



Annual Report 2020



Welcome to Pathfinders Annual Report 2020



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From our CEO

Welcome to Pathfinders Annual Report for 2020. It's been a year like no other.

We've experienced a year that's challenged us and many in our community. It's been a demanding year, but due to the hard work and commitment of the Pathfinders team, it has also been a successful one. We've seen the very best of our community come together to get all of us through the disruption and uncertainty 2020 has brought us.

Pathfinders is an integral part of the communities it serves. Our support and hands on assistance is valued enormously by the communities of New England and North West Tablelands and the Mid North Coast. The services we deliver change lives and provide hope for the most vulnerable in our society.

I want to take this opportunity to thank each of our team members who have gone above and beyond and ensured our clients and families were not left behind or left out.

COVID-19 has meant we've had to stop doing some activities and change the way we deliver others, but we've looked for

alternatives and found a way through. Our initiative, our enthusiasm and our commitment has ensured our goals haven't wavered. True to our name, we've just taken a different path to reach our goals.

We're not through this pandemic yet, but we have established protocols, processes and identified the many ways we can continue to serve our clients. Being able to grow and expand while still serving our community, all from the front line, is truly impressive and testament to our hardworking and committed staff.

At the heart of all was our concern for the safety of our clients and our staff. Everything we did was completed with those priorities. We've seen staff look for opportunities to embrace technology and new ways of engaging with our clients. The virtual cooking classes are one example.

The Eat Smart Program was the idea of an IFYSS youth worker, who approached a local chef to establish the classes. Not only were we able to teach participants the essential skill of cooking, we provided an opportunity for families to engage and connect with each other. The classes are also assisting some clients with social anxiety to restore their confidence.



We've recorded some wonderful achievements this year:

- We secured funding for re-commencing and delivering a Pathfinders' national Aboriginal and Torres Strait Islander Birth Certificate Program. This means access to a birth certificate for Aboriginal and Torres Strait Islander prisoners initially, and then scaling the program to others seeking a birth certificate.
- Major updates to ICT infrastructure were rolled out, making sure our data and technology policies support our ongoing innovation and development. We're ensuring we're well placed to thrive in the digital environment.
- Our updated website gives us more opportunities to engage with our clients, communities and stakeholders, as well as sharing the work we're doing and the difference we're making each and every day.
- Embedding the Sanctuary Model across all parts of our business has been really important for us. This has been demonstrated by our commitment to our clients, our staff and the communities we live and work in.
- Our commitment to culture and connections is clear through our ongoing work to grow and engage our Aboriginal and Torres Strait Islander and Culture Diverse staff and community by embedding key strategies such as RAP, Pathfinders National Aboriginal and Torres Strait Islander Birth Certificate program, Aboriginal and Torres Strait Islander Employment Framework designated positions and traineeships.
- We've further developed our Marie Delaney Training and Education Centre at Tilbuster Farm Station in Armidale and a commercial kitchen and training centre at the Royal in Glen Innes. The development of these two Pathfinders owned assets will see multiple education, training and cultural programs operational and not only benefiting our young people, clients, participants and their families but the wider community.
- Out of Home Care (OOHC) services, foster care, child protection and family referral, family preservation services, continue to support our families. OCG re-accreditation occurred and the final audit took place in October 2020. We're now awaiting the outcome. It was a huge team effort by everyone across the whole organisation. We're serving a growing area and were able to open additional houses in Muswellbrook.
- Disability support – this has involved re-establishing Support Your Path (NDIS). Support Your Path is disability support providing services for an individual to thrive in their community, support their independence and live their life freely with hope and equal opportunity.
- The support of our Aboriginal and Torres Strait Islander partners including Armajun Aboriginal Health Service, Abcare, Burrun Dalai, Bila Muuji Aboriginal Corporation Health Service, Northern Region Aboriginal Alliance, and AbSec is greatly appreciated and elevates the effectiveness of programs like the Pathfinders' National Aboriginal and Torres Strait Islander Birth Certificate program, Aboriginal and Torres Strait Islander Early learning and development program and Pathfinders family preservation services.
- We commenced our Community Housing Provider registration. As a provider of supported housing, Pathfinders will align with the housing continuum from existing services we already offer young people, families, participants and our community ranging from out-of-home-care, homelessness, semi-independent living and early intervention through to long-term housing opportunities.
- We'll continue to deliver homelessness services to those in need. From women and children's refuges, youth refuges, transitional housing, supported accommodation and community housing.
- Our commitment to education and training will also continue. These include programs like the Aboriginal Early Years Program, Supported Aboriginal and Torres Strait Islander playgroups, school programs, education support, breakfast clubs, Pathfinders Pumpkin Run, Marie Delaney Training and Education Centre at Tilbuster Station in Armidale and the commercial kitchen and training centre at the Royal in Glen Innes. These are programs that make such a difference to the lives of so many.

I recommend our Annual Report for 2020 to you with our highlights, successes, stories and achievements. We've been able to deliver for our communities thanks to our board, our members, our staff, our volunteers and the communities we support.

Thank you

Alan Brennan
CEO Pathfinders Ltd



From our Patron

No one could have predicted what 2020 would have in store. Pathfinders, like many organisations and businesses, has faced enormous challenges in dealing with COVID-19. However, the Pathfinders team has found new ways to adapt and continue to deliver much-needed services to individuals, families and communities.

Each day the Pathfinders team are witness to those experiencing discrimination, inequity, neglect, isolation. The dedicated staff find ways to support, improve and change lives right across the North West, New England and Mid North Coast regions of NSW.

It is an honour to be Pathfinders' Patron and to showcase the inspiring work done to help those in our community who need it most. Pathfinders is a unique organisation. Their role as a champion for the disadvantaged, for vulnerable children and

for young people ensure these important voices are heard and importantly, listened to. The types of services provided by Pathfinders are unique and wide ranging and are delivered with care and compassion. Pathfinders is an important and valued member of the communities it serves. The many people who access its services are testament to this.

To the staff who continue to do their jobs throughout COVID-19, to help people and to support and offer guidance through what has been a very tough year, thank you.

Thank you for your unwavering commitment to the communities you serve.

The Hon. James Wood AO QC
Patron



From our Chairperson

During our planning for 2020, none of us could have known what 2020 would look like.

We've experienced drought and bushfires and the impact of those events on our communities, staff and clients. No one could have predicted a global pandemic, one that would present us with many challenges and change the way we live and work.

Much of what we do at Pathfinders is about connection. The challenges of 2020 and working through COVID-19 has challenged how we work, how we connect and how we deliver services to our clients.

Despite all of this, we've found a way to adapt and continue to provide our clients with the connections they need to thrive. The hard work, initiative, creativity and commitment of our Pathfinders team has enabled us to find a way through the challenges of COVID-19 and to make 2020 a successful year.

Our management team and staff have looked for ways to embrace technology and a new way of working. One example was our virtual cooking classes. The Eat Smart Program was the brilliant idea of an IFYSS youth worker. After approaching

a local chef, the classes were set up. Not only were we able to teach our young people the important skill of cooking, we were able to provide opportunities for participants and their families and households to engage and connect with each other. The classes are also assisting some clients who suffer with social anxiety to restore their confidence.

I'm incredibly proud to be the Chair of Pathfinders. The contribution this organisation makes to the communities it serves and the difference it makes to so many in rural and regional NSW is incredible and life changing. This contribution is particularly important given the structural disadvantage rural and regional communities have yet to overcome and the generational trauma and inequality faced by Aboriginal communities on a daily basis.

I would like to thank the Board members for their contribution to the valuable work Pathfinders delivers to the communities of the New England, North West and Mid North Coast. My thanks also to our patron, the Hon James Wood for his ongoing work as patron and commitment to the values and goals of Pathfinders.

Phil Borg
Chairperson



2020 Year in Review



Corporate Services

Strategic Human Resources

The 2019/2020 year has been one of innovative and responsive development for the workforce and the organisation. This has involved continued review with regard to the structure of Pathfinders Ltd, with the continual adjustments to the pandemic environment, industry requirements and service modelling that have been required.

The organisation has seen a 26% growth in staffing numbers in the past six months and a stabilisation in all programs and projects, with innovative capacity building strategies in new areas of service delivery being the priority as we move forward. These changes have been accompanied by a relatively low attrition rate.

The Corporate team has continued to lead the way in supporting the overall growth and expansion of the organisation with the Pathfinders corporate support systems expanding within the areas of IT, quality management and data systems, Work Health & Safety (WHS) and corporate services generally.

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 have continued to thrive and expand, even within the environment of COVID-19.

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.

Quality and Change Management

Service Description

A key focus has been the development and delivery of an updated Quality Management Framework (QMF). This has enabled us to provide clarity to all aspects of our organisation on the framework of our quality management; in turn enabling the maturing of our quality management and continuous improvement activity. The embedding of our QMF will be an important aspect of our ongoing success – with process improvements through this year already delivering significant enhancements to our evidentiary capabilities for external stakeholders.

Successful relaunch of our IonMy software enabling improved reporting on critical operational items for stakeholders. This involved multiple online sessions rolling software out to our teams and masterclass refresher sessions through the bedding down phase of the relaunch. The use of the software has had a positive impact on our ability to provide information to key external stakeholders.

Extension of IonMy software to recording of information for NABC program, in turn enabling extraction of critical reporting on NABC information for our Board and funding bodies.

WHS

Service Description

The WHS 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 formalised its consultative arrangements and saw the training of Health and Safety representatives across the work groups of the Pathfinders geography.

Pathfinders Response Team

- On 17th March 2020, in response to the emerging threat posed by COVID-19 the Executive Group signed off on establishment of the Pathfinders Response Team (PRT).
- The PRT comprised our CEO, Board Member Craig Hunt, all Senior Managers, our Work Health and Safety (WHS) Officer, Human Resources (HR) Manager and Quality and Change Manager. Our Quality and Change Manager was also charged with role of PRT Co-ordinator.
- The PRT was established to:
 - » plan for business impact
 - » plan for employee, Children and Young People and client impact
 - » plan for employee, CYP and client protection
 - » establish pandemic policies and processes
 - » deliver pandemic communications and education.
- To meet these objectives the PRT commenced meeting weekly, with the first meeting resulting in the development of the Pathfinders Pandemic Operating Protocols. The Operating Protocols were developed to deliver on the objectives of the PRT, with their guiding principles being to:
 - » protect the health and wellbeing of our employees, carers, children and young people, clients, suppliers and their families;
 - » minimise the risk of our workplace being a potential source of infection into the broader community; and
 - » minimise the risk of disruptions to our operations.
- The Operating Protocols covered items such as travel, self-isolation, movement between offices, visitors to the office, hygiene, client/CYP interactions and provided important information on symptoms, testing and the like. Rollout included provision of a centralised email address for staff questions and feedback regarding the pandemic.
- Importantly the protocols have evolved as the pandemic has evolved; with our response shifting in line with Government and community concerns (we are now on version 1.8 of our protocols).



- The evolution of our response to the pandemic included planning for continued service delivery during NSW's wave one lockdown – where through proper planning and quality execution we ensured uninterrupted delivery of all services to our clients and community.
- When the first wave was at its peak we were able to manage the transition of office staff to working from home; with no resultant loss of time or productivity. We were also able to deliver infection control training to all staff as part of ongoing awareness and education on the virus.
- The organisation has not been immune to the virus; we have had contact with external stakeholders who have tested positive to the virus and had the need for clients and staff to be tested for the infection. Pleasingly in each instance of contact with infected persons, or testing being undertaken the actions outlined in our protocols have been enacted and have ensured the safety of our staff, clients and community. Of significant note we have had no instances of positive infection notwithstanding the heightened risk associated with our service delivery.
- Staff engagement with the protocols has been exceptional – with strong feedback from staff on operationalising our protocols. This has included feedback resulting in:
 - » the purchase of 4,000 disposable masks for use by clients and visitors
 - » purchase of 400 Pathfinders branded reusable masks for use by our staff in situations where appropriate
 - » purchase of 2,000 single use Pathfinders branded pens for use by clients
 - » purchase of canisters of car sanitiser for the sanitising of our vehicle fleet
 - » purchase of bulk supplies of hand sanitiser and disinfectant wipes
 - » development of sign-in books in all locations and the use of QR code sign-in software in our higher foot traffic locales.
- The organisation continues to monitor Government guidelines and to update our operating protocols in line with Government guidelines and community expectations.

TILBUSTER Station Farm, Armidale

Tilbuster has undergone a significant transformation during the 2019–2020 year. Renovations have been carried out both internally and externally on the homestead while structural work conducted on the existing original sheds is in the final stages of completion.

The transformation is in readiness for the training centre to be used by Pathfinders and external sources. Work undertaken includes the homestead which is now fit for habitation meaning a range of programs will soon start, ensuring Tilbuster is an asset to our clients, staff and community. New fencing has also been constructed and repairs to existing fencing and along the driveway has begun.

All of this work has continued despite the region and much of the state experiencing the worst drought in some time. Unfortunately, the worsening conditions also resulted in the sale of cattle from the farm this year.

Negotiations have now been finalised to ensure regular upkeep of the Tilbuster grounds, works to sheds and farm infrastructure and soon horticultural activities will resume.

Pathfinders has commenced a traineeship and mentoring at Tilbuster and 2020-2021 will see Tilbuster progress into a new phase of production and prosperity for Pathfinders and the community.

