity of supporting staff in the work they do and our need to enhance cohesion and strengthen culture across our growing organisation, Pathfinders will adopt the 'Sanctuary Model' in collaboration with MacKillop Family Services and the Sanctuary Institute of Australia.

Sanctuary will soon be a part of Pathfinders organisational framework and systems. It will drive even greater collective cohesion in a very democratic and practical way at all levels and programs across Pathfinders. I encourage all to embrace this opportunity to get involved in this fundamental and positive development of our organisation.

Finally I recommend our Annual Report 2019 to you as a reflection of the quality work, stories, achievements, commitment and dedication of our staff, Board and volunteers to the families and children of the New England and North West Tablelands and Mid North Coast of NSW.

ALAN BRENNAN

CEO Pathfinders Ltd



CEO Alan Brennan with Cr Col Murray - Mayor



CEO Alan Brennan with Director and Aboriginal Elder Rosemary Curtis, Previous Chairperson of Pathfinders Fiona Miron, Governor-General David Hurley and Mrs Hurley at Pathfinders Royal in Glen Innes



CEO Alan Brennan with SHS Client and pet dog at Tilbuster

ABOUT PATHFINDERS

Our Purpose

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 VALUES

BELONGING

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

MASTERY

We believe in and encourage others to reach their full potential.

INDEPENDENCE

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

GENEROSITY

We give generously of ourselves.

Our Strengths

PEOPLE

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

CONNECTIONS

Integrating within our communities, with enduring partnerships developed over 30 years.

DYNAMISM

Being proactive and flexible.

CELEBRATION OF DIVERSITY

Celebrating uniqueness with a deep and abiding respect for diversity.

INTEGRITY

Embracing corporate and social responsibility both within and beyond our communities.

SCOPE

Delivering a broad range of quality services and assistance to individuals, families and communities — both locally and internationally.

ECONOMY

Financial stewardship with transparent processes for compliance, growth and sustainability.

INNOVATION

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



Pathfinders Network of Services

Pathfinders' programs and services include:

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

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.





In 2018/2019, 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.

18421



Community
Connections Made

5



Service Locations

7



Dedicated Staff

7.574



Community Activities

ABILITY LINKS

Over the years I have worked with Belinda on believing in herself and just getting out and living her life. I stood by her side so she could find her strength and belief, so she could do what she wanted, what made her happy and to have the strength to stand up and take on the world.

Once Belinda found the courage to step out, she focused more on not only herself but her family, whom she loves very much. Now Belinda has hopes and dreams for everyone around her, she gives them strength and the courage to live their lives and be the best version of what they can be.

Belinda's situation has improved in leaps and bounds; from getting up and singing in front of over a thousand people to going away for a girl's weekend with friends!

Belinda is also telling her story which may be printed in a storybook to help empower others like her to step out and live.

Belinda has told me that having Ability Links in her life has been the most amazing part of this journey for her. She knows, without Ability Links, she would never have had the chance to make her dreams happen.

As the Linker, this is one of many stories that are possible because of the Ability Links Program. It's an inspiration to see the strength, confidence and belief this program has given to people. To create and empower them to make their dreams come true and live the lives they want to live is truly amazing. It fills the gaps, or as we say 'the grey areas', that other programs can't fill. It asks the questions other services can't/don't/won't, such as "why not" or "why can't you"? It's because of this we can help people fill their dreams. It asks the questions other services can't/don't/won't, such as "why not" or "why can't you"? It's because of this we can help people fill their dreams.

Bec

Ability Links Linker

ABORIGINAL EARLY YEARS PROGRAM

Is a free service for Aboriginal children between 2 and 6 that:

- Finds pre-school and school placements.
- Assists with filling in the enrolment paperwork
- Supports child and family into early education.
- Improves school readiness for Aboriginal children emotionally, socially and academically.
- We can also assist with referrals and linking to other services as needed.



Woolbrook is a small rural community located 25km from Walcha with a number of Aboriginal families residing there. Merle our Armidale worker attended a Playgroup at Woolbrook and spoke to a number of parents of the children. There are usually 6 children attend the playgroup, and 5 of those identify as Aboriginal. Merle has engaged with those Aboriginal families over a period of several months and has supported them in their attendance at Walcha Pre-School. Merle continues to attend the Playgroup frequently to continue to support those families, with some of the children transitioning in to Woolbrook Public School next year.

Wayne is a 4 year old boy at Narrabri who has been diagnosed with a number of learning and behavioural disorders. Wayne has to attend school next year, however due to those disorders needs ongoing intensive support to be school ready. Rhiannon, the Narrabri AEYP worker has organised the family to be supported in regards to NDIS application for Early Intervention as well as some Family Support. Rhiannon is also attending a Narrabri Pre-School

with the child and his mother on a weekly basis conducting intensive tuition to Wayne and his mother, with particular attention to having Wayne socialise with other children his own age. The mother of Wayne was initially very difficult to engage with, however now engages openly and without hesitation with Rhiannon.

Sally is a 3 year old whose mother approached Bernice our worker at Inverell to get some assistance with childcare options as she was commencing a TAFE course 2 days per week. Bernice supplied the mother with all the information of the appropriate centres and the child commenced attending pre-school for that period of time. After a while the mother wished to have the child go to another location, so Bernice has assisted with making arrangements for the child to attend a long-day care centre with longer hours due to the mother being offered some work placement, which may lead to further employment. The mother of Sally was very appreciative of the assistance given by Bernice as she struggled with confidence.

CLOSING THE GAP IN EARLY CHILDHOOD EDUCATION



INVERELL FAMILY AND YOUTH SUPPORT SERVICE

SERVICE DESCRIPTION

IFYSS continues to provide services to Inverell and surrounds including Ashford and Tingha with supports such as advice and referral, skills based programs, supported playgroup and community

IFYSS has been working with local schools, government services and health to grow our supporting opportunities.

STAFF TRAINING

IFYSS has 3 staff including Coordinator/ Family Worker, Adolescent Support Worker and Aboriginal Outreach Family Worker/ Bunbun Playgroup. All workers continue to engage well within the community to maintain IFYSS's reliable service.

All staff has completed Suicide Prevention, DV Alert and Cultural Awareness training in the last 12 months to assist them with the roles in IFYSS and to provide a more educated service to the Inverell and surrounding communities.

CHILDREN AND FAMILIES HELPED

IFYSS has supported children, youth and families in the last 12 months, seeing many outcomes for our clients including mental health, housing, education, family restorations and child protection.

IFYSS has facilitated skills based programs such as Youth Empowerment, Young Mums and Bubs, Parenting Skills, Budgeting Skills, Life Skills and Rent It Keep It. Parenting skills will be re-developed in September 2019 to meet the current needs of families. Consultation with FaCS will be completed to ensure all families needing support can access Parenting Skills once workshops re-commence.

