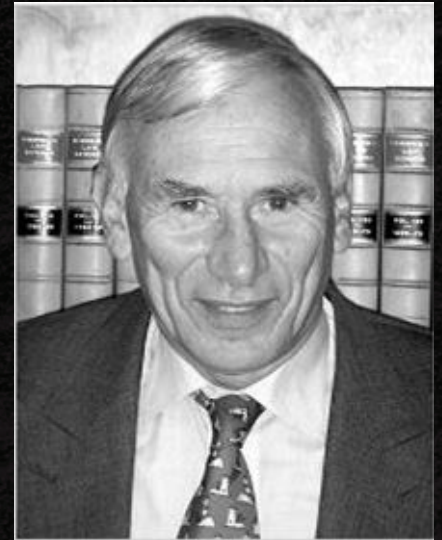
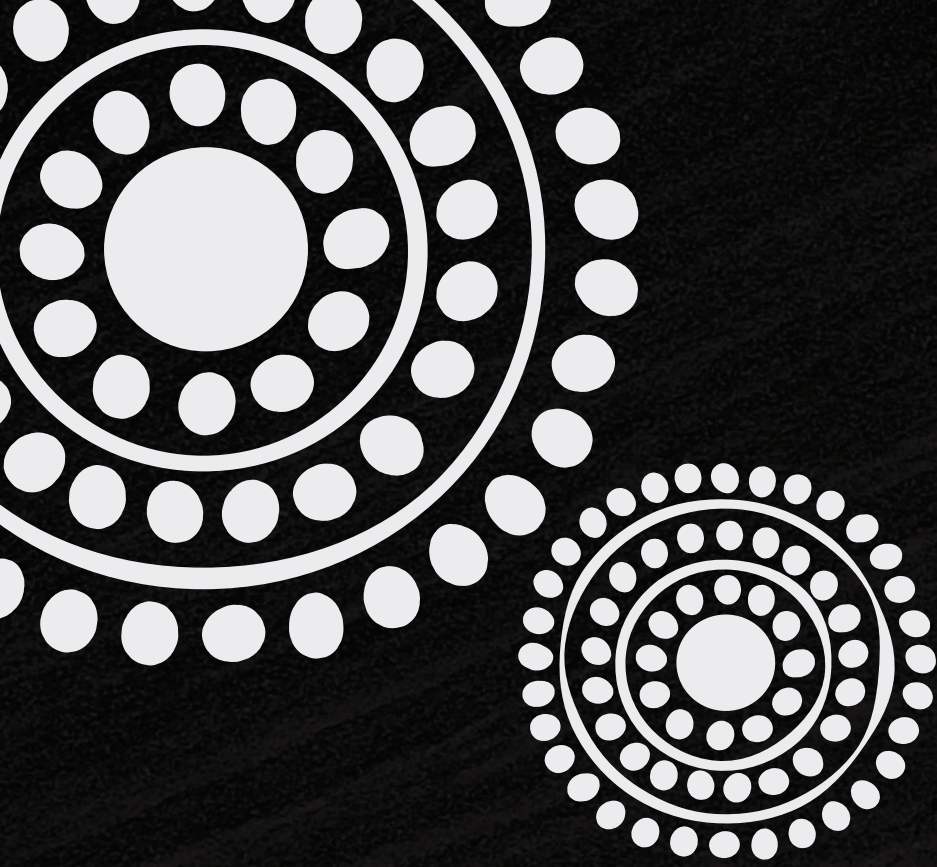




Strategic Plan 2020-2025



The Hon. Justice James Wood
- Patron

Message from the Patron

How do you measure changing a life? Or steering someone on a new path? These are experiences, stories and events that can't always be placed into a table of data or broken down into figures, but they tell a story. Pathfinders continues to tell that story, with its annual reports sharing achievements and successes.

Now with a strategic plan for 2020-2025 Pathfinders is looking to the future and the direction it needs to take to support clients and communities. As the needs of our communities evolve, so too do we. Our strategic plan provides us with a guide on how we will work with and support our communities as their needs change.