ROYAL Glen Innes

THE PATHFINDERS ROYAL - The Pathfinders Royal 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.

While the Royal is operational and better than ever, further improvements are underway. Major transformations currently being implemented include the 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.



Anchor Road in Tamworth and Blaxland Road in Armidale

Two of Pathfinders' assets include properties in Blaxland Road in Tamworth and Anchor Road in Armidale. Both of these properties underwent transformation this financial year.

Substantive works were carried out to ensure our continued commitment to our clients and the community. Both internal and external improvements were made and saw both these properties transformed to support our clients and community now and in the future.



Pathfinders Community Housing Provider Registration commencement

Pathfinders has emerged as one of the principal providers of a broad range of support services to children, young people and families in the New England area. We assist clients out of homelessness, help students to develop self-worth and self-respect and assist Aboriginal children to make school a more fulfilling experience.

Safe, secure and affordable housing is central to a person's health and well-being, to their ability to enjoy and take part in community life, and the ability to work and participate in education and training. Being unable to access appropriate housing can contribute towards isolation, a loss of independence and in some cases can lead to a need for residential care, to hospital admission or to homelessness.

Pathfinders knows that just giving someone a house is not enough. There are members of every community who require more tailored housing, with a degree of support attached, whether this is on a temporary or permanent basis. They may be vulnerable due to the relationships they have, their age or ill health, have a long-standing illness or disability, or lack the skills to manage a tenancy and need support to maintain their independence.

Pathfinders has come to recognise that one of the biggest obstacles to it achieving its mission is the lack of access to safe, secure and affordable accommodation for our clients. Whilst there are few people living on the streets in New England, there is still a considerable number of people staying temporarily with other households (couch surfing), living in unlicensed boarding houses and in other temporary and inappropriate lodgings.

Pathfinders has commenced the process to become a registered Community Housing Provider to provide supported housing which will align with the housing continuum from existing services we already offer young people, families, participants and our community ranging from out of home care, homelessness, semi-independent living, and early intervention through to long term housing opportunities.

NDIS re-accreditation

Pathfinders has commenced the process to become a re-accredited National Disability Insurance Scheme (NDIS) provider to continue providing disability support services. Our disability services include providing care to support an individual thrive in their community, support their independence, and live their life freely with hope and equal opportunity.

Pathfinders is committed to providing this much-needed service to local communities, recognising how important it is to support individuals and families with disability needs.

We're proud to be a NDIS provider for our region, helping our clients navigate the services available for those living with a disability.



Aboriginal culture and connections



Welcome to Country is a ceremony performed by Aboriginal people in Australia to welcome visitors to their traditional land or sea. It has been part of Aboriginal culture in Australia for thousands of years.

Aboriginal people have clearly defined territories and boundaries that are still observed by Aboriginal groups today. When entering another group's country, traditional protocols required visitors to seek permission to enter. When permission was provided, visitors were granted safe passage through another's country and were held responsible for maintaining the cultural protocols of that land.

Traditionally, Welcome to Country may take several hours or days and involve a range of ceremonies. Today, while these protocols have been adapted to contemporary circumstances, the traditional practice of welcoming visitors to country and offering safe passage remains in place.

"I respectfully acknowledge the past and present traditional custodians of this land on which we are meeting. It is a privilege to be standing on local country. We recognise the strength, resilience and capacity of our Aboriginal community and have the utmost respect for their Elders past, present and future.

Since the last report was tabled I was "officially appointed" to the Senior Manager positions within Pathfinders; Aboriginal Strategy and Engagement is no more. My Program area is now known as "Aboriginal Culture and Connections".

Reconciliation Action Plan (RAP)

Our vision for reconciliation

Our vision is for an inclusive, compassionate and cohesive Australia that truly embraces and is proud of its Aboriginal and Torres Strait Islander cultures.

Pathfinders Ltd takes responsibility for continuing to build a safe, respectful and supportive environment of services which embrace and strengthen the cultural traditions and intellectual well-being among our Aboriginal and Torres Strait Islander clients, staff and wider community. We strive for all Aboriginal and Torres Strait Islander families and young people to be happy and well, and able to reach their full potential as emerging Elders. Our RAP will demonstrate our commitment to goals emphasising the importance Pathfinders Ltd places on building client and community relationships towards growing greater connections. These connections are necessary for the social, emotional, physical and spiritual well-being of the Aboriginal and Torres Strait Islander people and the wider community.

RAP Aboriginal Art Competition

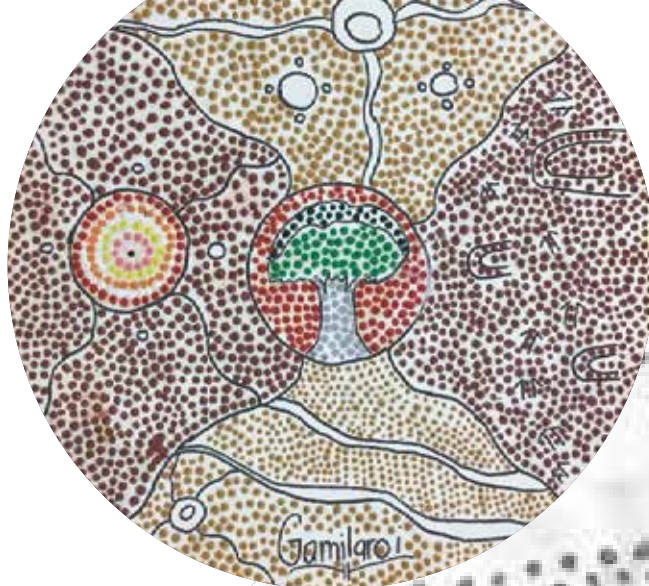
Pathfinders are currently in the process of finalising their RAP. The RAP program provides a framework for organisations to support national reconciliation and achieve their own vision for a more just, equitable and productive organisation.

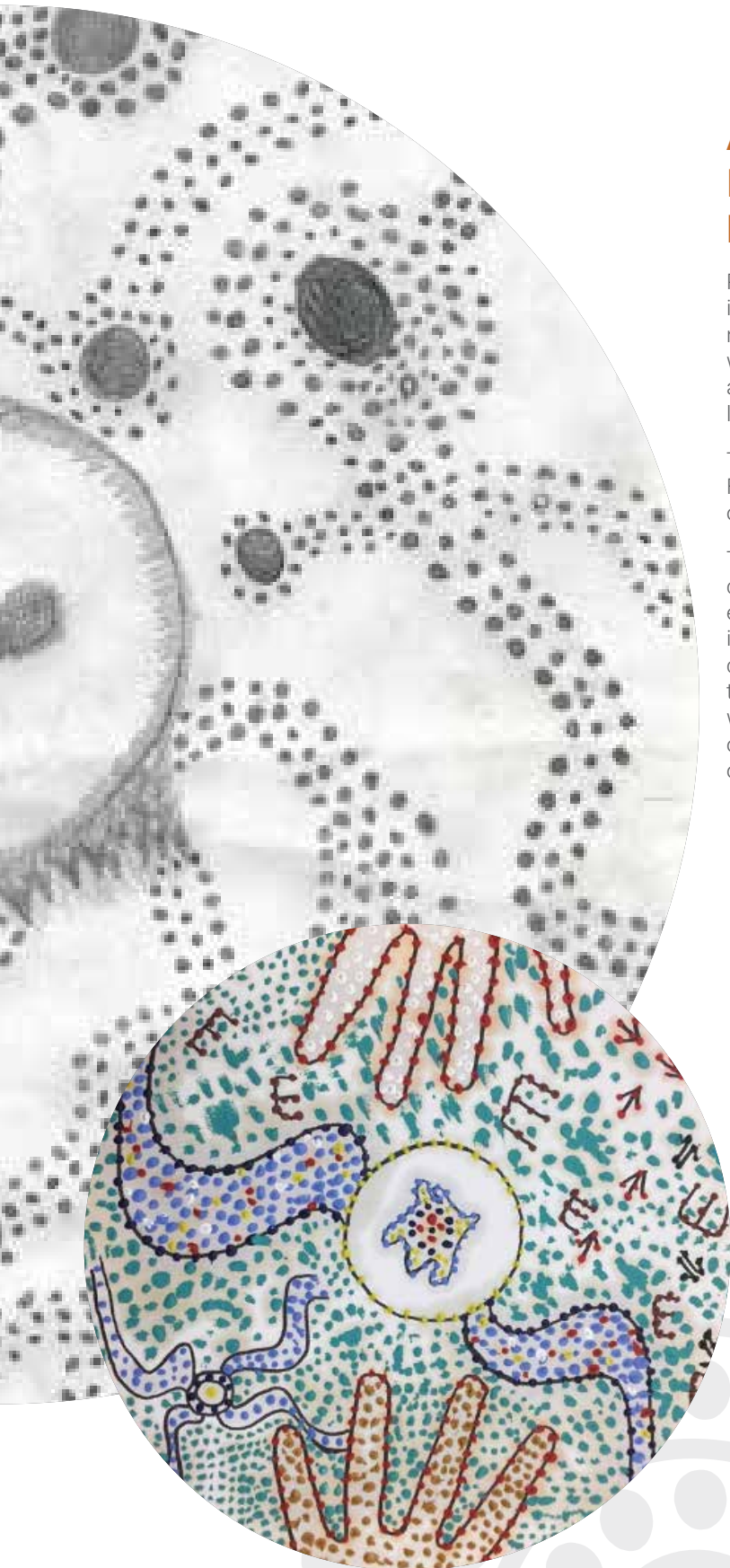
A RAP is a strategic document that supports an organisations' business plan with practical plans of action on how an organisation will contribute to reconciliation in the communities in which they operate.

The RAP Program contributes to advancing the five dimensions of reconciliation by supporting organisations to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

The terms 'Reconciliation Action Plan' and 'RAP' are valued trademarks of Reconciliation Australia. In order to finalise the RAP, Pathfinders RAP Working Group run an Aboriginal Art competition open to both young people in care and Aboriginal staff. The purpose was to design a piece of Aboriginal art that will be used on the Pathfinders RAP documentation and possibly other media and promotional material.

Some of the entries are below. Unfortunately the Working Group could not decide on one particular piece of art, therefore all entrants were rewarded with an iPad of their choice.





Aboriginal and Torres Strait Islander Commitment Framework Completed

Pathfinders has 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.

The Aboriginal and Torres Strait Islander Commitment Framework is a policy endorsed and authorised by the Board of Pathfinders.

The Pathfinders Board and its Chief Executive Officer are committed to the ongoing development, improvement and endorsement of policy that allows the organisation to meet its duty of care to its Aboriginal and Torres Strait Islander clients, Aboriginal and Torres Strait Islander workers and to the Aboriginal and Torres Strait Islander communities we serve. It's this supportive leadership and safeguarding of our trauma informed culture that continues to drive the success of Pathfinders programs, services and activities.



Aboriginal and Torres Strait Islander Employment Strategy Completed

The Pathfinders Board, the Pathfinders Chief Executive Officer, the Pathfinders Senior Management Team (Executive group) and the Pathfinders Program and Service Managers are united in our joint commitment to this, the Pathfinders Aboriginal and Torres Strait Islander Employment Strategy.

Our commitment is to work collaboratively, innovatively and respectfully to engage and employ Aboriginal and Torres Strait Islander people at Pathfinders. This commitment is documented in the Pathfinders Aboriginal and Torres Strait Islander Commitment statement, in the Pathfinders Reconciliation Action Plan (RAP) endorsed by Reconciliation Australia, and in Pathfinders Aboriginal and Torres Strait Islander Recruitment Policy.

This strategy is informed by the work of our Reconciliation Working Group (RWG) in its development of the Pathfinders RAP which has yet to be endorsed by Reconciliation Australia. This evidence-based strategy will lead the proactive engagement and employment and retention of Aboriginal and Torres Strait Islander peoples in meaningful Pathfinders work.

Pathfinders will:

- achieve Aboriginal and Torres Strait Islander people's employment levels matching Aboriginal and Torres Strait Islander people's representation in our NSW regional and rural population. In outer-regional NSW 32,985 of 434,034 (7.6% in 2016)
- grow Aboriginal and Torres Strait Islander career paths through job identification and succession planning at Pathfinders
- ensure Aboriginal and Torres Strait Islander workers feel culturally safe at Pathfinders
- identify and understand the drivers and barriers to Aboriginal and Torres Strait Islander employment at Pathfinders
- through use of our networks, personal and professional, build a pool of Aboriginal and Torres Strait Islander talent ready, willing and able to work meaningfully at Pathfinders
- improve Aboriginal and Torres Strait Islander cultural capability across the community-based, Non-Government Organisation, Not-For-Profit sector
- know our Aboriginal and Torres Strait Islander workforce and plan, implement, monitor, report and improve for results, and
- engage with internal and external Aboriginal and Torres Strait Islander people to consult on employment and retention strategies, including professional development opportunities.



Aboriginal and Torres Strait Islander Recruitment Policy Completed

The Aboriginal and Torres Strait Islander Recruitment Policy is an outcome of the Pathfinders Aboriginal and Torres Strait Islander Employment Strategy which was developed under Pathfinders Aboriginal and Torres Strait Islander Commitments statement. It was developed in parallel with the Pathfinders RAP in consultation with our RWG.

The communities we serve have the right to expect Pathfinders workers will have the appropriate professional and personal qualities for the vital roles working with children in our Children in Out-Of-Home Care (OOHC) and the many programs covered by our Family Referral Services (FRS).