The Youth Empowerment Workshops were held in conjunction with Youth Week 2019. The workshops saw Youth complete a variety of workshops being Domestic and Family Violence awareness, Health and Hygiene, Self Defence Demonstration and Skin, beauty and confidence building. All participants gave positive feedback after the event stating it was relevant to the local youth and they would enjoy more workshops in the future. Those who participated have been involved more in the community, less destructive behaviours occurring and higher school attendance. Over all this was one of IFYSS's many successes in the past year.

Bunbun Playgroup has re-located from the Ashford hall to the Ashford Preschool which provides the families an opportunity to complete more imaginary play, outside activities and sensory play. Many services have completed information session at the playgroup to educate families on their local services.

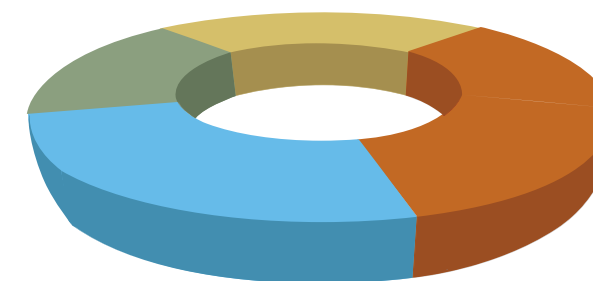
Outreach services are available on a weekly basis at Ashford Local Aboriginal Lands Council and Inverell High School providing an opportunity for families and youth to receive advice and referral from IFYSS at these locations.

IFYSS has also commenced as of June 2019 the Household Assistance Project, This project will assist families and youth as they are provided with a hamper to assist them with grocery items, toiletries, cleaning supplies and more. In exchange the client with complete a budget plan to start paying off debt or to gain savings. This project will build a positive habit for client who need help managing their money.

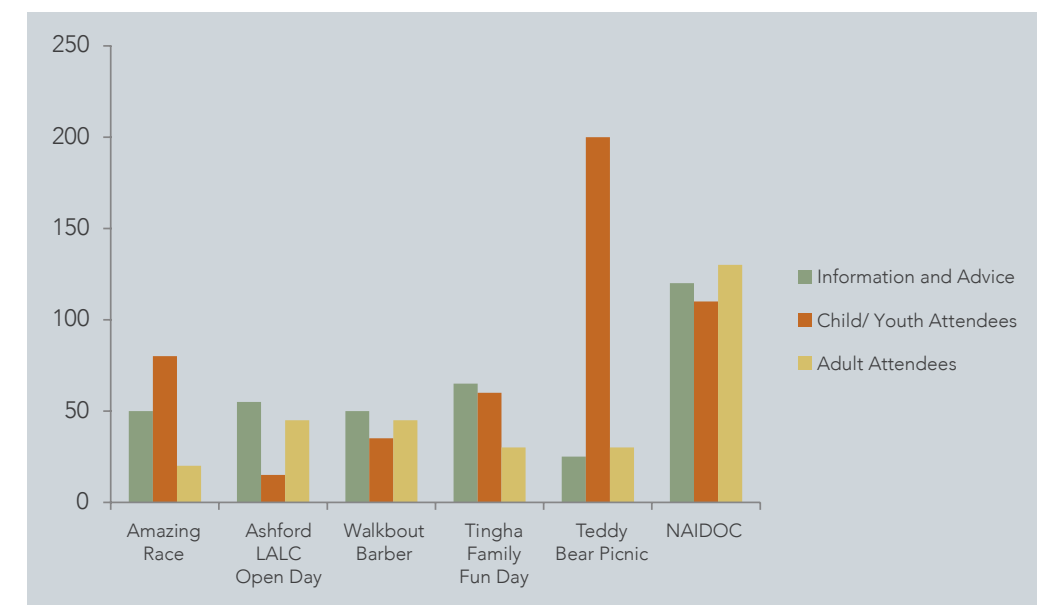
IFYSS will continue to provide a professional, caring and reliable service to Inverell and the surrounding communities for the years of 2019-2020.



IFYSS CLIENTS
= 118 FOR 2018 - 2019



COMMUNITY ENGAGEMENT AT EVENTS 2018 - 2019



FAMILY REFERRAL SERVICE

- Mid North Coast

MID NORTH COAST FAMILY REFERRAL SERVICE - REFERRAL INTAKE AND ASSESSMENT

Family Referral Service (FRS) worker Mary received a referral from FACS concerning a vulnerable family in the area. Following a call back to FACS it was substantiated that this was not an open case with the department. Based on the nature of the referral May decided to conduct a home visit to the family in Port Macquarie. Upon greeting the Sonia (mother) Mary firstly described the guidelines and confidentiality of the Family Referral Service. Sonia said at this point she would like support and assistance from FRS.

FAMILY DEMOGRAPHIC AND ISSUES

Laura was an only child who in the last 18 months was displaying extreme sexualised behaviours and encopresis. She had changed schools and had many days away from her current school as well as numerous suspensions. Sonia said Laura was seeing a Child psychiatrist in Newcastle and had previously seen the Child and Adolescent Mental Health Unit in Port Macquarie. A previous referral to a specific program for Laura's issue was declined in Newcastle due to being out of area. Paediatrician was in Port Macquarie. There was no

further medical diagnosis.

Sonia appeared to be worn out and was struggling to hold down her job and family relationship. Laura had to be observed by an adult at all times when in the company of other children. Sonia said she was feeling hopeless and worried about her daughter's future. Sonia said their home life was becoming intolerable.

FRS worker proceeded by:

- Contacting Joint Investigation Response Team (JIRT) the case had been investigated and closed due to no disclosure
- Contact to the program in Newcastle to ask again for assistance - declined
- The sexual assault unit at the local base hospital who gave the same response
- Child and adolescent mental health unit who had previously had the case open but due to staff shortage and Laura's worker leaving the service had to close the case

REFERRAL PLAN

Working through potential support with Sonia - FRS suggested:

- A supported appointment to see the paediatrician together. Sonia agreed and said she would take the Conner's Comprehensive Behaviour Rating report supplied from Laura's school which is for children showing typical ADHD behaviours.
- FRS to liaise with Child Psychiatrist in Newcastle
- FRS to complete referral to Victims of Crime for possible counselling support
- FRS to source any further supports in the area
- FRS to provide referral to: Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS)

Outcome

- FRS attended appointment with paediatrician who diagnosed ADHD with medication FRS completed travel assistance support for family
- FRS succeeded in Laura's case open again with the Port Macquarie CAMHS with follow up sessions for Laura and parents
- FRS liaised with Child Psychiatrist who made referral to the program Coral Tree in Newcastle for the family with follow up family therapy from CAMHS.
- Sonia agreed to see a psychologist with FRS worker for depression
- FRS supported Sonia to secure a referral to paediatric specialist in Mount Druitt for encopresis follow up

FRS completed regular phone contact and three home visits to Sonia and Laura which included John on one visit

A sensory blanket was sourced from the Kempsey base hospital for Laura.