One area that continues to be of focus for Pathfinders going forward is our Aboriginal culture and connections. Our commitment to grow and engage our Aboriginal and Torres Strait Islander and Culture Diverse staff and community by embedding key strategies such as our Reconciliation Action Plan (RAP), Pathfinders National Aboriginal and Torres Strait Islander Birth Certificate program, Aboriginal and Torres Strait Islander Employment Framework designed positions and traineeship are all integral to our continued work in this space.

Homelessness is another area that continues to present challenges and one we are focused on addressing now and into the future, as set out in this plan. Homelessness does not just exist in the major cities, it is an issue for regional and rural communities as individuals and families seek alternative accommodation for a host of reasons, from family violence, financial insecurity and shortages of affordable housing.

For many of our clients, external factors have an impact on their circumstances. Events such as droughts, COVID-19 and closing of borders impact on our communities economically and socially, but also on both mental and physical health. Our role is to support individuals and groups in our towns, cities and regions, to connect the dots and ensure no-one is left behind.



Tony Gargan - Chair

Message from the Chair

This strategic plan for 2020-2025 positions Pathfinders as a regional, rural and remote expert in understanding the needs and specialised service models required to meet the needs of dispersed populations. Pathfinders is led by a dedicated team of skilled and experienced staff, who know and understand the communities we serve.

We're equipped with the knowledge and resources to deliver a range of services to the communities of New England, North West and Mid North Coast regions of NSW. From our child and family services, disability support services, homelessness, youth programs and Aboriginal and Torres Strait Islander support, we're able to support individuals and families in the challenges they face.

The directors of our board have a great deal to share and contribute to the direction of Pathfinders and its ongoing work. They all bring their own unique offerings to our organisation. Their contribution and endorsement of our strategic plan is valuable as we embark on the challenges ahead.

Areas of focus in our strategic plan include ongoing work with the National Disability Insurance Scheme (NDIS) and assisting our clients to navigate the services they need to thrive, achieve independence and live a life of hope and equal opportunity.

As an organisation, we've adopted the Sanctuary model to strengthen our culture. Assets like Tilbuster Station and the Royal at Glen Innes are incredibly valuable. From a service offering point of view, we're able to provide much needed education and training opportunities to our clients and the community. From a financial perspective, they provide Pathfinders with important security now and into the future, ensuring we're resourced to continue our services for the wellbeing of our regions.

We'll continue to grow and expand the educational programs we offer, while also expanding our foster care services and our residential Out of Home Care (OoHC) programs for those most in need.

Pathfinders has invested in improving our ICT, website and social media platforms. 2020 has shown us the importance of being connected, having the resources and technology to continue to reach our clients and to share our services using our website and social media channels. We have an incredible story to tell.

The years ahead will present challenges for Pathfinders and its communities, of that I am sure, but with our planning, our vision and our values as a guide we are well equipped to meet any and all of those challenges, as 2020 has shown us.

Our Vision

Pathfinders is a regional, rural, and remote specialist who empowers, encourages and connects communities and families with culture, supporting them to thrive and participate to live freely through mutual trust and acceptance.

Our mission

Pathfinders recognises the uniqueness of the culture and country in which we work. We strive to:

- Support and resource a workforce who empower people to live with hope and equal opportunity, and
- Meet the diverse needs of our programs and strive to surpass expectations.

Our values

Social responsibility

Traumatised people and groups have often experienced injustice either during or in response to reporting a traumatic event. A commitment to social responsibility focuses on building a community in which people feel a sense of responsibility, care for each other and the group as a whole and in which people are held accountable for their actions.

Non-violence

Trauma and violence often go hand in hand; it may be physical, psychological, social, moral or cultural. This commitment aims to give the opposite experience within the community.

Growth and change

People and groups who have survived trauma can become paralysed by their experiences and continue to relive or repeat the past in ways that prevent healing or growth. Our commitment to growth and change presents a framework to evaluate current behaviours while focusing on the future. We work with our clients to set achievable goals and break dysfunctional patterns.