Pathfinders believes that creating and maintaining an environment in which the best interests and rights of all children in our care is paramount. Engaging and developing a well-informed and responsive workforce contributes to the formation of a fair, just, welcoming, child-safe and culturally-safe workplace.

In particular, Aboriginal and Torres Strait Islander children and young people, need to be cared for by workers who are culturally aware, culturally respectful and who are responsive to other's cultural needs.

Pathfinders believes that its potential and current workers have the right to be considered for a position on the basis of their skill, aptitude and relevant qualifications, which includes their life experiences.

In addition, Pathfinders recognises and supports that being Aboriginal and Torres Strait Islander is a genuine occupational qualification for service as a worker at Pathfinders.

Pathfinders will ensure the development and implementation of a recruitment, selection and appointment process which is consistently and rigorously applied and which is committed to:

- engaging Aboriginal and Torres Strait Islander people as workers,
- adhering to the principles of Equal Employment Opportunity,
- ensuring fairness, transparency and good-documentation,
- applying unbiased position descriptions and selection criteria,
- considering information from referees prior to appointment,
- developing a committed, stable and qualified workforce, and,
- appointing appropriately skilled, knowledgeable and experienced workers.

Since the needs of Aboriginal and Torres Strait Islander children and their families and carers do not fit into a 9 to 5 working arrangement, Pathfinders employment practices will take into consideration the purpose of the program and the needs of both clients and staff. Flexible work practices are available to all workers of Pathfinders.



NSW Aboriginal Child and Family Conference

AbSec's NSW Aboriginal Child and Family Conference 2019, themed Strong Communities, Strong Kids was held on Gumbaynggirr country.

AbSec (NSW Child, Family and Community Peak Aboriginal Corporation) is the peak body for Aboriginal children, families, communities and organisations in NSW. AbSec predominantly provide policy advice and undertake strategic initiatives to influence change and deliver better outcomes for Aboriginal children and families.

It's a not for profit, member based organisation representing Aboriginal child and family support services across the state. AbSec work closely alongside Aboriginal agencies, members and non members alike, to help them provide the best services for our kids and families. They also work with the NSW Government to propose policies and ways of working that put the needs of Aboriginal children first, and respect the views and rights of Aboriginal communities.

AbSec are committed to advocating on behalf of Aboriginal children, families, carers and communities. All of their work ties into an overall goal to build a holistic child and family system, where Aboriginal people grow up safe and strong in identity and have every opportunity for lifelong wellbeing.

Hon Linda Burney MP Shadow Minister for Families and Social Services; Shadow Minister for Indigenous Australians; Member for Barton Linda was elected federal member for Barton in 2016, following a 14-year career in the NSW Parliament as the Member for Canterbury. During her state political career she served as minister in a number of senior portfolios including as minister for Community Services and later as Deputy Leader of the Opposition.

Following her election to the Federal House of Representatives she was immediately appointed as Shadow Minister for Human Services. She has since been appointed Shadow Minister for Families and Social Services and Shadow Minister for Indigenous Australians. As a proud member of the Wiradjuri nation, Linda was the first Aboriginal person to be elected to the NSW Parliament and the first Aboriginal woman to serve in the Australian House of Representatives.

Linda's commitment to Indigenous issues spans more than 30 years. She began her career as a teacher in western Sydney and then as an education bureaucrat before being appointed Director General of the Department of Aboriginal Affairs in 2000. Charles Sturt University awarded her, its first Aboriginal graduate, an Honorary Doctorate in Education in 2002. Linda has a long-held commitment to the prevention of domestic violence and family violence and has detailed publicly her personal experience with it. Linda has held senior positions in the non government sector serving on a number of Boards including the SBS, the NSW Anti Discrimination Board, and the NSW Board of Studies.



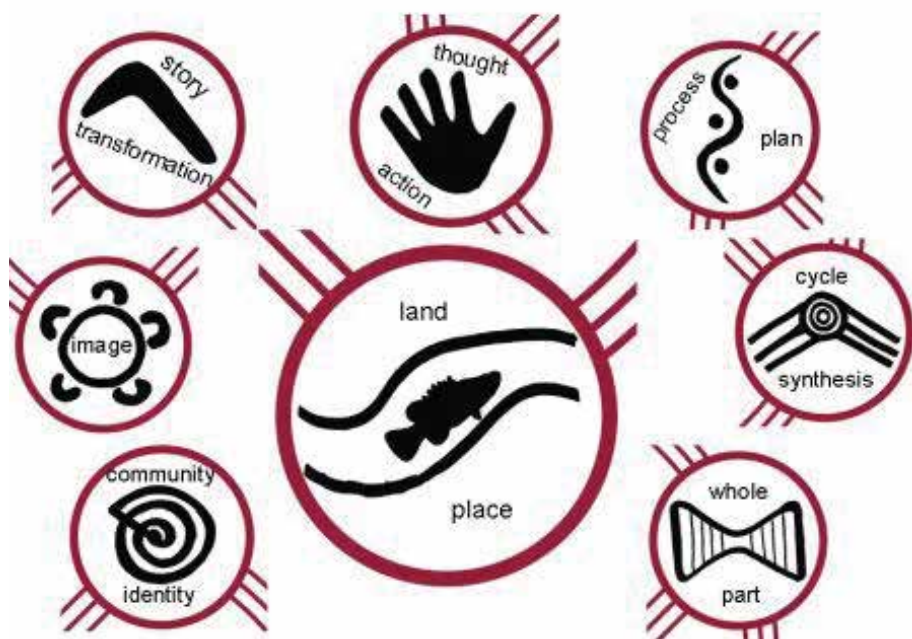
Training

Aboriginal Pedagogy 8ways Learning

Bangamalanha Centre, Dubbo is part of the NSW Department of Education who offer dynamic workshops that introduces (or revises) the 8ways of Aboriginal Pedagogy framework. It demonstrates how to teach through culture, rather than about culture.

8ways is something that grew out of a particular ethic, a way of working that goes beyond cultural awareness, cultural sensitivity

and even cultural responsiveness. It's all about relational responsiveness, a protocol of attending to relational obligations to the field you're working in, relating and responding holistically to people, land, culture, language, spirit and the relationships between these with integrity and intellectual rigour. 8ways is a point of entry into this way of knowing. It's a way to develop relationally responsive practice in the way you work with your Aboriginal community.





Cultural interface protocols for engaging with Aboriginal



knowledge;

Use Aboriginal processes to engage



with Aboriginal knowledge.



Approach Aboriginal knowledge in gradual stages, not all at once.



Be grounded in your own cultural identity (not "colour") with integrity.



Bring your highest self to the knowledge and settle your



fears and issues.

Share your own stories of relatedness and



deepest knowledge.

See the shape of the knowledge and express it with images



and objects.

Build your knowledge around real



relationships with Aboriginal people.

Use this knowledge for the benefit of the



Aboriginal community.

Bring your familiar understandings, but be willing to grow beyond these.

Respect the aspects of spirit and place that the knowledge is grounded in.



NCOSS Breakfast October 2019 – Putting Regional Needs on the Map

NCOSS invites you to join us on Thursday, 24 October for a breakfast event where you will hear directly from a broad coalition of voices around the common concern of economic disadvantage across NSW.

Date:

24 October 2019: 7:30am - 10:00am

Location:

NSW Parliament House
6 Macquarie Street
Strangers Room
Sydney, New South Wales, 2000

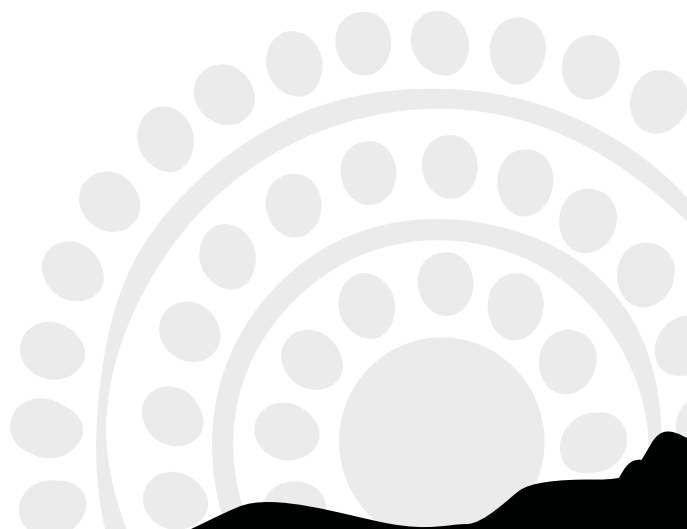
This is an invaluable opportunity to hear from guest speaker, journalist and author of *Rusted Off - Why Country Australia is Fed Up* by Gabrielle Chan. With over 30 years of journalism experience, Gabrielle has lived in both regional and metro NSW, experiencing firsthand the cultural and economic divide.

We will also be launching the Mapping Economic Disadvantage in NSW report undertaken by NCOSS in conjunction with the National Centre for Social and Economic Modelling (NATSEM).

The Putting Regional Needs on the Map event is a rare occasion that brings together individuals from regional and metro social service organisations, academics, individuals, corporate organisations and local and state government representatives. This will allow attendees the chance to build connections that may otherwise be hindered by distance and build lasting relationships to build the city/country divide.



Aboriginal & Torres Strait Island flags fly next to the Australian flag, Yarning / Community Mats along with various Aboriginal art proudly displayed in each office



The Pathfinders commitment to the Sanctuary Model

Pathfinders is committed to its staff, young people, clients, volunteers and community.

As part of this commitment, Pathfinders is investing in a three-year implementation plan to imbed the accredited and widely adopted therapeutic care model called the Sanctuary Model (Sanctuary) across the organisation.

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. The model 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 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.

Recognition that trauma is pervasive in the experience of human beings forms the basis for the Sanctuary's focus, not only on the people who seek services, but equally on the people and systems who provide those services.

The Sanctuary objectives:



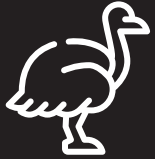




- Provide a shared knowledge and practice base for all Pathfinders Ltd staff, leadership and stakeholders.
- Create increased capacity to provide trauma-informed services for the fostering, community residential and drop in adult services Pathfinders provide.
- Instil a trauma-informed culture that serves 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.

The seven Sanctuary commitments

Sanctuary defines trauma in very broad terms, including exposure to experiences like abuse as well as exposure to more intangible forms of adversity, like poverty, racism and neglect. The seven commitments are a set of values that Sanctuary outlines as a way to lead individuals and organisations away from trauma-reactive behaviours.

Commitment	Pathfinders totem
1 Non-violence	
2 Emotional Intelligence	
3 Social Learning	
4 Democracy	
5 Open Communication	
6 Social Responsibility	
7 Growth and Change	



SANCTUARY INSTITUTE AUSTRALIA



ABILITY LINKS

pathfinders

ABILITY LINKS

NEW SOUTH WALES



Pathfinders Ability Links
Exhibiting at Hall
50

Ability Links Program improving participant outcomes

The Ability Links Program worked with people with disabilities, their families and carers to plan for their future.

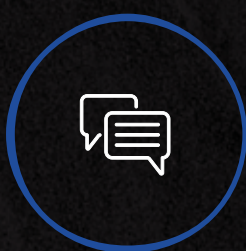
Team members known as Linkers work with individuals and their families to help them become more confident, supporting them to achieve their goals by building new networks and accessing support and services in their community. They also work alongside community and mainstream services, assisting them to become more welcoming and inclusive.

The Ability Links Program serves the New England/North West region with office locations in Inverell, Glen Innes, Tamworth and Armidale. The program, employing one co-ordinator and five linkers, worked with 279 participants in 2019-2020.

Key outcomes for participants over the past year included:



making more of their own choices



able to better communicate what matters to them



the knowledge and information to access what is needed



improved ability to cope with difficulties



increased financial independence and improved mental health

In addition to working with participants the Linkers were involved in 295 community connections including community meetings and events like interagency meetings and NAIDOC Week 2019 celebrations in Tamworth, Armidale, Glen Innes, Inverell, Tingha, Ashford and Walcha.

Linkers making a difference

The Linkers received a referral from Family Referral Services for help with an adult assessment for support under the NDIS. Before coming to Ability Links, this young woman, Sarah*, had been in a very vulnerable state with many issues in her family from abuse and children not attending school.

To try and improve Sarah's situation, the Linker worked closely with the other services already involved in supporting her and who already had a strong existing relationship. The Linker organised with Sarah's manager for an adult assessment. This assessment was completed and the Linker was able to link Sarah into the NDIS, referring her over to LACs to continue to work with her once the Ability Links program closes.

Through all of this, Sarah has become more positive and aware of what she needs to do. She is working and engaging with all services who are assisting her and appears to understand what's going to happen for her in the coming months. The Linker involved with Sarah has seen her ask questions, step out of her comfort zone and take control of her situation. All while her confidence has grown.

Sarah has mentioned she feels very happy that things are happening in her life and that she has people supporting her. She is looking forward to getting out more and learning more to help her family.