The family continue to work through their family relationship and support for Laura.

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



FAMILY REFERRAL SERVICE

- New England North West



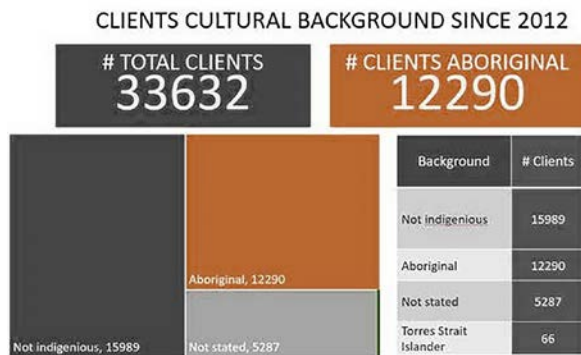
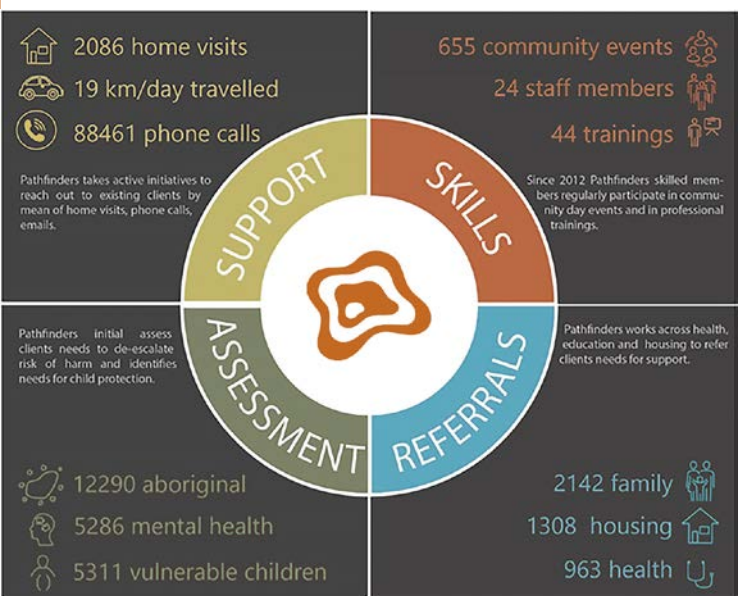
Referrals Made:

- Centrelink
- Tamworth Aboriginal Medical Service
- Australian Taxation Office



Provision of Service time:

- 1250 minutes



The psychologist of a local high school referred one of her students whom she said needed more intensive assistance than she was able to offer and asked if FRS could assist with further mental health intervention, she also indicated that the student required a tax file number as the school was having difficulties obtaining for her due to lack of identity

The plan was initially to meet student with psychologist to alleviate feelings of nervousness by student however due to erratic school attendance and limited time of the psychologist this was not possible. I met with the student (16yrs) where she was living which is with the family of her boyfriend, she went on to divulge that her mother is a drug addict who had left her over 3 years previously in the care of extended family in Western NSW. She said that her Aunt had thrown her out of home when she had been suspended from school and that she had been living with her boyfriends family ever since. The family relocated to Tamworth to be closer to medical services for a member of the family who requires dialysis.

The Student had not been receiving any money nor had the family sheltering her been receiving any financial assistance for student since she moved in over 18 months previously. We attended the local Centrelink office and uploaded relevant documents onto record and ensured that nobody was currently receiving benefit for Student. At the FRS office we contacted Abstudy and organised payments for student and also applied for a Tax File number, over the next week we attended post office to complete Tax File number process and returned to Centrelink with new documents. I followed up payments and student is now receiving Abstudy/unreasonable to live at home allowance, during her time with me we also spoke about budgeting and saving money for bigger expenses.

Once the students immediate needs were taken care of we spoke about her appointments with the school psychologist, I spoke about other options available to her and she agreed to attend GP to gain mental health care plan for further intervention.

An appointment was arranged for student to attend an Aboriginal Medical service and she will be now seeing an experienced psychologist.

Now that the student has her financial living and school needs and is addressing her mental health she may can be more focused on school attendance and achieving her goal of gaining employment within the childcare industry.

REJUVENATION PROJECTS

TIBUSTER STATION

Tilbuster has seen a great transformation during the 2018 – 2019 year, with new shedding being erected, renovations both internal and external to the homestead and structural work conducted on the existing original sheds. This transformation is in readiness for the training centre which will be utilised by Pathfinders and external sources.

New fencing has been constructed around the sewerage area and adjacent house yard in a project between AYHSS and the Aboriginal Early Years programs. Repairs to existing fencing and along the driveway to provide another feed paddock for cattle will begin shortly.

This year has also seen the worst drought in the area for some time, which resulted in the sale of 13 head of cattle from the farm, however many younger beasts were kept being 7 steers, 1 cow, 1 calf, 2 sheep and 'Tania' the farm mascot. A regular feeding program has been initiated by AYHSS to sustain the animals until the outlook improves.

20109-2020 will see Tilbuster progress into a new phase of production and prosperity for Pathfinders and the community.

THE PATHFINDERS ROYAL

The Pathfinders Royal also had significant work undertaken this year to further transform the former Royal Hotel in Glen Innes into a Foyer for accommodation, training, business enterprises, employment and community activity.

Included in the rejuvenation work are the replacement of smashed windows; installation of the disabled access door between offices and living area; new front door lock, and; installation of steel flashing to stop roof leaking.

And although the Royal is operational and better than ever, further improvements are underway. Major transformations currently being implemented are the replacement of the roof and northern veranda; replacement of back weatherboard; external painting of the building, and; upgrade and installation of the industrial café kitchen.

Once all major work is completed, the Royal will be Australia's first regional and rural foyer. It will provide a valuable integrated link of health, employment and education support services for underprivileged and disadvantaged young people.

It has been a busy and successful year, and the centre will continue to provide support for residents to develop the skills they need to lead fulfilling, independent and productive lives well into the future.

TILBUSTER IN NUMBERS



LINKS TO LEARNING

Our Links to Learning project has had another very busy year working with students from nine different high schools covering Tenterfield, Emmaville, Ashford, Inverell, Guyra, Uralla, Armidale and Walcha, with several of these schools running the project twice.

Over the course of the last 12 month we have had over 150 students enrolled in the program.

- Approx 60% male students
- Approx 65 % Identify as being Aboriginal or Torres Strait islander

Links to Learning is a hand's on project where the students not only develop self worth and self respect but also how to make decisions with positive consequences and how to set and reach life goals.

Week in week out the project offers students the chance to engage in a variety of team building scenarios and how to positively handle conflict.