Emotional intelligence

Traumatised people and groups have often experienced insensitivity and disrespect regarding their behaviour or feelings. Our commitment to emotional intelligence creates an environment in which community members understand the relationship between past experiences, emotions and behaviours. With this in mind they're able to respond and react to clients and each other.

Open communication

Secrecy is often a component of prolonged exposure to traumatic experiences (such as sexual abuse, parental alcoholism). A commitment to open communication creates a community that tolerates expression of emotions and openly explores interpersonal and organisational issues.

Social learning

People and groups who have experienced trauma are often isolated as a way of self-protection and can become engaged in repetitive patterns of thinking and behaviour. This commitment promotes collaborative thinking and problem solving to break dysfunctional and repetitive patterns through exposure to other's perspectives and ideas. It also mitigates the isolating effects of shame by viewing mistakes as positive learning opportunities.

Democracy

Many definitions of trauma include an overwhelming sense of helplessness during the event which can lead to learned helplessness in the future. Democracy requires active participation and empowerment to replace helplessness.

Our Strengths

People

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

Connections

Enduring partnerships and collaboration, knowledge of and working with Aboriginal and Torres Strait Islander peoples and culturally diverse communities.

Celebration of diversity

Celebrating uniqueness with a deep and abiding respect for diversity within all of our communities.

Regional, rural and remote experts

Understanding the needs and specialised service models essential to meet the requirements of dispersed populations.

Integrity

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

Scope

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

Economy

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

Innovation

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

Our Communities

- Regional, rural and remote communities
- Children, young people and families
- Aboriginal and Torres Strait Islander peoples and their communities
- People and families living with disability
- Culturally diverse people and communities

Introduction

Pathfinders is committed to improving the lives of people affected by discrimination, hardship, inequity or neglect through a diverse range of services offered across the life span, from services that help children thrive to support for their parents to participate fully in the community and create their own thriving families.

Our broad suite of services include child protection and out of home care, family support, family preservation and referrals, disability support services, education and vocational programs, and a national Aboriginal and Torres Strait Islander birth certificate program.

Our strategic plan is our vision for the next five years.

It's our guiding document, setting out our vision, our mission, our values, our strengths and our communities. All areas that guide us in our service delivery and client commitment each and every day. It outlines the direction we want to take and how we're going to get there.

This strategic plan sets an ambitious agenda as we continue to evolve and adapt to areas of emerging need, particularly as our communities address new and emerging health and economic challenges. Some of the key initiatives we are committing to over the next five years are:

- 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 – our commitment to grow and engage our Aboriginal and Torres Strait Islander and culture diverse staff and community by embedding key strategies such as Reconciliation Action Plan (RAP), Pathfinders National Aboriginal and Torres Strait Islander Birth Certificate program, Aboriginal and Torres Strait Islander Employment Framework designated positions and traineeships
- To become a re-accredited National Disability Insurance Scheme (NDIS) provider to offer disability support that delivers care to support individuals thrive in their community, support their independence, and live their life freely with hope and equal opportunity
- To become a registered Community Housing Provider delivering supported housing to align with the housing continuum from existing services we already offer young people, families, participants and our community. Our services range from out of home care, homelessness, semi-independent living, and early intervention through to long-term housing opportunities.
- Developing further our Marie Delaney Training and Education Centre at TIlbuster Farm Station in Armidale and 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 our wider community
- 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.

Who We Are

Pathfinders Ltd is a not-for-profit company operating across the New England, North West and Mid North Coast regions of New South Wales.

We operate a broad suite of programs, projects and services aiming to improve the quality of life and wellbeing for children, youth and families within the communities we service.

We're committed and passionate about community engagement and development, and assisting every individual to become a valued and contributing member within the communities in which they live

We work with some of the most disadvantaged people and groups within our society. Our job is to support, work with and offer hope to people who need a helping hand, whether that's short-term or on a longer-term basis.

Our resources, our knowledge, our care, our expertise, our commitment, are all needed to help individuals and the communities we serve.

From our child and family services, our work to help those with disabilities, to our support of young people and individuals and families needing housing assistance, we're called on to support people at their most vulnerable. It's in us they place an enormous amount of trust.