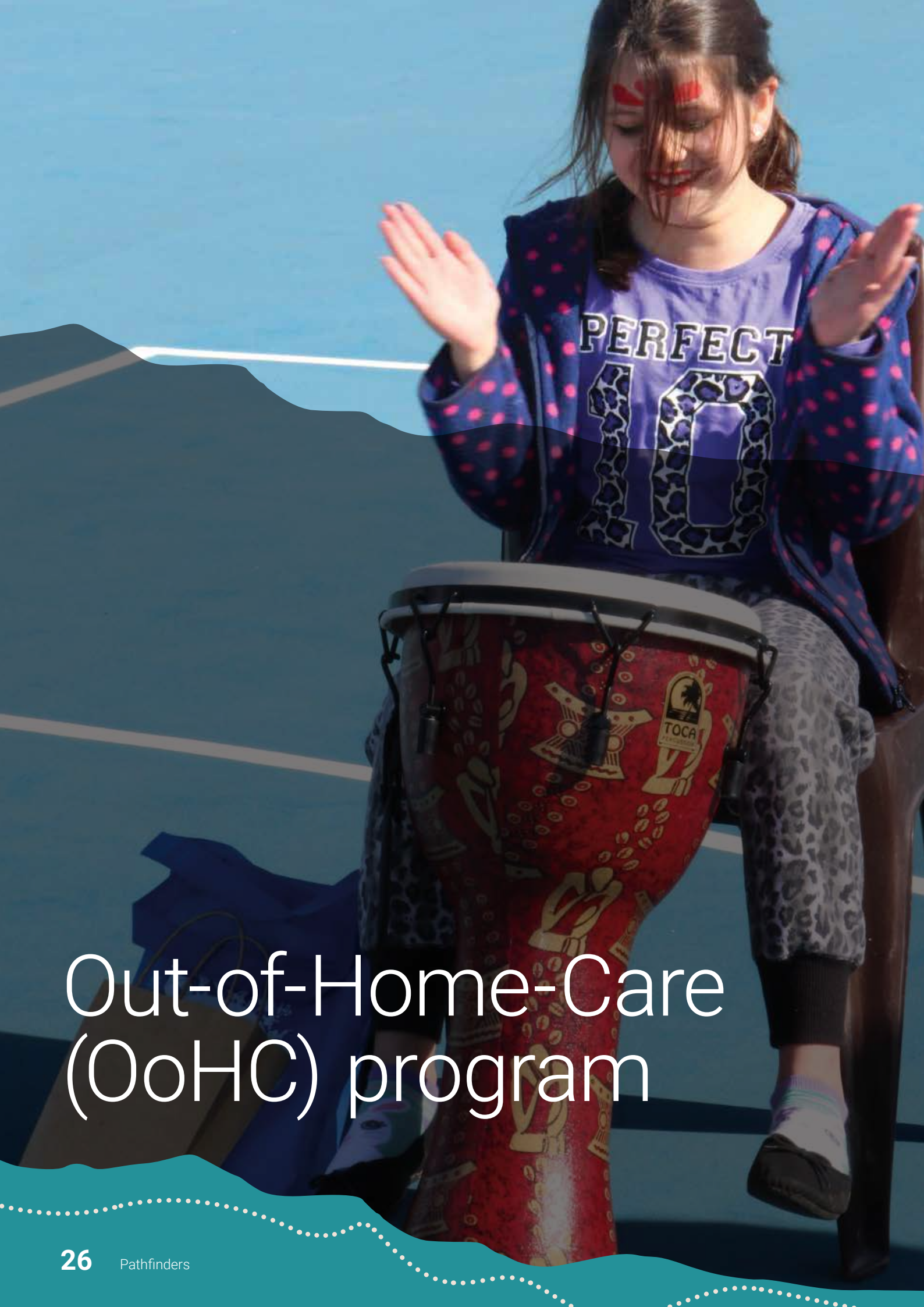
*The participant's name has been changed to protect her privacy.

Impact of the drought

The drought and the flow-on effects for financial security and mental health was an issue faced by communities right across the region. Being able to support 140 participants with grocery vouchers/butcher vouchers and water carting costs was one of the contributions made by the Ability Links Program in 2019-2020.

Access at a Glance project

The Access at a Glance project aimed for shop fronts across NSW to have accessibility stickers and signage displayed in their windows. This allowed community members to tell if the space is accessible at a glance.



Out-of-Home-Care (OoHC) program



The OoHC program is designed to therapeutically support children and young people in residential care, supported independent living, and foster care, with the aim of building confidence and independence. Our team works toward ensuring that quality casework and direct care support is provided to children and young people. We also provide regular carer support and encourage training for both carers and staff in order to maintain best practice. Pathways works in partnership with families to ensure we are achieving positive outcomes and maintaining cultural connections.

COVID-19

There is no doubt COVID-19 has been a challenging and unexpected time for Pathfinders. It has forced us to steer through new and unique circumstances and quickly adapt to the changing world around us.

Staff have come up with creative ways to deliver services and provide support to children, young people, and their families – often in the uncharted territory of their own homes in remote locations. The team has had to explore new ways of interacting such as phone, email, text and online meetings using Zoom and Teams – words and concept foreign to many staff before the start of 2020.

We knew early on COVID-19 was going to have huge ramifications for the delivery of child protection and the out-of-home-care system.

It was also evident Pathfinders was well positioned to play a key role in the preparedness in response to COVID-19.

Today the pandemic continues to have an impact on vulnerable children and their families, disrupting their environments and having an impact on their well-being and development. COVID-19 has put additional pressures on households. It has reduced incomes and impacted livelihoods; it has closed schools and limited social and sporting gatherings; it has stopped families coming together in both celebration and grief.

Pathfinders needed to adapt quickly into finding new ways to deliver existing services, while creating and learning new ways that were soon to become the norm. Even little things can make a huge difference. Some of the strategies implemented during the last several months have included:

- regular CEO and senior management updates
- letters and newsletters to carers, children, young people and their families
- the formation of the Pathfinders Response Team (PRT) who created policy procedure and who were able to quickly respond to the changing needs of both the organisation and the wider community throughout the pandemic
- simple strategies such as adding Netflix, PlayStations, board games, table tennis, art and craft supplies, to all locations, ensuring our young people were able to remain at home and engaged in activities they enjoyed during the most severe of the outbreaks
- satisfaction surveys were sent to children and young people to provide opportunities to reflect on and consider our agency response and ways of ensuring continuous improvement
- sewing machines and materials were purchased and workshops given to help show young people how to make masks, hand sanitiser and other useful resources during lockdown
- care packs were made and distributed to our vulnerable carers and birth families
- regularly updating our families on the children's well-being and safety, including increasing remote family contact opportunities during a time when face-to-face visits just weren't safe and possible

COVID-19 has stretched everyone's capacity and ability and the response needed to this most unusual time has been challenging. It's fair to say it's also provided a new level of determination, skill and respect to grow within the Pathfinders team. We've come together to create solutions to make things work, learn new and valuable skills and compassion along the way.



Shout out to carers

Children and young people were not able to attend school, participate in sport or clubs, or even to run around and connect in their neighbourhoods. They found themselves spending their days indoors and at home.

To our carers, this meant they were suddenly responsible for taking on the role of teacher, friend, playmate and coach, 24 hours a day, often while still trying to complete their own work commitments and responsibilities from home. We take our hats off to these people and the amazing job they did and continue to do.

Pathfinders' carers responded to this new reality with determination, respect and a good dash of humour. While other agencies were reporting increased placement breakdowns, carers ceasing their caring roles, children and young people

absconding and disengaging – proudly, this was not the experience of Pathfinders. No placement breakdowns were recorded, and, in fact, our carer and placement numbers increased significantly during the past 12 months; an amazing achievement and one to be celebrated.

While we can't predict what course this pandemic will take or how long it will continue to play such a major part in our lives, we do know the Pathfinders community will continue to respond, adapt and thrive in even these most challenging and uncertain times!





Community events

Despite the impact of COVID-19 the Pathfinders community has continued to engage in many social, educational and community events where possible including markets and promotional stands and events, annual Christmas markets, annual carer Christmas party and celebrations, Foster Care Week, Carers

week, Children's week, NAIDOC week, Pride Day, smoking ceremonies, ABSec conference, presentation of awards at local schools, Sanctuary meetings and conferences, local business award nights and celebrations, to name just a few.



2019-2020 – a year of growth

Despite 2020 being a challenging year for the world at large, Pathways has experienced a year of rapid expansion and increased impact in our local communities.



With growth in all areas of our Out-Of-Home-Care program (OoHC), so too has the need for support services to our children, carers, and staff grown.

In 2020 this has led to the introduction of Learning Development Plans for all staff and carers. Many creative learning opportunities have been explored and undertaken. This included the increase of our membership to Foster Care Online Training Australia (FCOTA). So successful has this training platform been that we have increased our participation from 100 users to 200. This has resulted in all staff and carers, as well as our partners in the Child and Family Team, now having access to over 23 relevant industry-based learning modules.

Connection and partnership with the Child and Family Team has also grown with the relocation of both programs to our shared offices in our Armidale, Coffs, Tamworth and Taree locations. The sharing of resources and knowledge, as well as the ability to network and share ideas that this shared location has provided, has been priceless.

The commencement of our Aboriginal consultations for all children and young people in out-of-home care also occurred in 2020. We established a panel of internal Aboriginal staff, meeting to discuss cultural considerations, challenges and successes of all Aboriginal placements, as well as all requests for Aboriginal placements. The team, led by Senior Manager, Hilton Naden has been a huge success and will grow to include external Aboriginal representatives in 2021.

We have expanded our team to include:



Another hugely successful highlight for the 2020 year has been the establishment of the Permanency Support Program (PSP) bespoke locations and the commencement of Blaxland House as our interim model location. Pathways' capacity to respond to the industry's need to reduce the number of children and young people (CYP) in motels and move them into appropriate accommodation has resulted, to date, in 14 children and young people finding stable, permanent homes within our regions. This is a phenomenal achievement and we see it continuing to grow and impact positively in the lives of children and their families well into the future.

Pathfinders have also supported five TAFE and university students over the various locations and 75 carer households. We've also placed 112 children and young people within our programs. We're looking to expand to 130 CYP by the end of 2020.

Successes of our children and young people

COVID-19 presented us with many unique challenges and adversities for the children and young people within our programs and the way in which they responded to this crisis is to be applauded. Being told you can no longer do the activities you have carried out for years, you can no longer visit the family you love, and in many cases cannot even leave your home, was very sad and confusing all around. Despite this, our children continued to grow and thrive and rise above everything thrown at them.

These achievements included:



6 guardianships



9 kinship or restorations



21 transitions to independent living



5 school awards for Aboriginal leadership



9 learner's permits



3 provisional licenses



4 young people purchasing their first cars



5 participants commencing their first job



1 school captain



all reunited with family they have not been connected to for many years.

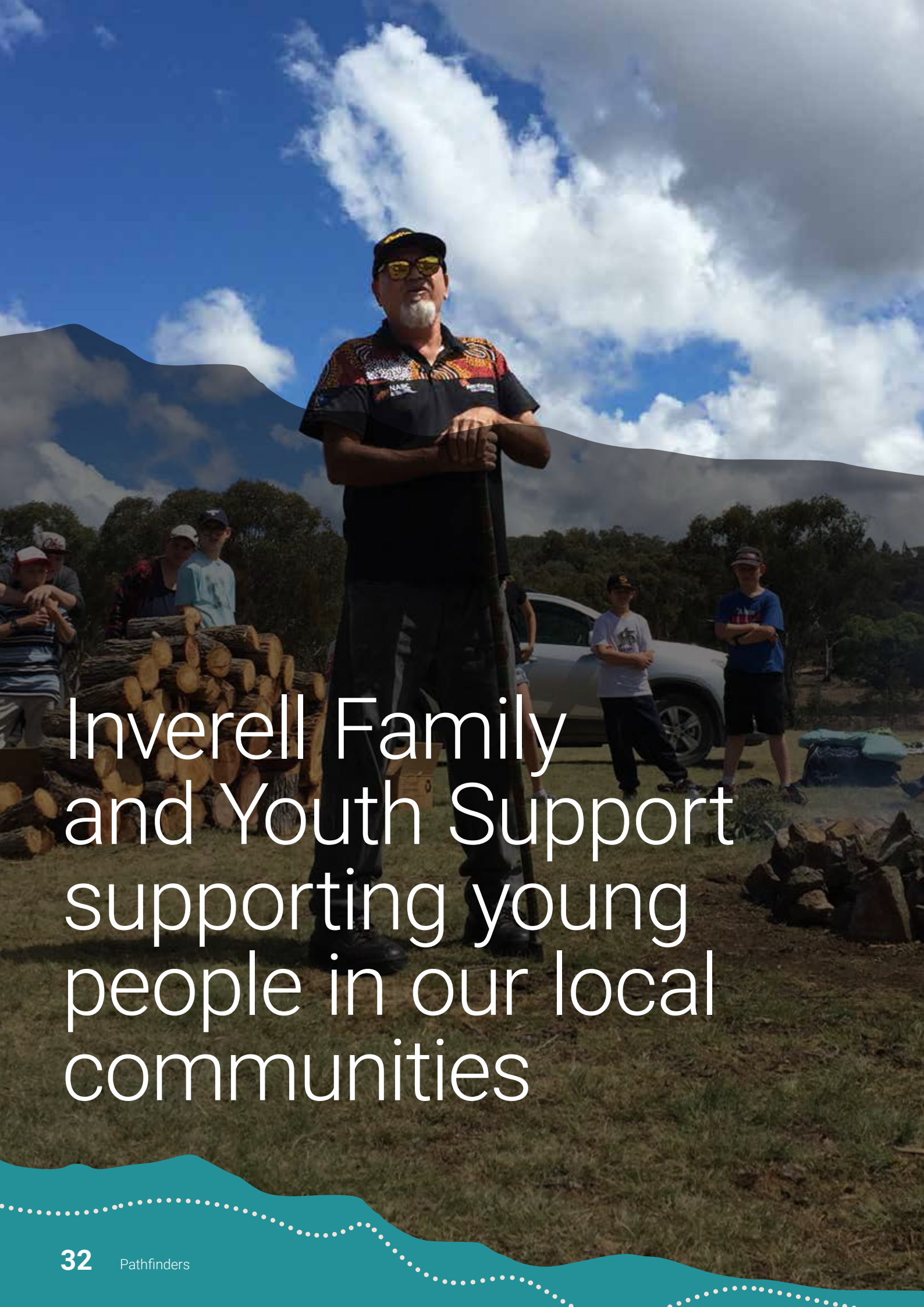
Willow's story

My name is Willow and I am 10 years old. My two sisters and I came to Armidale when I was five. Mum and Dad did things that they shouldn't, and we can't live with them anymore. We aren't allowed to see Dad, but we see Mum, Nanny, and all our aunties and cousins all the time.