Links to Learning has also been assisted by other Pathfinders programs such as Ability Links and Inverell Family Youth Support Service (IFYSS)

Another highlight of our project this year is with the help from Trish Thomas at Inverell SHS we were approved for funding from HYAP to provide a nutritious breakfast to all our students (Toast, fruit, juice, milo etc.). In most cases this is the first sustenance the students have had for the day. This has improved the attention and concentration and engagement of the students.

One of the biggest highlights this year has been talking to students who have previously taken part in the program and seeing the benefits first hand of the difference the program has made in their lives. Examples like students having the confidence and knowledge on how to apply and interview successfully for part time positions. Students who where unclear of their future direction now setting themselves goals and engaging in their studies so that they can go on to further education at TAFE or University.

Students identifying that they want to gain an apprenticeship and working towards that goal during our program have now almost completed their first year and even in a couple of situations are now in their second year of their chosen apprenticeships.

Links to Learning has spent quality time this year talking about mental health concerns and the importance of community with the students. We have had a range of guest speakers from Hunter New England Health, Jobs Australia, The NSW police force, Community Health, etc. come in to talk to the students about not only looking after their own mental health but checking in with family and friends and neighbours.

LINKS TO LEARNING STATISTICS

- 10 schools across the New England area
- 6 staff
- 190+ students have engaged in the program in the last 12 months.
- 68% of enrolled students have been identified by schools as having low self confidence and low self esteem
- 66% of students have had a negative interaction with peers and teachers in the three months prior to enrolling in the program.
- 71% of students have been identified by their school as having low self esteem and poor self perception.
- 72% of students require Literacy support.



SPECIALIST HOMELESSNESS SERVICES



18421

Community Connections Made



5

Service Locations



7

Dedicated Staff



7.574

Community Activities



7.574

Community Activities



- Armidale

The Armidale Youth Homelessness Support Service has been operational for 34 years, and is considered the foundation of Pathfinders. AYHSS supports youth and families that are at risk of homelessness or are homeless. Supports include crisis accommodation and early intervention, temporary accommodation as required, assistance with identification, Centrelink, brokerage, transitional housing, state housing and private rentals. The target group is youth between 16 – 25 Y.O.

Our success over the past 12 months has seen an expansion in programs and activities within the community, including Early Intervention work within schools with Pathfinders Links to Learning Program currently in Walcha and Armidale.

An extensive food resource program has also been initiated with assistance from Coles Second Bites, Aldi Oz Harvest and UNE Cafeteria, allowing distribution to clients, Armidale Women's Shelter, Freeman House, Uralla Neighbourhood Centre, Food Blessings, Christian Outreach Centres Food Pantry programs and PCYC's boxing program. A new app (Y-Waste) is currently being trialled for Outreach clients.

Successful reconnection to family under the Going Home Staying Home reforms is a much valued ethic of the SHS program, and AYHSS has seen significant advancement within this area, not only with some assistance from the Homeless Youth Assistance Program (HYAP), but the resourceful and innovative dedication from the team in regard to reconnection to family, working with external agencies, Health, Armajun, UNE Psychiatric department and more.

A 10 week Living Skills program is run four times annually, preparing youth for sustainable rental in transitional, social or private rental properties. The Rent It Keep It and Foot in the Door programs prepare youth with the knowledge of legalities and practices of renting, with supports from Real Estate agents, NEWTAS, Legal Aid, and Financial support services.

We are also proud to be affiliated with UNE and TAFE New England with accepting students fulfilling work placement opportunities. There are many changes ahead for the future of SHS services, with program initiatives, outcomes based KPI's and a renewed accreditation system, AYHSS staff are excited to a part of the new reforms preparing us for our 2023 reform.

SPECIALIST HOMELESSNESS SERVICES

- Inverell

The Women & Children Refuge is based in Inverell and is part of the Specialist Homelessness Service provision to the Inverell, Glen Innes and Tenterfield communities. Services from the Refuge consist of crisis accommodation and case management and a 24/7 response to Domestic and Family Violence

A member of the Glen Innes Community, Mahri Kach wanted to show the communities appreciation for the service provided by the Specialist Homelessness Service by organising fundraising event for the Women & Children Refuge.

Mahri worked with the SHS Glen Innes staff member and organised A "New Vogue Charity Ball" that was held in Glen Innes. The ball raised \$1400 toward the renovations of the refuge playground that was in need of refreshing after many years of joyful service to the residents.

The residents at the refuge were brought together to be part of exploring what the children and young people thought would be fun to have in the playground. All the 12 children participated ages ranging from 3 months old to 12 years old and the 14 year old helped to facilitate the many excited ideas onto a plan. A rainbow was a centre of the ideas and included a cubby house, a stage for performances and the plans for 'Project Kids' was created. This was a wonderful demonstration that children and young people can provide consultation should they be provided with an opportunity to

participate and all their ideas are heard and acknowledged. Since that time the children eagerly sought regular progress reports and their thoughts and excitement added to the coordination of "Project Kids".

The Inverell Men's Shed team were approached to assist with the renovations and the team provided negotiations around the provision of the building supplies and the construction and destruction of the new playground. This team of gentleman provided an opportunity for the residents and their children to experience the kindness and generosity of the community with thoughtful interactions taking place during the renovations. This connection has evolved to the offer of excursions to the Men's Shed that has created enthusiasm to visit the place where the cubby house and stage were built and further experience of the creative space of tools and builders.

Despite the difficult times in the Inverell community due to the drought conditions and the flow on effect to local business, donations were provided by the Bunnings Warehouse, H Hardware, Digby Paint Place and Metal Land.

The many contributors to the "Kids Project" have provided a connection to the Inverell community for the residents and their children at the Refuge and showed that they are valued members of the community and have a right to be safe and protected. The generosity and efforts by everyone involved will always be remembered in the colours of the Rainbow that will take pride of place in the playground when it is completed.



PATHWAYS OUT OF HOME CARE PROGRAM

PART OF OUR COMMUNITY

Pathways OOHC Program recognises the need to connect to our community to ensure the children and young People develop a sense of belonging, acceptance, connection and pride.



During the past 12 months our Children, Young People, Carers and Staff have participated in various community events:

- Community BBQ'S
- Christmas Markets
- Autumn Festival
- Premier Night at Belgrave cinema
- Sponsoring Armidale Black comedy night
- NAIDOC WEEK
- Breast cancer awareness morning tea
- Support of the local Zonta club
- Foster Care Week
- Carers Week
- Children's Week

Pathways Out Of Home Care Program

With an industry acknowledgement of the need to recognise and support the growing cohort of Young people needing support to live Independently (SIL) Pathways is experiencing an increase in interest in our SIL based program.

Currently we have 9 Young people being supported to live independently, with a further 8 referrals for SIL in the coming months. SIL Placements provide the opportunity for Young People to develop the skills needed to make a transition to adulthood - with the support and guidance of a care team. During the two year period in SIL, Young People have the opportunity to develop skills such as house keeping, cooking, budgeting and all the associated tasks which go hand in hand with independent living.