Our communities present with their own, unique challenges. With our assistance, we're able to help them to navigate through and around the obstacles, finding their own path to thrive.

OOHC child and family service

Out of Home Care (OOHC) services, foster care, child protection and family referral and family preservation services.

Disability support

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.

Youth programs and services

Youth social, recreational and vocational centres and programs.

Who We Are (continued)

Aboriginal and Torres Strait Islander partners and support

National Aboriginal and Torres Strait Islander Birth Certificate program, Aboriginal and Torres Strait Islander Early learning and development program and family preservation services.

Pathfinders recognises the importance of growing relationships with Aboriginal and Torres Strait Islander peoples, communities, agencies and organisations that are based on respect and trust.

Forging partnerships with Bila Muuji Aboriginal Corporation Health Service, Armajun Aboriginal Medical Service, and the Northern Alliance Aboriginal Lands Councils (incorporating 14 Local Aboriginal Lands Councils).

Culture and connections

Respectful protocols for Acknowledgement of Traditional Owners of the Land and Welcome to Country, participation in recognised Aboriginal and Torres Strait Islander community activities, celebrations, and events as part of our commitment to ongoing cultural awareness.

Early intervention and coordination

Pathfinders offers a range of early intervention programs and coordination of referrals for children, young people and families.

Community housing provider

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. This ranges from out of home care, homelessness, semi-independent living, and early intervention through to long-term housing opportunities.

Homelessness services

Women and children's refuges, youth refuge, transitional housing, supported accommodation, community housing.

Education and training

Education and training services offered include Aboriginal Early Years programs, supported Aboriginal and Torres Strait Islander playgroups, school programs, education support and breakfast clubs, Marie Delaney Training and Education Centre at Tilbuster Farm Station in Armidale and commercial kitchen and training centre at the Royal in Glen Innes.

Our key relationships and partnerships

- NSW Department of Communities and Justice
- NSW Health
- Newcastle Permanent Charitable Foundation
- Royal Freemason's Benevolent Institution
- Australian Department of Foreign Affairs and Trade Direct Aid Program
- Brighter Access Early Childhood Inclusion
- Second Bite/Coles
- Department of the Prime Minister and Cabinet Indigenous Advancement Strategy
- Northern Inland Community College
- Armidale Secondary College
- National Aboriginal and Torres Strait Islander Birth Certificate Program (Ramsay Foundation)
- Momentum Aboriginal and Torres Strait Islander Birth Certificate Program (OSII – Office of Social Impact Investment) Partnership Consortium with SERCO, Real Futures and ACE Community College.
- Bila Muuji Aboriginal Corporation Health Service
- Northern Regional Alliance (incorporating 14 Local Lands Councils)
- Armajun Aboriginal and Torres Strait Islander Medical Centre

Our 2020 – 2025 Strategic Plans will Enhance our Strategic Foundations

Our focus over the next five years is on ensuring that the fundamentals of our service and management capability grows and develops. With our planned expansion into NDIS Services and into the Community Housing Program, we are strengthening every one of our strategic foundations.

The work we are doing will ensure that we achieve the key goals of the service programs we work in and that we maintain highest standards of governance and transparency. Through strong financial controls and rigorous performance management, government agencies and business partners will be able to see how well we are managing service delivery and how effectively we are delivering results for children, young people and families.