Our carers, Dave and Lauren, are really cool. Their grandkids, Tom and Levi, also lived with us. They are only babies, so it got busy at our place sometimes. I like soccer and swimming. My sisters like dancing and singing. This year our Uncle and Auntie in Sydney asked if we could go and live with them. Dave and Lauren and our caseworker said yes, we can, so we went and lived with them.

I miss my friends in Armidale, but I know how to talk to them with my iPad. I like being with my Auntie and Uncle and being able to see my hundreds of cousins all the time. My soccer team didn't win. Uncle said it was probably because I wasn't there! Me and my sister still talk to Lauren and Dave all the time and we come up to visit them too. It's good that my mum likes Lauren and Dave and they talk on the phone sometimes as well. I like my family.

From Willow



Inverell Family and Youth Support supporting young people in our local communities



With a goal of reaching the best outcomes for clients, the Inverell Family and Youth Support (IFYSS) has helped 86 young people, 82 families and 50 Aboriginal families in 2019-2020.

The Inverell Family and Youth Support Service (IFYSS) provides services to Inverell and surrounds including Ashford and Tingha with support such as information, advice and referral, family capacity building, mentoring and peer support, skills-based programs and a supported playgroup.

Programs run by the service include Youth Empowerment, Rage Program, Young Mums and Bubs, Parenting Skills and Life Skills and Household Assistance. The Bun Bun Supported Playgroup has 12 children and parents/carers attending on a regular basis.

The team received 203 referrals from local community organisations including the Department of Education, Youth in Search, Department of Communities and Justice and self-referrals, while 286 referrals were sent to other programs for further support including Centacare, Centrelink and Specialist Homelessness Services.

The team of five staff consisting of a manager, Aboriginal family worker, a family worker and two youth workers, attended a number of community meetings and events throughout the year. These events included monthly inter-agency meetings and NAIDOC Week celebrations in Inverell, Tingha and Ashford in July 2019 with a street march and community event. A teddy bear's picnic was held in Inverell in October 2019 with morning tea, lunch and games for families.

In the last 12 months, our female youth worker has been conducting the Youth Inter-agency Monthly Meeting, which sees a monthly email invitation being sent to approximately 35 services. It's a great way to be able to connect with other services and agencies within the Inverell Community and to be informed about local activities that are happening. Coordinating these meetings each month has been a brilliant opportunity to connect with the local services and agencies attending this group.

One of the highlights of 2019-2020 for the IFYSS was the Eat Smart Program – online classes with a qualified chef showing participants how to cook different meals. The Eat Smart Program was one example of the team adapting to changes due to COVID-19.



Online cooking and art lessons bringing young people together virtually

Conducting cooking classes in the wake of COVID-19 is a challenge. However, it didn't deter one of the IFYSS youth workers. Her idea: to offer virtual classes for participants.

During the COVID-19 pandemic it was important for our clients to participate and engage in an activity each week. And so, the virtual classes were started.

A local chef from the Inverell Sporties Club was interested in being involved and the Eat Smart Rural and Regional Resilience program was born. The virtual cooking sessions have been running with great success.

The Eat Smart Program is helping our clients in many ways. Young people are spending quality time with their parents/ guardians while cooking their meals. It's proving to be a great way for many to bond with their families and friends. It's not only helping families to build relationships, it's also assisting some clients who suffer with social anxiety. The classes are helping to restore their confidence and while the option is there to turn off their video cameras while the classes are running, many are choosing not to and using the opportunity to engage.



One young client has enjoyed the program so much she has been linked with Inverell TAFE, has started studying her Kitchen Services Certificate and started working a local café.

The success of the virtual cooking classes has inspired additional classes, with one of our youth workers approaching a local art teacher at Macintyre High School in Inverell about virtual art lessons during the COVID-19 pandemic. The virtual art lessons are a 10-week program. Four of our clients are involved in the program. The art teacher accepts the Creative Kids Voucher from the NSW Government, valued at \$100 for the cost of the lessons. The brokerage in the IFYSS funding paid for the art supplies for our clients. The feedback from the classes has been really positive.

It's been amazing to see these clients doing something they really enjoy. In particular the cooking activity has helped families and friends to bond and have conversations and laughs they ordinarily wouldn't have.

This work builds on the relationship with the Inverell Youth in Search and the Inverell Community Youth (ICYouth). We're able to refer clients to each other and share ideas to reach the best outcomes for our clients.



Specialist Homelessness Services (SHS)



A total of **554**
clients helped
in 2019-20



The Pathfinders Specialist Homelessness Services (SHS) helped 554 clients in 2019-20, reflecting the work of the 12-strong team. Covering a staggering 48,752 square kilometre area in the New England area of NSW, the service provides the community with assistance in crisis accommodation and short-term, medium-term and long-term accommodation needs.

Two refuges, one youth refuge in Armidale and a children's domestic and family violence refuge in Inverell, are the priority services for the SHS. In addition to these services, an outreach service is also run out of both refuges and the Royal Hotel in Glen Innes. The outreach service is available to the outlying communities of Walcha, Uralla, Guyra, Tenterfield, Red Range, Deepwater, Emmaville, Wallangarra, Gilgai, Bingara, Drake and Warialda.

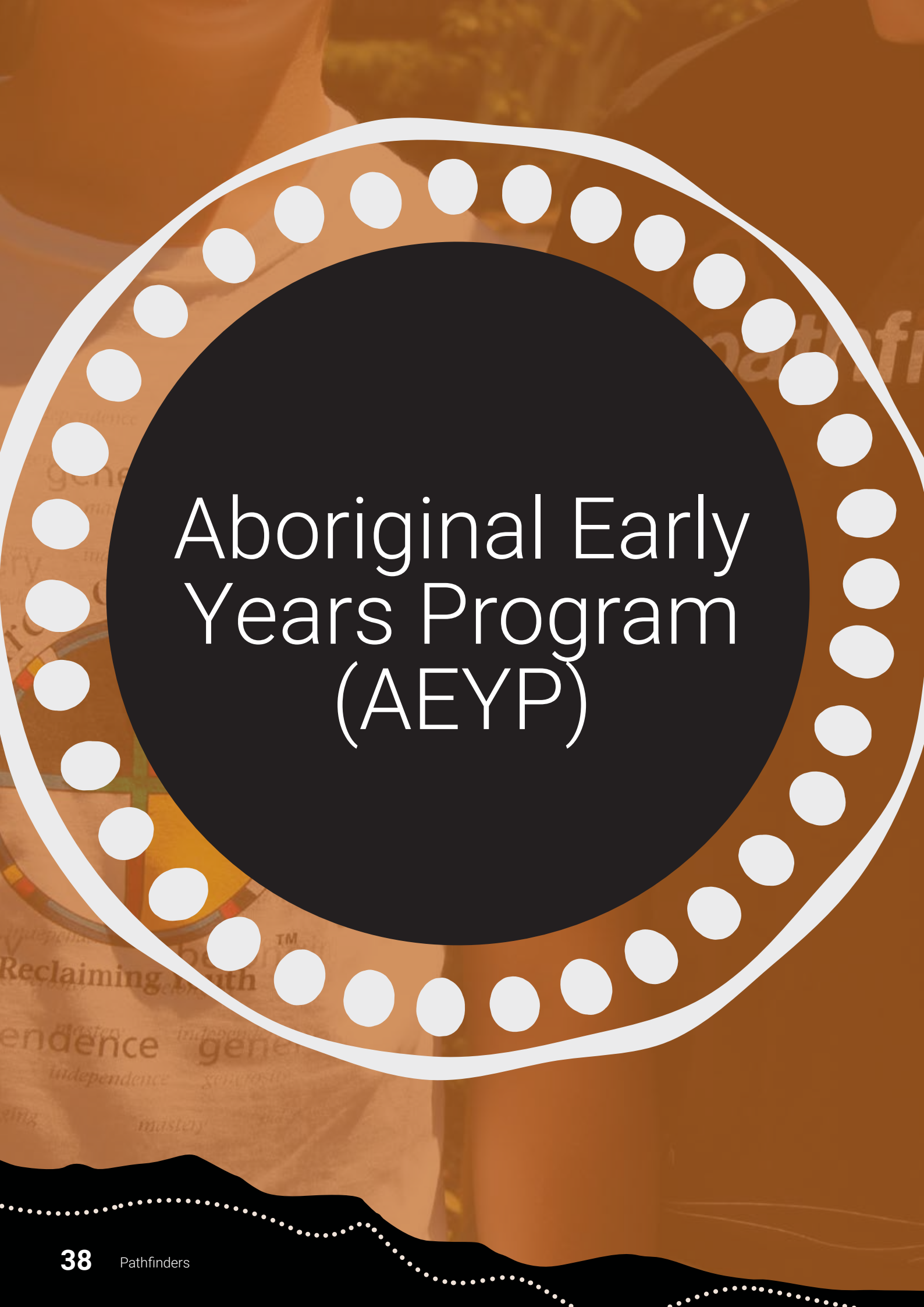
Pathfinders works with the education department through TAFE NSW and UNE, assisting with student placements for those studying, from a Certificate III in Community Services through to a Masters in Social Work.

A former resident of the Armidale Youth Refuge has shown staff his ability and determination to overcome a few rough starts and a number of obstacles. He's now joined the Pathfinders team as the caretaker of Tilbuster Farm. Well done and well deserved.

Staff have continued to maintain and update their training. Training sessions developed and conducted by SHS have been completed by all staff including Client Information Management database training and case planning training. All staff have been trained by local Aboriginal man, Dave Widders in cultural competency. They have also completed refresher first aid training and CPR.

A new beginning

The Inverell Women and Children's refuge recently had the privilege of assisting a mother and five children into long-term accommodation. The family became homeless five years ago as a direct result of domestic violence. With minimal support from extended family, the family of five arrived at the refuge three months ago. Mum was determined to work hard at securing a home. And she did exactly that, engaging with SHS staff and local real estate while being a proactive tenant within the refuge. She was offered a house by Homes North due to her positive engagement. During their stay at the refuge, the children were active in education and social activities. The reward was on the faces of the children when they told staff they had their own home to move into.



Aboriginal Early Years Program (AEYP)

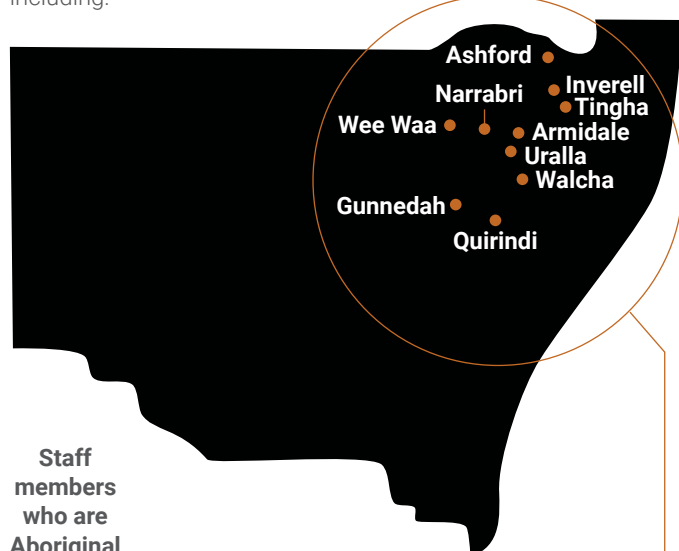
Aboriginal Early Years Program supporting local children and their early education journey

The Aboriginal Early Years Program (AEYP) provides Aboriginal children between two and six years of age with access to quality pre-school and school education. The goal is to make their experience a positive one.

The program works with each child and their family to explain the benefits of Early Childhood Education. Team members work with families to locate appropriate childcare options, assist with the enrolment process and support each child and their family throughout this period. Our support workers help each child in their journey through early education.

The Early Years Program improves school readiness for Aboriginal children emotionally, socially and academically. Staff are also able to assist with referrals and links to other services as needed.

Clients are located in 10 different towns across the region, including:



Staff members who are Aboriginal



The **team of 4** has worked with **90 clients** in 2019-2020 and made **295 visits** to early childhood centres and groups, including all playgroups and preschools in the area.