The decision to become a member of 'Foster Care Online Training Australia' in March has been more successful than we could have imagined. Currently, 'FCOTA' has on offer 23 online training modules - which can be completed online, 24 hours day in a self paced manner. Topics covered include brain development and the effect of trauma, trauma informed care, behaviour management , grief and loss in Children, supporting family contact, Cultural awareness just to name a few.

To date we have had over 1000 individual training modules successfully completed by Pathways staff and carers. The ability to offer such relevant and flexible training opportunities to our team is priceless in the ongoing safety and protection of our Children and Young People.

A look at 2018/2019:

- 95 Children and Young people- 29 Residential and 65 foster care
- 14 Houses and 69 carer households
- 9 Supported Independent living
- 4 team leaders and over 150 direct care and NPSS Youth workers
- 11 caseworkers- 4 residential and 7 foster care
- Two foster care support workers, one carers support
- 2 residential managers, one foster care manager, one support team manager
- One NPSS Coordinator



Pathways Out of Home Care Program – A Story from a Young Person

Within Pathfinders we are taught without healthy attachment and belonging, the ability to control our impulses, join in with others, develop empathy, accept and celebrate differences in others and behave respectfully towards ourselves and those we come into contact with is severely impaired.

Our children and Young people continue to amaze and inspire with their determination and willingness to try and keep trying until they reach the goals they set themselves

Johnathon has been engaged with Distance education since 2017- it hasn't always been easy but he has stuck at it determined to reach his goal of returning to mainstream school.

Johnathon commenced as a 'visitor' at his High School in term one this year attending for 2 subjects (approx. 5 hours a week) in Term 2 he was officially enrolled at the school into the MC class 5 days a week for 2 hours a day – initially we were asked to send a staff support for Johnathon for the first 2 weeks. The next 2 weeks his hours were extended to 4 hours a day and by week 5 term 2, Johnathon was enrolled as a full time student. An even proud achievement for

Johnathon he was also moved out of the MC class and into main stream classes with his peers. Johnathon has excelled at school and attends daily and has been very patient in the process of returning. Great work Johnathon!

Shayne at just 16 years of age is going to be a part of Royal Edinburgh Military Tattoo in Sydney in late October this year. She was picked to be part of the drumming core from her local cadets unit. Being selected from the many applicants state wide is a very proud moment. Shayne is super excited about this and the opportunity to be representing her cadet unit, her family and her Aboriginal culture. We all look forward to catching a glimpse of Shayne when this event is broad cast Australia wide in October.

Trixie turned 18 in March and has been successfully living independently from her carers for six months. Trixie is working full time in the local community and often drops into the office to catch up with Pathfinders staff for morning tea or lunch - and to bring everyone up to speed on all that is happening in her life. Trixie continues positive contact with her siblings who are still in the OOHc program, regularly spending time with them and being part of their home and lives.

Some more examples of our young people’s achievements:

- Two children were able to experience their first plane ride- with carers and family members
- 4 children went on holidays over seas
- One young person became as youth representative for the LGBTQI advisory group
- 1 represented the region in discuss, long jump and shot put and is awaiting completion at state level
- 10 achieved their Learners permits and 5 their 'P's'
- Four purchased their own cars
- 3 graduated Year 12
- Many represented their school, town and region in Soccer, football and dance.

After several placement breakdowns and the need to change towns and school- Patrick was finally matched with carer Lucy. After a transition and settling period Patrick's placement is stable and now long term. During a conversation with his caseworker Patrick said 'I've been waiting a long time for someone like Lucy to find me and want to keep me - I think I'mfinally home.'



ABORIGINAL STRATEGY & ENGAGEMENT

Pathfinders acknowledge the traditional custodians of the lands on which our programs, services and activities are run. Pathfinders acknowledge parents, families and communities as the first educators of their children. Aboriginal people have a long tradition of teaching and learning through sharing their connections with the land and sea, and through their stories and lived experiences that are passed from generation to generation.



Pathfinders have always had an unrelenting commitment to improve the lives of those affected by discrimination, inequity, neglect or distance. Our vision is of thriving communities, in which all fully participate and develop through mutual trust and acceptance. We work to empower people and communities to live with hope and equal opportunity to achieve their potential.

HILTON - ANNUAL REPORT

As Senior Manager Aboriginal Engagement and Strategy I can proudly advise that Pathfinders has committed to developing a formally recognised Reconciliation Action Plan and implementation plan as a core component of moving the organisation forward in a structured measurable way, both in meaningful reconciliation and in continuously improving our cultural responsiveness.

Pathfinders has committed itself to work with Reconciliation Australia, specifically with its review, feedback and quality assurance processes, to develop a Pathfinder's Reconciliation Action Plan of sufficient quality to submit, be acknowledged as an Innovate RAP, and be granted the right for Pathfinders to use the trademarked Reconciliation Australia Plan Logo.

As Pathfinders Aboriginal Strategy & Engagement Senior Manager I advise on culturally safe community engagement, service delivery and program operation. I participate in FaCS/DCJ, SNAICC, Aboriginal Education Consultative Group (AECG) and regional and local Aboriginal interagency meetings to seek opportunities for partnerships in developing and delivering culturally appropriate services and complementary support for Aboriginal youth in all Pathfinders programs.

Pathfinders employ 17% of Aboriginal Staff in all program areas with that number rapidly increasing. In the Out of Home Care Program, we employ an Aboriginal Foster Care Manager, an Aboriginal Team Leader and most recently recruited for a designated Aboriginal Case Worker. Most Aboriginal Staff employed are local, so have strong family ties and social commitments to the area.

Pathfinders are developing an Aboriginal Employment Policy. Through this policy will further enhance our reputation as an employer of choice for Aboriginal and/or Torres Strait Islander people. It will further build program and service delivery skills in Aboriginal Communities.

There is a high percentage of Aboriginal people in our current client base across the full range of Pathfinders programs including Family Support Service and Aboriginal Playgroup & Outreach Service, Family Referral Service, Ability Links, Out of Home Care Residential and Foster Care, Non-Placement Support Service. Approximately 60% of Pathfinders overall clients/participants are Aboriginal and the percentages are higher (up to 90%) in some programs.

Pathfinders have two Memoranda of Understanding with Aboriginal peak organisations, the Bila Muuji Aboriginal Health Service and the Northern Region Aboriginal Alliance, which represents 14 Aboriginal Lands Councils and members. Pathfinders recognise and value the learning that Aboriginal people bring with them from their homes and communities into our organisation's programs, services and activities, and we value the participation of our clients in decisions which affect them.

Our service delivery practice is a partnership with Aboriginal communities and based upon trust and connected through recognition of culture, customs, traditions and values, having a real understanding of the Local Community, their history and the Elders of the community. Our service delivery practice is strongly informed by the nature of the extended family and community connections characterising Aboriginal culture, and the need to engage across these connections for effective support of a family, child or young person.