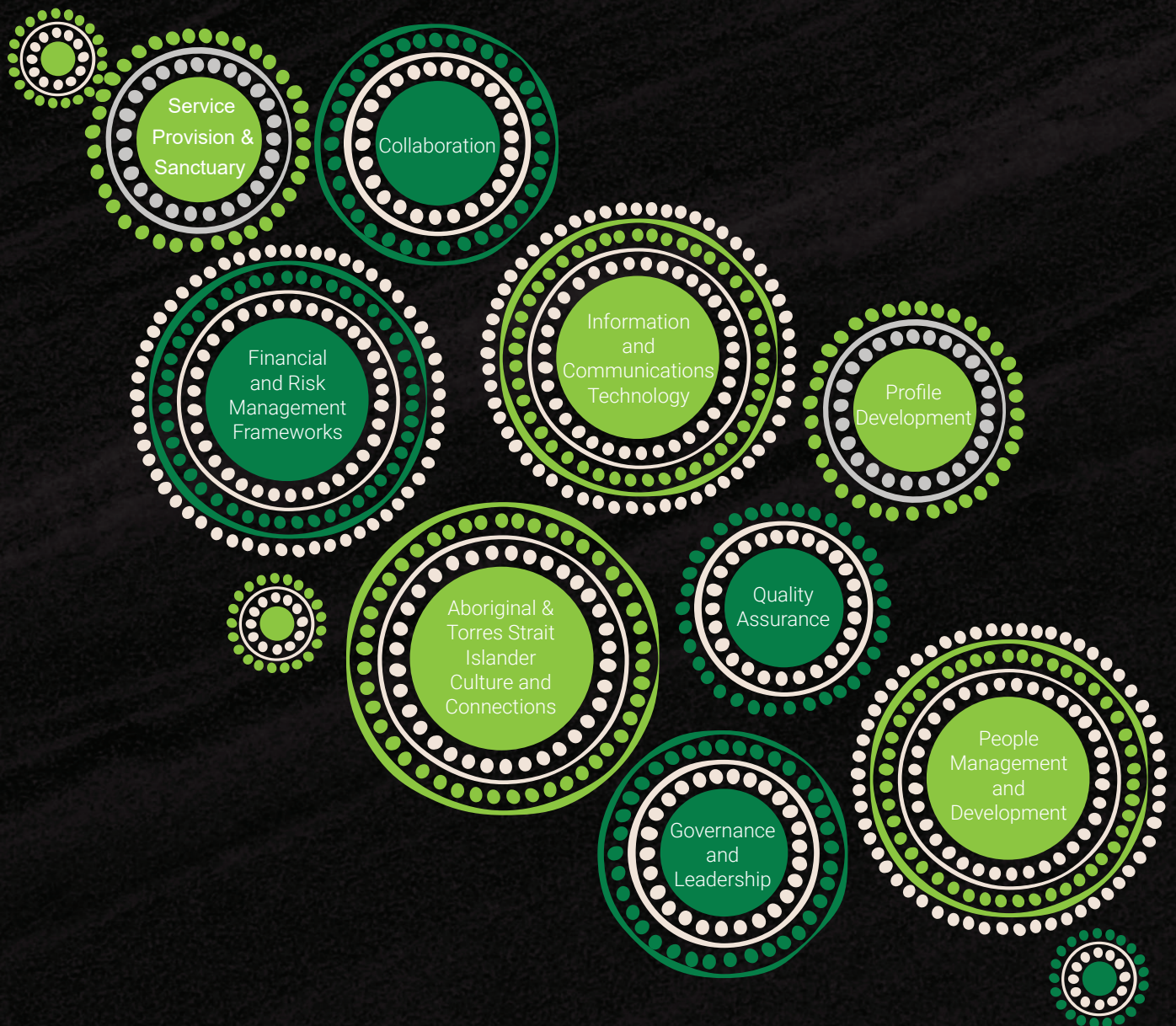
We are investing heavily in systems and technology to ensure that we are a strong partner of digital government and that we can communicate in an online world. We have recently moved to enhance our computer networking capability and to enhance our core IT systems. Over the next year, we are embarking on a major Finance and HR systems implementation which will significantly enhance our corporate processes. With this investment we will be able to work at the leading edge of corporate and resource management and handle increasingly diverse revenue streams and partner relationships.

Through our Sanctuary model implementation we will ensure that Pathfinders' culture is positively managed so that we can focus upon the real needs and aspirations of the people with whom we work. Working within Sanctuary will enable us to ensure that our work is evidence based and that every shared decision we make will recognise the need of our communities and clients for safety and support.

The infographic that follows outlines the nine Strategic Foundations we are following over 2020 -2025.

Pathfinders

Strategic Foundations





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