41 referrals received from local community organisations including Community Health, the Department of Communities and Justice, Specialist Homelessness Services and self-referrals

35 referrals sent to other programs for further support

The team attended monthly interagency meetings and a number of community events during the year including NAIDOC Week in July 2019. The Inverell, Tingha and Ashford NAIDOC Week events included a street march and community event. A teddy bear's picnic was held in Inverell in October 2019 and included a morning tea, lunch and games for families.

The benefits of early education

Our Narrabri Engagement Officer began working with a little boy and his family in August 2019. He is the youngest of four boys and had never been away from his mum. Our Engagement Officer worked closely with his parents to work out what their expectations were for early childhood. His mother did not want him to be in day care but his father knew he needed it. Our Engagement Officer explained the importance of early childhood to the mother and organised a visit to the local preschool. The preschool made the parents feel welcome and comfortable and while they were there, the little boy was happy to play.

After the visit, the young boy started attending the preschool one day a week. He was spending most parts of his day being upset and attaching to any carer that was in his room. This was concerning for his parents and teachers, so our Engagement Officer and the parents met with the preschool to discuss options including two consecutive days of early education where he could get into a small routine of attending. The parents agreed as they had seen changes in their son at home attempting to communicate more and be more involved in things around the house. This was a positive outcome for the family despite how upset he was at school drop off.

He attended two days a week until more places became available. He then started attending three consecutive days a week. Our Engagement Officer made the young boy a days of the week chart where he could track what days were 'school' days and what days were not.

Our Engagement Officer also made the young person a photo book of what he does while at school e.g. eating lunch, outside play, story time, so he could see what was expected during each day and prepare himself. The preschool also made their own routine board for all of the children's benefit on a day to day basis to help children understand what is happening throughout the day.

He is still attending three days a week and arriving without tears. He's also attempting to communicate with educators and is playing alongside other children.

Our Engagement Officer had a call from the preschool stating they were very happy with the little boy's progress and how well he is now doing. They thanked our Engagement Officer for supporting the family so closely and that the parents need to be congratulated for their perseverance and open communication with their service. It has now paid off for the young boy and they are more than happy to help in any other ways they can.



Links to learning

Links to Learning program helping boost resilience and self-confidence of local students

The Pathfinders Links to Learning Program (L2L) is a hands-on project where students develop self-worth and self-respect, how to make decisions with positive consequences and how to set and reach life goals.

Each week the project offers students the chance to engage in a variety of team building scenarios and how to positively handle

conflict. Resilience, promotion of positive mental health and healthy relationships are all covered in these activities.

Funded by the NSW Department of Education, the program works with Inverell High School, Macintyre High School, Ashford Central School, Armidale Secondary School, Uralla Central School and Tenterfield High School.

More than 150 students have engaged in the program in 2019-2020 which is staffed with one manager and three facilitators. Students are referred to the program because they have lack of engagement with the school curriculum, a lack of resilience and low self-confidence. Most of these students also need numeracy and literacy support.



Links to Learning facilitators work through several individual and group activities which include:



Goal setting



Study skills



Coping strategies



Life skills



Drumbeat
(rhythm to recovery)



Field outings

Unfortunately, schools have had to postpone the program due to restrictions the Department of Education has implemented because of Covid-19.

Setting goals and changing lives

A Tenterfield High School student approached a Links to Learning (L2L) facilitator at Tenterfield High School. This student was a participant in last year's L2L group while in Year 8.

The student wanted to let the facilitator know how well he was doing thanks to L2L. He said participating in last year's program helped him develop friendships he still has and to see his life has value. He understands that no matter where he has come from (family violence and homelessness) he is stronger than his circumstances and can do something with his life.

The student has set himself some impressive goals and has a focus on what he needs to achieve at school to reach them. He would like to attend university and study IT. The facilitator spoke with some of the staff who said the student's attendance is up and he hasn't had a reportable incident this year (such as detention due to behaviour, fight, etc). The in-school coordinator said she has selected several of this year's group based solely on the hope L2L can do for them what we did with this student.



Family Referral Service

Family Referral Service improving lives in regional communities

The New England North West Family Referral Service (FRS) refers families and young people to services and organisations for assistance. We provide face to face service, phone and case coordination.

Our services include providing transport for clients to attend appointments, addressing barriers a client may have so they can attend appointments and getting the assistance they may need for themselves and their family members.

We also provide an up-to-date comprehensive service directory for our region. Our data base is regularly updated with information on services, organisations and programs that run in our region. Local services contact us regularly to ask for assistance on what is available throughout the New England North West Region.

During the past nine years of operation we have been an integral part of local community sector services. We have established great connections with many organisations and services throughout the entire New England North West region. Our service is often the first service to be contacted. The community trusts us and knows we are providing the best possible service to our clients, our community and the community sector.

Our offices are located at in Armidale, Inverell and Tamworth, while the Moree office also services outreach clients. FRS North East employs one regional manager, nine Family Referral workers and one part-time administration worker.

It's been another very productive and satisfying year for the service. We have helped numerous young people and families, supported our communities and been involved in strategies to assist with issues relating to COVID-19. In 2019-2020 the

service received 974 referrals, assisting a total of 3966 individual clients. We completed 390 home visits and 21,332 occasions of service, covering any type of action to assist clients, from phone calls, meetings and emails to home visits.

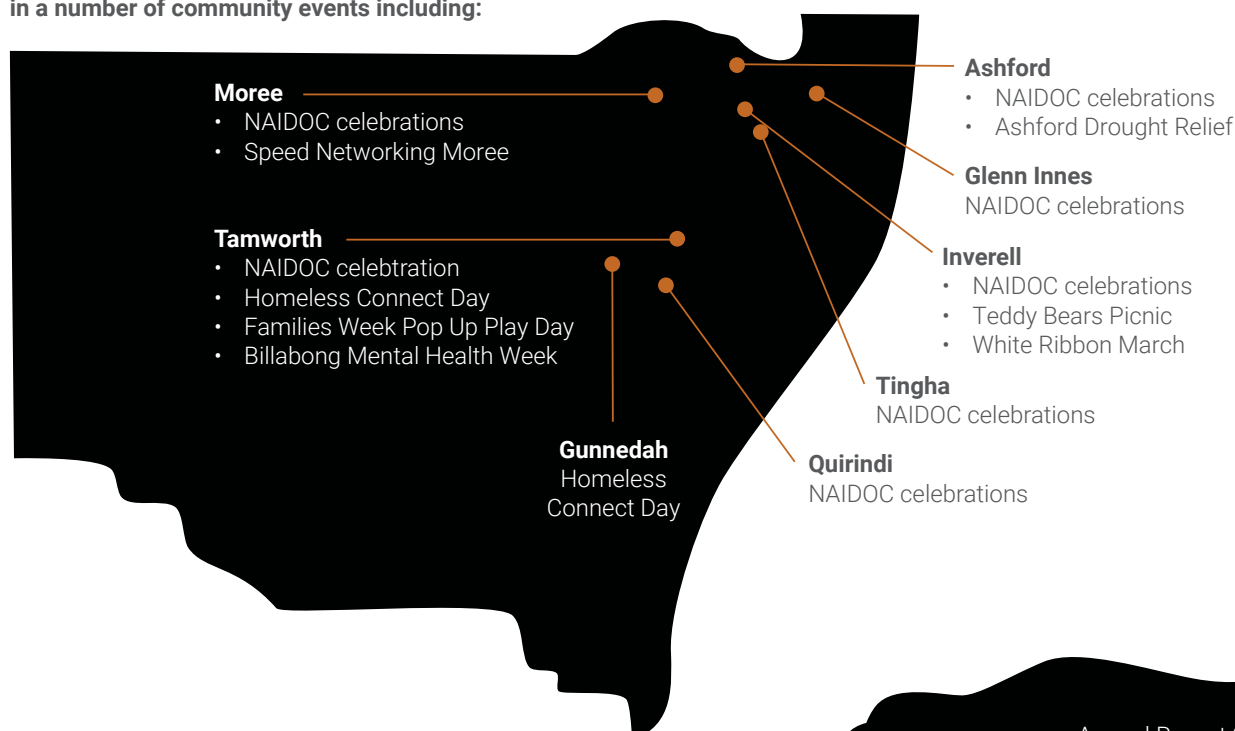
FRS was invited by an Armidale Regional councillor to attend a meeting with the Shadow Minister of Family and Community Services and Shadow Minister for Disability Inclusion Penny Sharpe in February 2020. The purpose of the meeting was an opportunity to talk with Penny Sharpe about some of the challenges faced in the Armidale area for those with a disability. We were invited due to our role in the local community service sector. Other invitees included those working in the disability sector and parents of someone with a disability.

The FRS spoke of the experiences and concerns many of our clients have had regarding the NDIS and mental health. In particular, accessing the NDIS and the complexity of the paperwork and assessments required as well as the wait times in regional areas to access specialists. The meeting was originally scheduled for an hour but due to people's willingness to discuss the issue, it was extended for another hour.

Our FRS in Schools program has been so successful in 2018 and 2019 that we were asked to continue in 2020. The FRS receives funding to work out of a school one day per week. We are currently based in Ashford Central School, Gunnedah Public School, Gunnedah High School and Gunnedah South School.

We're the first non-government organisation to be asked to attend the Triple C meetings; Complex Case Committee with the Department of Education, which is a testament to the high regard the Department of Education has for our service.

From June 2019 until December 2019 we participated in a number of community events including:



Supporting family members navigate red tape and paperwork

A family was referred to us by a local primary school. The school advised that one of the three brothers had significant behavioural issues which was causing great distress to his brothers at school. The school requested that we support the young boy's mother to obtain a diagnosis for her son, and to assist with any other issues she may identify.

The mother has had health issues and was also very distressed by her son's behaviour, recognising the impact it has on the family. She had been proactive and sought NDIS funding, however none of the funding had been used. The Early Intervention service had not assisted the mother to access the appropriate services.

FRS assisted the mother to link to appropriate NDIS support, accessing behavioural support for her son. She was also able to finally have a paediatrician complete a diagnosis; which will ensure not only continued NDIS funding, but also an appropriate school support class.

FRS have also referred the eldest child, who has struggled with his brother's behaviours, to a community health paediatric psychologist, who the family will be able to access at no charge.

Mid North Coast Family Referral Service supports local families

The Mid North Coast Family Referral Service (MNC FRS) provides a voluntary and coordinated referral service for families, particularly Aboriginal families on the Mid North Coast who need support and who do not require child protection statutory intervention. The FRS helps children, young people and families cope in difficult times by linking families into local services to provide support, assistance and resources.

The FRS supports a number of local government areas in the Mid North Coast region including Greater Taree, Greater Lakes and Gloucester, Bellingen and Nambucca, Port Macquarie and Hastings, Kempsey and Coffs Harbour.

It has again been a challenging, productive and fulfilling year managing the MNCFRS.

A total of 1047 intake referrals were allocated to MNC FRS staff in the 2019-20 financial year, averaging 87.25 a month. Our contact with these 1047 families has been by phone call, home visit, cold call and case meetings. There were more than 85 occasions of brokerage assistance and 885 outbound referrals made to other organisations to support, assist and empower families.

Many of the clients we have supported this year are Aboriginal and Torres Strait Islander, with this rising from 680 in 2017, to 805 in 2018 and to 928 in 2020. This improvement reflects the hard work and cultural sensitivity of all our FRS staff.





FRS in Schools

FRS in schools commenced with meetings with the Head Teacher of Wellbeing at Kempsey High School. We've started attending the weekly Learning Support Team (LST) meetings chaired by the Deputy Principal. The group consists of approximately 25 school staff who work collaboratively to discuss and share information in their own time and we receive referrals for vulnerable students and children at risk. During 2019-2020 FRS MNC experienced an increase in referrals, particularly following our specific engagement with local schools. Our work involved assisting with parenting skills, nonattendance, challenging behaviours and stress within the family unit directly related to the COVID 19 lock down. FRS staff regularly assist parents to navigate the medical system especially in regard to paediatric services and services for children with disabilities. The FRS staff are also regularly assisting in situations of domestic violence providing a range of supports to all stakeholders and mitigating risks to children.

MNCFRS continue to advocate and support families with a myriad of complex family issues.

Successes

Success comes in our doors when staff are re-referred previous clients or self-referrals. Staff can continue the worker/client journey at the client's pace to offer further support and assistance to clients to address and follow through with access and engagement to services. Staff are the go between for helping families to understand the service system, reporting if they see or experience child protection problems.

Our staff are so flexible and constantly share information to the team on areas of personal expertise and experience, eg. midwifery, unemployment, NDIS and youth homelessness.

Community events

All events for 2020 were cancelled due to COVID however MNCFRS sit on the committee for a number of postponed events:

- Dash with a Splash Healing Together community event
- NAIDOC Week
- Child Protection Week events

Staff and office locations

The MNC FRS staffing is currently:



Good News Story

We received a referral from a paediatrician for a single mother of four children aged 16, nine, six and one years. The client has been in a number of relationships, some with a history of domestic violence and experiences social isolation. Her nine-year-old child has been diagnosed with ADHD as well as displaying trauma-based behaviours. The referral also expressed concerns for the mental health of the mother and her ability to cope at this time.

FRS found the client very happy to engage with our service. She told us she was feeling overwhelmed and struggled to attend to all her children's individual needs. Due to the recent separation from her youngest child's father the client felt more overwhelmed than ever.