Pathfinders have implemented an Aboriginal Commitment Framework - a policy endorsed and authorised by the Board of Pathfinders. We are committed to the ongoing development, improvement and endorsement of policy that allows the organisation to meet its duty of care to its Aboriginal clients, Aboriginal workers and to the Aboriginal communities we serve. It is this supportive leadership and safeguarding of our trauma informed culture, that continues to drive the success of Pathfinders programs, services and activities for Aboriginal people.



COMMITMENT TO THE SANCTUARY MODEL

Pathfinders is committed to its staff, young people, clients, volunteers and community. Pathfinders is investing in a 3-year implementation plan to imbed the accredited and widely adopted therapeutic care model called the “Sanctuary model” across the organisation.

The Sanctuary Model (Sanctuary) is a trauma-informed framework for building an organisational culture. It focuses on safety and creating an understanding of how past adversity and trauma can continue to affect someone’s behaviour. Sanctuary recognises that trauma has an impact not only on the people who have experienced it, but also on the staff who work with them and on organisations as a whole.

Sanctuary enables an organisation to create a safe, non-violent environment that teaches people to cope effectively with stress and trauma, and heal their emotional and behavioural health issues. It also supports staff and carers to form communities that are supportive and caring, and to maintain a culture that reflects these qualities at every level within the organisation.

Sanctuary is an evidence-based approach that was developed by Dr Sandra Bloom. More than 300 organisations have become part of the international Sanctuary Network.

The Sanctuary Model is a blueprint for clinical and organisational change which, at its core, promotes safety and recovery from adversity through the active creation of a trauma-informed community. A recognition that trauma is pervasive in the experience of human beings forms the basis for the Sanctuary Model’s focus, not only on the people who seek services, but equally on the people and systems who provide those services.



SANCTUARY INSTITUTE AUSTRALIA

Objectives:

- Provide a shared knowledge and practice base for all Pathfinders Ltd staff, leadership and stakeholders.
- Create increased capacity to provide trauma-informed services for the fostering, community residential and drop in adult services Pathfinders provide.
- Instil a trauma-informed culture that serves as a foundation for operations at every layer of the organisation that will support positive organisational and clinical outcomes such as the following:
 - lower than average staff turnover
 - higher productivity of staff through motivation, engagement and satisfaction
 - strong assessment of trauma leading to more targeted client intervention or treatment
 - reduced negative incidents
 - trauma symptom reduction in clients

When an organisation makes the commitment to implement Sanctuary, trains its staff in the theoretical and philosophical underpinnings, embraces the language of S.E.L.F., and uses the Sanctuary tools, we can expect to see improved outcomes for clients, improved staff retention and satisfaction, and decreased violence.

While many models address the individual and group treatment needs of vulnerable clients, Sanctuary is unique in that it instructs leaders and community members not only in providing service to their clients, but also in creating safer, better-functioning organisations.



DIRECTORS REPORT 2019

Your directors present their report on the company for the financial year ended 30 June 2019.

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, child protection, family support, Youth services, Youth homelessness and vocational training programs for disadvantaged young people and the relief of poverty.

The Company's principal activities during 2018-2019 have been:

- Operating several community-based family, children and young person focused services and programs, including family support, youth services, child protection services, Out of Home Care (OOHC), Disability Services, youth refuge, women and children's refuge, supported accommodation and outreach housing services and Family Referral Services (FRS) throughout the New England and North West Tablelands (NENW), Mid North Coast (MNC) and Far North Coast (FNC) of NSW.

- Investing in the development of the Pathways Out Of Home Care Service, including significantly expanding the Pathways Foster Care Program and increasing capacity in the Pathways Residential Care Program through additional contracted placements, developing and implementing the Pathways Clinical Care Team to align with the Family and Community Services (FACS) OOHC Reforms and the Permanency Support Program, the establishment of new residential units and recruitment and training of additional Pathways staff.
- Providing education support and engagement services for vulnerable and disadvantaged children and young people.
- Operating the NENW and MNC Family Referral Services including engagement with schools by providing educational and Domestic Violence programs for children and young people.
- Contributing to Statewide policy development through participation on Peak Body Boards including ACWA Board the NSW peak body for child welfare and child protection, Yfoundations, NCOSS, and FONGA.
- Continuing to implement Pathfinders Strategic Plan 2015-2020 and developing organisational KPI's to measure progress and achievement of goals.
- Providing a range of child protection and family support services enabling children and young people to remain with their family and in their community
- Enhancing Pathfinders ICT system.
- Playing a key role in consolidating relations between FACS, Health and FRS providers to integrate FRS's with NSW Child Protection programs in line with previous recommendations of Pathfinders Patron, The Hon. James Wood.

- Engaging with other community service organisations including government and non-government agencies, research institutions and program community volunteers.
- Strengthening Pathfinders commitment to reconciliation between Aboriginal and Torres Strait Islanders and Non-Aboriginal Australians by continuing the development of Pathfinders Reconciliation Action Plan with Reconciliation Australia.
- Advocating to advance the Pathfinders National Aboriginal Birth Certificate program to assist Aboriginal people across Australia obtain their Birth Certificate, a vital identity document as an Australian citizen enabling full participation in Australian society.
- Conducting Pathfinders Festival of Abilities in Tamworth, in conjunction with Tamworth Local Council and Pathfinders Ability Links Program.
- Establishing Pathfinders educational programs including the Aboriginal Transition to Schools Program and the Links to Learning Program across the New England and North West.
- Consolidating and improving the operation in the NSW Residential Care Police Protocols in partnership with FACS, Police and Pathfinders.

Other activities of the Company are as described in the annual Project Reports and in various other project brochures and flyers and on the Company's website (www.pathfinders.ngo). These activities fulfil the range of charitable and community services objectives of the company as outlined below.

The Company is endorsed, on the basis that it is an institution that is established and operated to advance or promote a charitable purpose. The main charitable purposes have been nominated as the provision of housing and supported accommodation to homeless young people, women and children; provision of 24/7 residential care and foster care to Wards of the State of NSW and support of disadvantaged families, children and young people.

As well as the concession of an income tax exemption, GST charity concessions and an FBT rebate have been obtained.

DIRECTORS

The names of the directors in office at any time during, or since the end of, the financial year are:

- Fiona Miron (resigned 28 November 2018)
- Rosemary Curtis
- Michael Sivaraman (appointed 29 May 2019)
- Andrew Gahan (resigned 28 November 2018)
- Tim Catterall
- Berne Gibbons (resigned 15 May 2019)
- Alex Shaw (resigned 11 April 2019)
- Alyssa Lincoln (resigned 11 April 2019)
- Anastasia Glushko ((resigned 15 May 2019))
- Patricia Schultz (appointed 29 May 2019)
- Dr Ahmed Bawa Kuyini-Abubakar (appointed 29 May 2019)
- Frances Letters (appointed 29 May 2019)
- Professor Robert Lonne (appointed 29 May 2019)

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

Directors Information

Fiona Miron

Qualifications

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

Special Responsibilities

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

Experience

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

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

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

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

Andrew Gahan

Qualifications

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

Special Responsibilities

- Deputy Chair, Board of Directors
- Chair, Finance Committee

Experience

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

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

He has worked in Business banking and is currently working as the head of Legal and Securities with the Regional Australia Bank.

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

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

Rosemary Curtis

Special Responsibilities

- Member, Remuneration and Nomination Committee, Risk Committee

Experience

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

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

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

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

Michael Sivaraman

Qualifications

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

Experience

Michael has lived in Australia since 1961. A naturalised Australian, Michael is married with five children and three grandchildren.

Michael retired from paid employment in October 2012 after a career that has spanned across forty five years. All of his training has been in Health and Human Services; both within Institutions and Community sectors, (government & Non-Government Organisations).

In Health Michael has worked mainly as Health Service Manager, responsible for the provision of Primary Health Care.

In Non-Government Organisations Michael involved in:

- Aged & Disability Service
- Drug & Alcohol Rehabilitation Service
- Aboriginal Medical Service
- Mental Health Recovery & Community Support Service and
- Residential Care for Homeless Children

Michael has taught:

- Mental Health for 1st year Nursing students at UNE
- Community Welfare Cert IV at New England TAFE
- Aged Care at Grafton TAFE

Involvement with Management Committees, has been with:

- NSW Council of The Aging (COTA) - 2005 to 2007
- Armidale Harmony Group - till 2012
- Tablelands Community Transport - 2008 to 2011
- Armidale Women's Centre - 2006 to 2007
- Armidale Interagency Forum - 2008 to 2009

Since retirement Michael has been involved as a volunteer.

Tim Catterall

Qualifications

- Master of Business Administration
- Master of Nutrition and Dietetics
- Bachelor of Science (Hons) in Biochemistry

Special Responsibilities

- Chair, Board of Directors (until 29 May 2019)
- Chair, Risk Committee (until 29 May 2019)
- Chair Remuneration and Nomination Committee (until 29 May 2019)
- Member, Finance 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.

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, Remuneration and Nomination Committee

Experience

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

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

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

Anastasia Glushko

Qualifications

- Bachelors of International Relations, Australia National University

Special Responsibilities

- Member, Risk Committee

Experience

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

Alex Shaw OAM

Special Responsibilities

Experience

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

Alyssa Lincoln

Qualifications

- Bachelor in Financial Administration (University of New England)
- Graduate Dip Business
- Chartered Accountant

Special Responsibilities

- Member, Finance Committee

Experience

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

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

Professor Robert Lonne

Experience

Professor Lonne is the Discipline Leader of Social Work in the School of Health at UNE. Bob’s distinguished career has included direct practice and managerial positions in the mental health, statutory child protection and juvenile justice fields in both Queensland and Western Australia. . He has been an academic at QUT, University of Queensland and UNE and has held senior leadership roles.

Professor Lonne is recognised by Inquiries as an expert witness regarding child protection systems and was cited over 40 times in Queensland’s Carmody inquiry report into the child protection system. He and his UNE colleagues have undertaken research for the NSW ‘Their Futures Matter’ reforms (FACS) investigating assessment tools and policies for the ‘front door’ of child protection systems to improve access by families and children in need, and along with colleagues from other universities he has undertaken research about children’s views of safety for the Royal Commission into Institutional Responses to Child Sexual Abuse.

His PhD research examined the factors affecting the recruitment and retention of rural social workers, as well as the process of personal and professional adjustment they experienced when relocating to take up a position in a rural community. He has demonstrated high level national leadership in a number of areas including: social policy issues, child protection, workforce issues in the health care and social assistance sector, accreditation standards for schools of social work, other social welfare issues.

Professor Lonne remains very active in high level policy forums and committees concerning areas such as child protection reform and workforce issues affecting the health and community services. He also works closely with a number of community-based human service organisations.

Professor Lonne attended the Australian 2020 Summit in relation to the issues affecting rural communities. He was the National President of the Australian Association of Social Workers from 2005-2011, having been twice elected by members, and was formerly the Elections Officer for the International Federation of Social Work.



Ahmed Bawa
Kuyini-Abubakar

Qualifications

Associate Professor Ahmed Bawa Kuyini A. previously worked at University of New England (UNE) and is currently Manager of the Master of Social Work Program, College of Global, Urban & Social Studies, RMIT University, Melbourne, Australia.

Special Responsibilities

- Deputy Chair, Board of Directors (from 19 June 2019)

Experience

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

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

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

Frances Letters

Qualifications

- University of New England, Armidale NSW. Bachelor of Arts 1965 (Humanities)
- Journalist, Sydney Morning Herald (1965–1966) and Women's Day (1968)
- Fifteen years living/ travelling in SE Asia, India, Europe, North Africa, USA, Mexico.
- Teacher of Transcendental Meditation in Spain and Australia (1977–)
- Casual case-worker, Armidale Women's Refuge during the 1990s.
- Casual journalist, editor and proofreader, University of New England, Armidale (1989–)

Experience and Publications

- The Surprising Asians, Angus & Robertson, 1968. Illustrated by the author.
- Studied by some quarter-million students for NSW School Certificate English during the 1970s and 1980s, and later for Asian Studies.
- People of Shiva: Encounters in India, Angus & Robertson, 1971. Illustrated by the author.
- Numerous articles in the Sydney Morning Herald, the Sun-Herald, Woman's Day, the Guardian, the Guardian Weekly
- Active long-term member of ANTaR (Australians for Native Title and Reconciliation); ARAR (Armidale Rural Australians for Refugees); the peace group Women in Black.

Patricia Schultz

Special Responsibilities

- Chair, Board of Directors (from 19 June 2019)

Experience

Pat joined the Committee of The Youth Refuge inc (now Pathfinders) in 1989, and in 1990 I accepted nomination as chairperson.

In 1995 Pat stepped down as chairperson on the resignation of the manager and accepted the position as temporary manager for a period of 10 months.

In this position Pat carried all duties of the manager including staff management funding applications and policy writing.

On the employment of a permanent manager Pat returned to the position as president. The landscape for NGO funding was changing, we took a strategic decision to grow the company to avoid being taken over by the large organization. Pat worked closely with the manager to grow the company.

During this time we moved from being an incorporated organization to a company. To reflect the diversity of services offered the name changed from The Youth Refuge to Pathfinders. After 15 years of service I decided to move on to other interests.

In May 2019 Pat returned to the board as a director.

In Pat's career she worked as a nurse, moving to community services 30 years ago. Pat has worked with intellectual disabilities, women, youth and mental health in a variety of positions including case worker and manager.

Pat has now retired and enjoy bushwalking and travel.