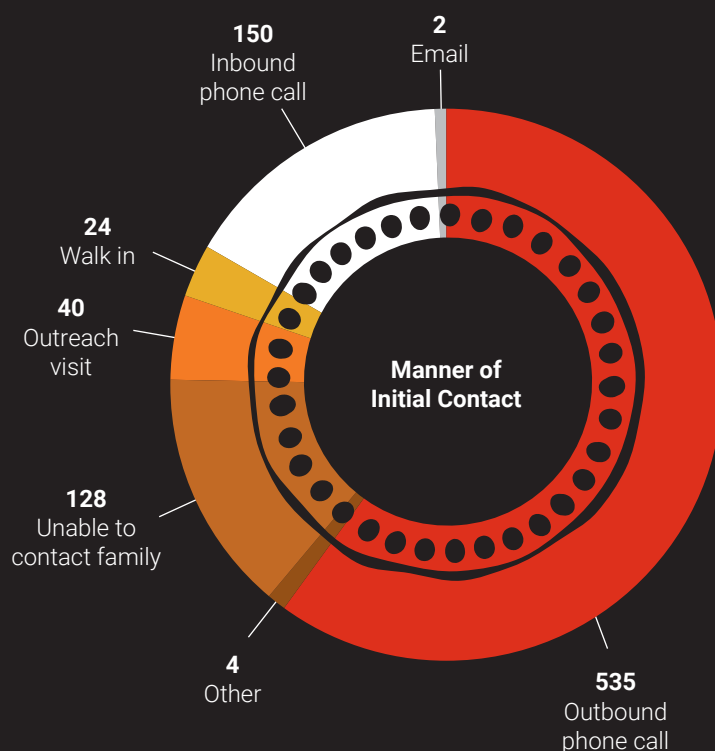
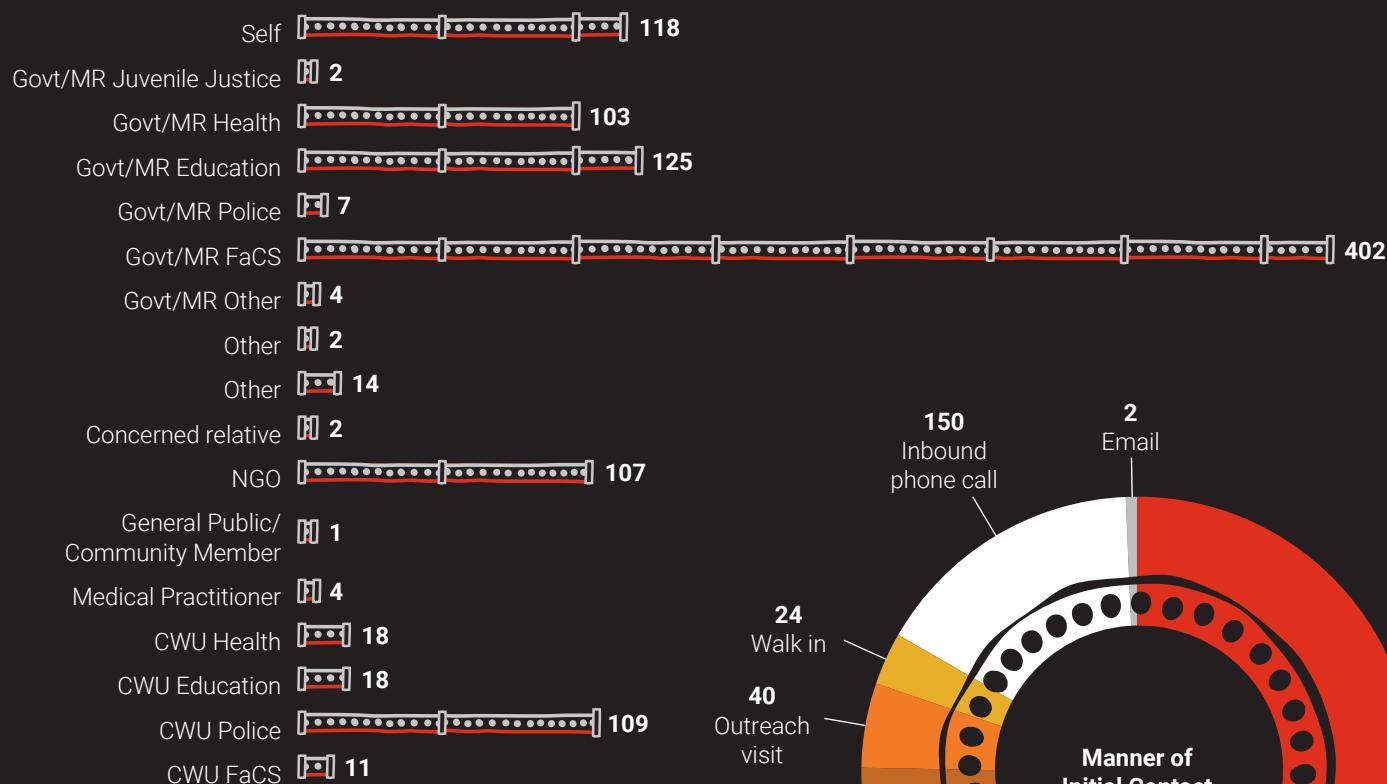
The client shared she felt she was still recovering from the past two relationships which both involved psychological and physical domestic violence. She was also concerned since her recent separation about the behaviour of her nine and six-year-old children. Their behaviour was becoming more unmanageable and impacting on the entire family. The client's 16-year-old daughter had become more reclusive and was spending large amounts of time in her bedroom.

Outcomes from FRS Intervention

FRS organised counselling and referral to parent support groups, assistance from Legal Aid following these interventions the client told staff she had felt more confident to cope with the current issues. She was grateful for FRS, the referrals made and the supports put in place. The knowledge FRS was there to listen to her needs and to offer assistance without judgement was important. The client said she felt more self-assured and able to cope with the ever-changing issues in her family with FRS in her corner.

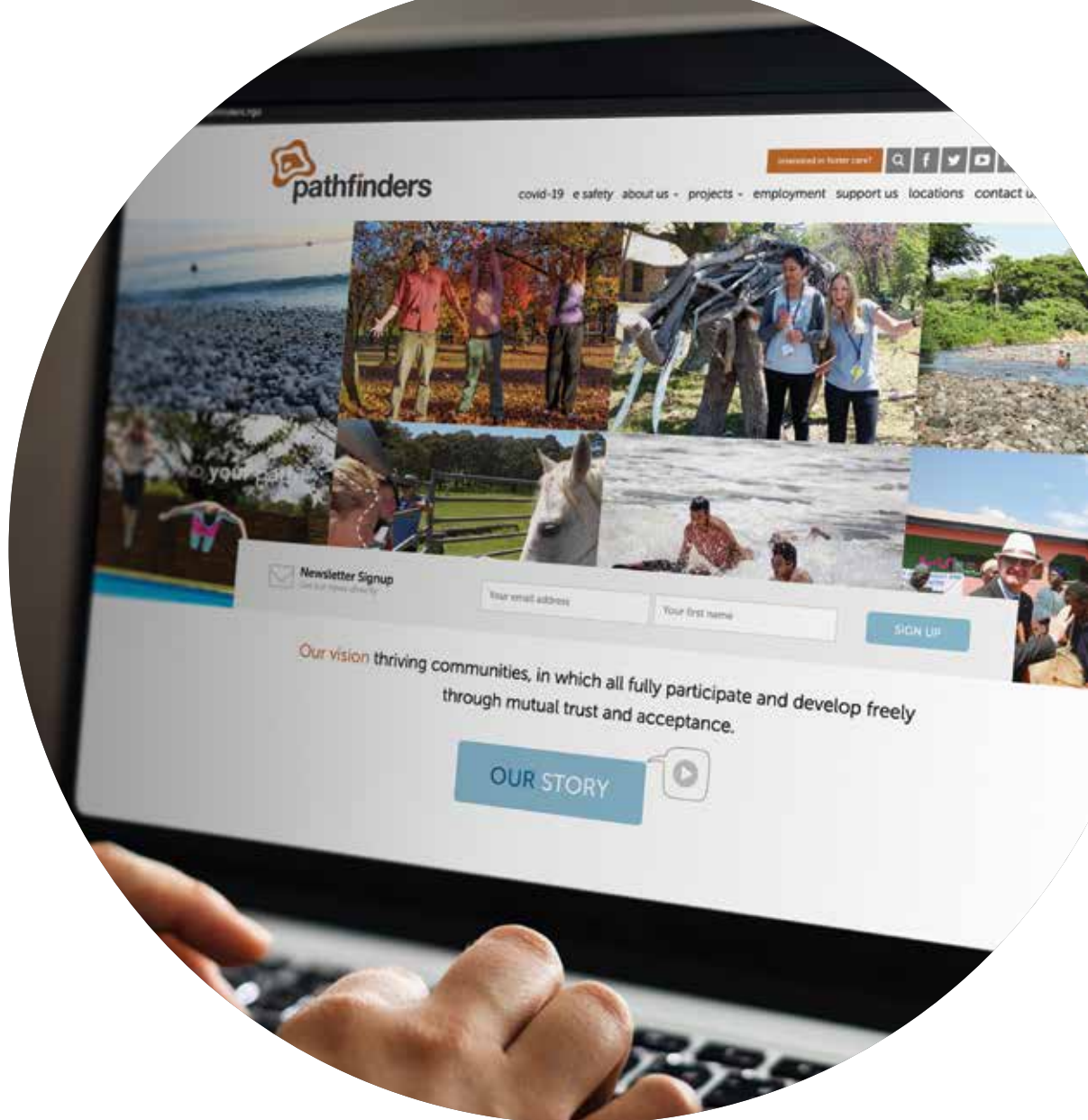
FRS closed the client's case advising the client can contact FRS at any time in the future. The client was grateful for the effort and energy FRS put into working with her. She said it was the extra effort FRS put into listening to her and responding without judgement and a lot of her healing was related to the fact she was respected by FRS.

Referral Source





Technology update for Pathfinders



In September 2019 the Pathfinders Board resolved to upgrade the Pathfinders computer system. This followed a period of significant instability of our computer systems.

The upgrade involved a complete update of all operating system hardware and software. The upgrade included:

- Windows 2019 HOST Servers and associated equipment
- backup storage
- battery backup/UPS Devices
- network switching
- Open Charity licensing update
- MS Office 365 licensing update.

In addition to operating system hardware and software upgrades, Pathfinders also overhauled its Wide Area Network (WAN). This upgrade included:

- hardware upgrades at all offices and
- adoption of NBN services at all offices including dedicated band width services via Telstra SD-WAN.

Pathfinders also entered into a three-year agreement with Roberts and Morrow Technology in Armidale to provide ongoing IT support.

The total initial cost of the upgrade in year one was \$240,000. This was offset by a contribution from Telstra of \$127,000 via the Telstra All4Biz – Technology Fund.

Pathfinders is now focusing on upgrading application software to better meet the needs of our organisation and our clients. A single point of entry Enterprise Resource Program (ERP) will be implemented during 2020-2021.

The following pages are
taken directly from the
Directors Report of 2020

PATHFINDERS LIMITED
ABN 64 146 004 524

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020

DIRECTORS REPORT 2020

Your directors present their report on the company for the financial year ended 30 June 2020.

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 and individuals, 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 Communities and Justice, 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 2019-2020 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 refuges, women and children's refuges, supported accommodation and outreach housing services and Family Referral Services (FRS) throughout the New England and North West (NENW) Tablelands, Mid North Coast (MNC) and Far North Coast (FNC) of NSW.
- Investing in the development of the Pathways OOHC Program, 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 Department of Communities and Justice (DCJ) 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 FRS including engagement with schools by providing educational and Domestic Violence Programs for children and young people.
- Contributing to State-wide policy development through participation on peak body boards including the ACWA Board (the NSW peak body for child welfare and child protection), Yfoundations, NCOSS, and FONGA.

- Commencement of the development of a new Pathfinders Strategic Plan 2021-2025 including the development of 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 DCJ, 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 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.
- 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 DCJ, 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 Out of Home Residential and Foster Care to children and young people under the guardianship of the NSW Minister for Communities and Justice and support of disadvantaged families, children and young people.

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

Directors

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

Directors Name

- Phillip Borg (re-appointed 27 November 2019)
- Tony Gargan (appointed 21 August 2019)
- Craig Hunt (appointed 21 August 2019)
- Frances Grindlay (appointed 13 November 2019)
- Korrina Schultz (appointed 27 November 2019)
- Leeah Daley (appointed 13 November 2019)
- Rosemary Curtis (re-appointed 27 November 2019)
- Michael Sivaraman (term expired 27 November 2019)
- Tim Catterall (ceased appointment 29 July 2019)
- Patricia Schultz (re-appointed 27 November 2019)
- Dr Ahmed Bawa Kuyini-Abubakar (term expired 27 November 2019)
- Frances Letters (term expired 27 November 2019)
- Professor Robert Lonne (resigned 20 August 2019)

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

Directors Information

Rosemary Curtis

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 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 this experience and much more, Rosemary has acquired a great understanding of Indigenous issues as well as the issues faced by many youths 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.

Phillip Borg – Chairperson

Over 25 years in the industry and 15 years' experience achieving high-level objectives within large organisations whilst dealing with competing priorities under intense public scrutiny. Highly knowledgeable in human services / housing across the government and non-government sectors. Motivated and successful leader with proven ability to guide and influence executives and staff through significant business change. This is augmented by experience as registered psychologist over the past 17 years.

Current Policy Advisor

- Government / Not-Government industry advocacy and relationships.
- Business development, best practice, and innovation.
- Policy development, research, and evaluation.
- Strategic and business planning / review.
- Performance and data.

Previous NSW Program Manager, Specialist Homelessness Services (SHS) Program Housing - NSW Department of Family and Community Services (FACS)

- Led several critical Going Home Staying Home reform work streams including pricing, procurement, contracting, data, quality, performance, and evaluation.
- Managed staff and delivered quality advice in a fast paced high stress environment.
- Presented, briefed, consulted and negotiated key aspects of the reforms at all levels, from the most senior level in Government and the sector, to media, unions, academics, experts and clients.

Previous Director, Homelessness Policy (Community Services)

- Key agency contact for homelessness policy in Community Services.
- Managed staff and operated as the single point of accountability for the Specialist Homelessness Services Program across NSW with recurrent funding of \$140 million.
- Represented Community Services at ministerial negotiations to draft and respond to the Australian Government White Paper on Homelessness; National Affordable Housing Agreement, National Partnership Agreement on Homelessness and NSW Homelessness Action Plan.

Patricia Schultz

Pat joined the Committee of The Youth Refuge Inc. (now Pathfinders) in 1989, and in 1990 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.

Craig Hunt

Craig has over 35 years community welfare experience where he has worked in the Sydney metropolitan areas and 25 years in Northern and Northwest NSW areas. Craig has worked as a caseworker in child protection and out of home care, as a Casework Manager for Department of Communities and Justice, a casework specialist and as the Regional Coordinator for the Northern/New England Joint Investigation Teams.

Craig has recently established East Coast Management Solutions, a company that supports small business and not for profit organisations in the areas of Work Health and Safety, Policy development and compliance audits. Over the last 10 years he has also participated in supporting Pathfinders by participating in clean up and maintenance days at the Tilbuster property, Armidale Youth Refuge and various Pathfinders residential homes. He has actively participated in the growing, picking and delivery of pumpkins in the now famous Pathfinders Pumpkin Run.

Board member of Pathfinders since 2019. Member of the Risk subcommittee. Craig regularly supports Pathfinders core workforce directions and strategies by participating in workplace practice meetings such as Pathfinders Disability directions, OCG Audit processes, COVID-19 responses and Information and Technology directions.

Tony Gargan

Tony has a background in senior executive and leadership positions in the public and private sectors, with specific roles in corporate performance and management, policy development and service delivery/implementation management. His most recent experience has been in consulting work with assignments at the Department of Social Services, NDIS Commission and Department of Veterans' Affairs.

He has also worked on major cross Government initiatives, including: as an Advisory Committee member on the 16th Review of the ABS Consumer Price Index; a Steering Committee Member on the Australian Government Management Advisory Committee Review into Public Sector Innovation; and as a Program Manager and Steering Committee Member of the Joint Centrelink CSIRO Human Services Delivery Research Alliance.

Tony currently works as a technology advisory consultant with procurespot.com

Leeah Daley

Leeah has extensive experience in Local Government specialising in Management and Human Resources.

Working in smaller rural remote local government areas as a senior manager Leeah has experience in Strategic Planning and Organisational Development. Leeah has specific skills and experience in the following areas:

- Strategic management
- Economic development
- Social Services
- Aged & Disability Services
- Youth & Children's Services
- Risk management
- Financial management
- Leading complex and diverse teams
- Community engagement - building effective relationships with key stakeholders
- Volunteer engagement and management
- Organisational change
- Bachelor of Business (Human Resources) – USQ
- Company Directors Course – Australian Institute of Company Directors

Leeah appreciates the challenges of working and living in a rural remote Australia. She chooses to make her home in the small rural village in the North West where she lives with her husband and three sons. She has an interest in initiatives that will enhance the quality of life for children and young people living in rural areas. Leeah has a passion for life-long learning and people development.

Frances Grindlay – Deputy Chairperson

Frances has a longstanding interest in societal, community and individual well-being, and in the importance of quality leadership, quality organizations, service provision and need and impact assessment. She values sustainability, ethics, evidence-based decision-making, inclusiveness, respect for diversity, social justice, democracy and quality engagement of people in matters that affect them.

Frances has experience in several sectors including more than ten years' experience as Social Planner for two large Local Government Authorities in Melbourne. Each of these local governments were demonstrated leaders in community well-being policy, program development and service provision across their local populations of more than 130,000 people each. In addition, both these local government areas were two of the most highly diverse communities in Australia, comprising many multicultural and Indigenous Australian communities.

Projects Frances has been responsible for or involved in include:

- Advising on cultural, social, land use and economic issues through researching topics, community and other consultation, advocacy and program implementation;
- Coordinating inter-agency Leadership at CEO level;
- Establishing and co-ordinating inter-disciplinary processes and groups for social, cultural and land-use projects;
- Designing and implementing needs research, consultation processes and impact assessment associated with programs and services;
- Understanding issues related to specific age-groups and population sub-sectors such as aged, young mothers or at-risk youth;
- Responsibility for inter-disciplinary, organisation-wide and inter-agency consultation, policy and programs related to population health and well-being and issues associated with community safety;
- Responsibility for inter-agency and inter-Governmental consultation and engagement in policy, programs and advocacy related to Indigenous Australians; and
- Understanding/ responsibility for financial and other management procedures such as staff management and development, WHS, risk-management, strategic planning, budgeting, Compulsory Competitive Tendering processes, grant acquittal, advocacy, and inter-governmental and inter-agency funding arrangements.

Frances's qualifications include a Master's Degree in Design Anthropology which specialized in developing approaches and techniques related to individuals, groups and small population sectors, with an emphasis on the values of integrated (social, cultural and economic) sustainability and participatory design in programs and services.

Korrina Schultz

Korrina has had a long career with the Department of Family and Community Services and is now employed by an NGO. Korrina has a wealth of knowledge in the provision of community services. She has held positions of manager, case worker and NDIS representative for her workplace. Korrina has extensive experience supporting management, clients and families in NDIS applications and package management.

She is currently Health and Safety Representative, Union Delegate, and the Woman's Officer for her workplace.

Korrina has Certificate IV in Business (Frontline Management) and Disability Work. She is currently studying a Diploma of Community Services.

Meetings of Directors

During the financial year, 10 meetings of the Board of Directors were held and the attendances by each Director during the year were as follows:

Director's Meetings

	Eligible to attend	Number attended
Pat Schultz	10	10
Rose Curtis	10	9
Tony Gargan	7	7
Phillip Borg	7	4
Craig Hunt	7	6
Leeah Daley	4	3
Frances Grindlay	4	4
Korrina Schultz	3	3
Robert Lonne	3	2
Bawa Kuyini	6	3
Michael Sivaraman	6	4
Frances Letters	6	3
Tim Catterall	2	0

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; develop and implementation of the Pathfinders Strategic Plan 2020-2015; becoming a registered Community Housing Provider, NDIS Re-Accreditation and re-operationalising of Support your Path, 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.

Additional Short Term and Long-Term objectives:

- Delivering a national Aboriginal and Torres Strait Islander Birth Certificate Program, ensuring access to a birth certificate for Aboriginal and Torres Strait Islander prisoners initially, and scaling the program to others.
- Updating ICT infrastructure and ensuring data and technology policies support ongoing innovation and development.
- Embedding the Sanctuary Model across all parts of the business, and demonstrated by our commitments to clients, our staff and the community.
- Culture and Connections -Commitment to grow and engage our Aboriginal and Torres Strait Islander and Culture Diverse staff and community by embedding key strategies such as RAP, Pathfinders National Aboriginal and Torres Strait Islander Birth Certificate program, Aboriginal and Torres Strait Islander Employment Framework designated positions and traineeships.
- Pathfinders to be registered as a Community Housing Provider of supported housing will align with the housing continuum from existing services we already offer young people, families, participants and our community ranging from out of home care, homelessness, semi-independent living, and early intervention through to long term housing opportunities.
- Pathfinders to expand on existing Education and Training services already offered including Aboriginal Early Years programs, Supported Aboriginal and Torres Strait Islander Playgroups, School Programs, Education Support and Breakfast clubs, Pathfinders to provide additional services along the continuum of Education including early childhood centres and pre-schools, Pathfinders to develop further our Marie Delaney Training and Education Centre at Tillbuster Farm Station in Armidale and commercial kitchen and training centre at the Royal in Glen Innes. The develop of these two Pathfinders owned assets will see multiple education, training and cultural programs operational not only benefiting our young people, clients, participants and their families but our community.
- Growing and Expanding Support your path (NDIS), disability support providing care to support an individual thrive in their community, support their independence, and live their life freely with hope and equal opportunity
- Develop further our Marie Delaney Training and Education Centre at Tillbuster Farm Station in Armidale and commercial kitchen and training centre at the Royal in Glen Innes.
- Developing our assets for integrated service delivery and using them as an anchor to leverage a partnership for the delivery of training by a Registered Training Organisation. Our workforce has the skills and commitment to meet these ambitions and we will continue to work with our partners and communities to make lives better for the people we work with.

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	21	\$10	\$210
Associate Members	3	\$10	\$30
Total	24	\$10	\$240

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



Director

Dated: 28 October 2020

**AUDITORS' INDEPENDENCE DECLARATION
UNDER SECTION 60-40 OF THE AUSTRALIAN CHARITIES
AND NOT-FOR-PROFITS COMMISSION ACT 2012
TO THE BOARD MEMBERS OF
PATHFINDERS LTD**

ABN 64 146 004 524

I declare that, to the best of my knowledge and belief, during the financial year to 30 June 2020 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

CROWE CENTRAL NORTH



Kylie Ellis
Partner
Registered Company Auditor
90 Rusden Street
ARMIDALE NSW 2350

Dated: 29 October 2020

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Central North, an affiliate of Findex (Aust) Pty Ltd. Liability limited by a scheme approved under Professional Standards Legislation. Liability limited other than for acts or omissions of financial services licensees.
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STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
Revenue	2	20,837,564	20,468,516
Other Income	3	347,044	975,342
Interest revenue calculated using the effective interest method		53,342	56,450
Administration expenses		(1,600,822)	(1,398,387)
Borrowing costs		(66,963)	940
Depreciation and amortisation expense	4	(848,087)	(403,749)
Employee benefits expense		(13,515,886)	(13,751,680)
Occupancy costs		(4,670,238)	(4,555,919)
Surplus/(deficit) before income tax expense		535,954	1,391,513
Income tax expense	1(b)	-	-
Surplus/(deficit) after income tax expense		535,954	1,391,513
Other comprehensive income		-	-
Total comprehensive income for the year		535,954	1,391,513

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2020

	Note	2020 \$	2019 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	6,047,269	6,011,427
Trade and other receivables	6	136,933	144,248
Contract assets	7	456,074	-
Other assets	8	50,856	288,634
TOTAL CURRENT ASSETS		6,691,132	6,444,309
NON CURRENT ASSETS			
Property, plant and equipment	9	3,265,490	3,142,570
Intangible assets	10	-	-
Right-of-use assets	11	2,375,448	-
TOTAL NON CURRENT ASSETS		5,640,938	3,142,570
TOTAL ASSETS		12,332,070	9,586,879
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	1,141,861	1,387,091
Contract liabilities	13	1,536,622	-
Financial liabilities	14	28,308	154,410
Provisions	15	806,124	827,884
Other liabilities	16	-	1,948,665
Lease liabilities	17	648,049	-
TOTAL CURRENT LIABILITIES		4,160,964	4,318,050
NON CURRENT LIABILITIES			
Contract liabilities	13	7,705	-
Financial liabilities	14	-	48,294
Provisions	15	230,298	215,725
Other liabilities	16	-	232,374
Lease liabilities	17	1,719,112	-
TOTAL NON CURRENT LIABILITIES		1,957,115	496,393
TOTAL LIABILITIES		6,118,079	4,814,443
NET ASSETS		6,213,991	4,772,436
EQUITY			
Asset maintenance and refurbishment reserve	18	355,916	-
Planned maintenance reserve	18	232,662	195,108
Accumulated funds		5,625,413	4,577,328
TOTAL EQUITY		6,213,991	4,772,436

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020

	Asset Maintenance & Refurbishment Reserves \$	Planned Maintenance Reserve \$
Balance at 1 July 2018	-	158,649
Surplus after income tax expense	-	-
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	-	36,459
Balance at 30 June 2019	-	195,108
Adjustment on implementation of AASB 1058	-	-
Balance at 1 July 2019	-	195,108
Surplus after income tax expense	-	-
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	355,916	37,554
Balance at 30 June 2020	355,916	232,662

	Accumulated Funds \$	Total \$
Balance at 1 July 2018	3,222,274	3,380,923
Surplus after income tax expense	1,391,513	1,391,513
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	(36,459)	-
Balance at 30 June 2019	4,577,328	4,772,436
Adjustment on implementation of AASB 1058	905,601	905,601
Balance at 1 July 2019	5,482,929	5,678,037
Surplus after income tax expense	535,954	535,954
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	(393,470)	-
Balance at 30 June 2020	5,625,413	6,213,991



Pathfinders Annual Report 2020

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