MEETINGS OF DIRECTORS

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

	Eligible to attend	No. attended
Fiona Miron	5	5
Rosemary Curtis	13	13
Andrew Gahan	5	2
Tim Catterall	13	13
Berne Gibbons	12	10
Anastasia Glushko	12	6
Alyssa Lincoln	10	5
Alex Shaw	10	8
Michael Sivaraman	1	1
Patricia Schultz	1	1
Frances Letters	1	1
Bawa Kuyini	1	1
Professor Robert Lonne	1	1

SHORT AND LONG TERM OBJECTIVES OF THE COMPANY

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

- To provide for the safety, well-being, confidence, resilience and independence of families, children and young people by fostering and providing for their health, developmental needs, accommodation needs, encouraging their potential, spirituality, self respect and dignity within a safe and nurturing environment.
- To establish, promote, maintain and operate a range of community services and projects for children, young people and their families including:
 - Youth Refuges to provide emergency and crisis accommodation and shelter for homeless children and young people;
 - Youth Services to provide information, advocacy, support, counselling and advice and assistance to young people;
 - To provide and enhance the provision of foster care and residential care services for children and young people in the NSW Out of Home Care program;
 - Juvenile Justice services to prevent young people entering the Juvenile Justice system and to assist young people who are exiting detention to reintegrate into our communities;
 - To provide family and youth support services to enable families to thrive in our communities.
- To assist homeless children and young people to transition from Crisis and Supported Accommodation and to locate, obtain and retain alternative accommodation and shelter after they have left Pathfinders.
- To establish and provide a range of vocational, social and recreational programs and activities for families, children and young people.
- To provide cooking, cleaning and laundry facilities for use by homeless children and young people.
- To employ youth workers and counsellors to accommodate, supervise, assist and counsel homeless children and young people.

- To support and provide services to Refugees in our community and to liaise with Refugee Support Groups in the provision of such support and services.
- To identify strategies and solutions to child, youth and family homelessness and other social and economic disadvantage and to seek to positively influence key Government policies and programs that impact on the well being of our client group.
- To advocate for young homeless people and their families to ensure their needs are recognised and considered by all levels of Government in the development of social policies and programs that impact on homeless people.
- To promote and undertake research into youth homelessness, juvenile justice, family breakdown and other forms of social disadvantage.
- To engage in research and disseminate information about the legal, welfare, medical, educational, housing and family needs of disadvantaged families, children and young people.
- To increase community awareness and understanding of the needs and disadvantage experienced by homeless young people and their families and assist in the development of appropriate solutions to the problem of homelessness.
- To make available at the Company's premises information to parents, children and young people regarding welfare, medical, educational and housing rights and to introduce them to and engage them in the existing community and welfare agencies service networks.
- To collaborate and liaise with the community and other welfare and government agencies to further the objects of Pathfinders.
- To support and mentor Aboriginal organisations to provide a range of services to Aboriginal communities in establishing and operating social services for children, young people and their families and to provide these services directly where needed.
- To promote consultation and cooperation between Pathfinders and non-government social welfare organisations, State and National Peak Bodies and Governments involved in social welfare activities.
- To provide for the direct relief of poverty, homelessness and disadvantage in the form of money, goods and services to children, young people and families in necessitous and underprivileged circumstances.

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

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

PERFORMANCE MEASUREMENT

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

MEMBERSHIP DETAILS

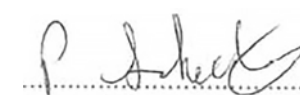
Pathfinders Ltd is a public company limited by guarantee and no shares or options are issued. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10.00 each towards meeting any outstanding obligations of the company.

Membership Class	Number of Members	Individual Members Contribution on winding up of Company	Total Members contribution on winding up of Company
Ordinary Members	14	\$10	\$140
Associate Members	3	\$10	\$30
Total	17	\$10	\$170

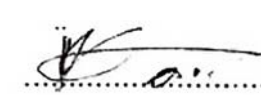
AUDITORS' INDEPENDENCE DECLARATION

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.



Patricia Schultz



Michael Sivaraman

Dated: 14 November 2019

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2019

PATHFINDERS LTD
ABN 64 146 004 524

PATHFINDERS LTD
ABN 64 146 004 524



STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 (\$)	2018 (\$)
Revenue	2	21,364,947	22,373,389
Profit/(loss) on sale of assets	3	289,753	(15,233)
Profit/(loss) on disposal of assets	3	-	(165,244)
Administration expenses		(1,398,387)	(886,669)
Borrowing costs		940	(11,703)
Depreciation and amortisation expense	3	(403,749)	(594,887)
Employee benefits expense		(13,751,680)	(15,903,850)
Occupancy costs		(4,710,311)	(4,601,505)
Surplus/(deficit) before income tax expense		1,391,513	194,298
Income tax expense	1 (a)	-	-
Surplus/(deficit) after income tax expense		1,391,513	194,298
Other comprehensive income		-	-
Total comprehensive income for the year		1,391,513	194,298

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Note	2019 (\$)	2018 (\$)
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	6,011,427	3,098,471
Trade and other receivables	5	144,248	1,344,254
Other assets	6	288,634	59,953
TOTAL CURRENT ASSETS		6,444,309	4,502,678
NON CURRENT ASSETS			
Property, plant and equipment	7	3,142,570	3,595,813
Intangible assets	8	-	127
TOTAL NON CURRENT ASSETS		3,142,570	3,595,940
TOTAL ASSETS		9,586,879	8,098,618
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	1,387,091	1,192,025
Financial liabilities	10	154,410	340,028
Provisions	11	827,884	996,406
Other liabilities	12	1,948,665	1,505,282
TOTAL CURRENT LIABILITIES		4,318,050	4,033,741
NON CURRENT LIABILITIES			
Financial liabilities	10	48,294	600,808
Provisions	11	215,725	83,146
Other liabilities	12	232,374	-
TOTAL NON CURRENT LIABILITIES		496,393	683,954
TOTAL LIABILITIES		4,814,443	4,717,695
NET ASSETS		4,772,436	3,380,923
EQUITY			
Planned maintenance reserve	13	195,108	158,649
Accumulated funds		4,577,328	3,222,274
TOTAL EQUITY		4,772,436	3,380,923

DIRECTORS' DECLARATION FOR THE YEAR ENDED 30 JUNE 2019

In the directors' opinion

- the attached financial statements and notes comply with the Australian Charities and Not-for-Profits Commission Act 2012, the Australian Accounting Standards - Reduced Disclosure Requirements, the Australian Charities and Not-forprofits Commission Regulations 2013 and other mandatory professional reporting requirements;
- the attached financial statements and notes thereto give a true and fair view of the company's financial position as at 30 June 2019 and of its performance for the financial year ended on that date;
- There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors by:

Patricia Schultz

Michael Sivaraman

Dated: 14 November 2019



ANNUAL REPORT

2019

www.pathfinders.ngo