



FIND **your** path

# Annual **Report**

## 2020 - 2021





Tilbuster Station, Armidale New South Wales



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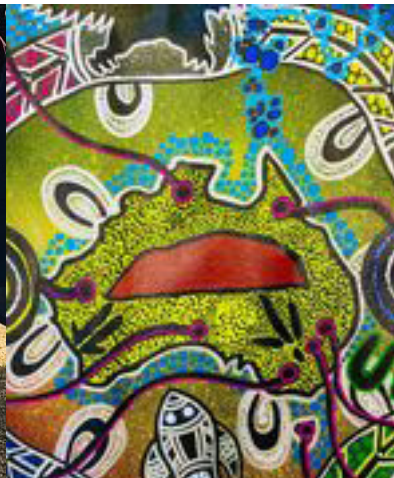
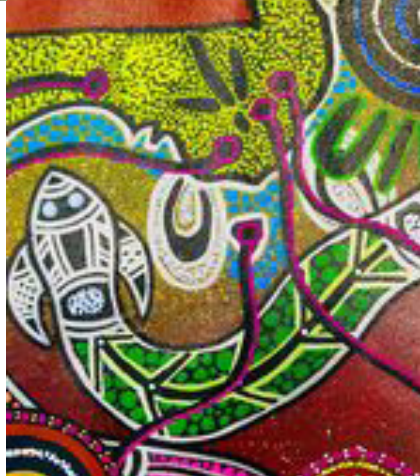
Boundary marker at Scotts Head, New South Wales between Gumbaynggirr and Dunghutti Nations. The story depicting two koala brothers rolling down the hill forming the mountains between the two nations.





In the spirit of reconciliation Pathfinders acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past, present and emerging and also extend that respect to all Aboriginal and Torres Strait Islander peoples today.





# From our Patron

Undoubtedly this past 12 months has been a challenge for us all. However, I was heartened to learn of the extensive and substantial measures that Pathfinders introduced to keep our young people and families safe during a time of great uncertainty. As an essential service it was critical that the level of care provided by Pathfinders remained unchanged as much as possible. While there was some disruption to face-to-face services the organisation was able to pivot quickly to ensure there was minimal impact in the delivery of care. The establishment of the Pathfinders Response Team meant that issues could be quickly resolved and new ideas implemented.

A major focus for the business has been the development of the Pathfinders Reconciliation Action Plan (RAP) - Innovate. With more than 40% of Pathfinders' clients identifying as Aboriginal, the RAP will become an important guide to enhancing the delivery of services to our Aboriginal participants. I look forward to seeing the results as the RAP rolls out across the organisation.



The Pathfinders National Aboriginal Birth Certificate Program received a much-needed financial boost with the support of the Paul Ramsay Foundation. While the pandemic has forced the program to go on-line, it continues to support applications from across the country. Thousands of lives have been positively changed as a result of this program - people can vote, open a bank account, enrol in school and sport, and apply for a driver's licence.

The ongoing work at Tilbuster Station, Pathfinders Royal and the purchase of Rose Villa for supported living arrangements, continue to increase opportunities for employment, training and education for young people at risk in the North West and New England regions. Similarly, the out-of-home care program including foster care, provides essential support for parents, children and carers with an on-going focus on reunification and cultural sensitivity.

While restrictions have limited my opportunities to personally visit the region over the past 12 months, I am looking forward to returning once restrictions lift.

As always, I am proud to be Pathfinders' Patron.

The Hon. James Wood AO QC, Patron



*the organisation was able to pivot quickly to ensure there was minimal impact in the delivery of care.*



# Message from Our Chairperson and CEO

We'd like to say a huge thank you to those who have stood by and supported Pathfinders during what has been a challenging time. We are incredibly proud of the way the Pathfinders' team – Board, Executive, Team Managers and our frontline staff - worked through the significant issues we faced during the past financial year. In a year marred by the pandemic we were able to demonstrate flexibility, responsiveness, creativity and resilience.

As an essential service we continued to meet community needs despite lockdowns, isolation and social distancing. Our Pathfinders Response Team provided guidance and support to our staff and families, addressing issues quickly, keeping channels of communication open, and keeping staff and families connected.

As the leading voice for disadvantaged youth and families in the areas in which we live and work our activities played a vital role in improving the lives of thousands of families during COVID.

Our footprint across the region expanded with a new office in Moree, the purchase of Rose Villa and the development of our sites in Coffs Harbour. We are also expanding our premises in Armidale and Tamworth to accommodate the growing number of staff and the demand for our services. Our staff numbers grew to 230 and we now have 34 locations dotted across the Mid North Coast, New England and Northern Tablelands.

Renovations continued at Tilbuster Station and Pathfinders Royal, and once completed will provide valuable resources for training and education, crisis and short term accommodation, as well as a hub for community activities.

We have developed an Innovative Reconciliation Action Plan that has been endorsed by Reconciliation Australia. Five years in the making, it will be a blueprint for the way in which we work with Aboriginal communities going forward. Importantly it will lead to improved employment opportunities for Aboriginal people within Pathfinders.

Our new Strategic Plan for 2020-2025 provided a guiding light during a turbulent time. With a new Mission and Values, we refocused our commitment to supporting young people from all backgrounds to achieve their goals and build a right future.

*As the leading voice for disadvantaged youth and families in the areas in which we live and work our activities played a vital role in improving the lives of thousands of families during COVID.*



There were two events that deeply rocked us this year.

The first was the loss of our much-loved Chair, Phil Borg. His leadership and guidance to the board, management team and the staff was exceptional. His commitment to his role as Chair, his accessibility, calm and wise counsel was appreciated by everyone he worked with. Words cannot express the impact Phil had on us. We continue to grieve for Phil and his family but his legacy has provided us with increased motivation and compassion.

The second event was the destruction of the Armidale Refuge by fire. While all staff and residents managed to escape unscathed, the loss of personal and sentimental items was keenly felt by our young people.

For young people from disadvantaged backgrounds and those struggling with complex needs, the fire created additional mental health issues. We were able to quickly relocate our young people and access professional counselling to support our young people and will continue to provide support as long as it is needed. The response from the community – police, fire brigade, businesses and government agencies – was deeply appreciated.

We would like to thank our Patron, Justice James Woods, the board, our staff and the community for helping us get through what has been “another” year like no other.

Tony Gargan, Chairperson

Alan Brennan, CEO

*Disadvantaged youth and  
which we live and work  
tal role in improving the  
ilies during COVID.*











## Phil Borg

In April we lost a dear friend to Pathfinders. Phil Borg, Chair and Board Member of Pathfinders, passed away after a short illness. He was only 47 and left behind a wife, Jessica, and two young children, Darcy and Arlo.

Phil was more than a friend to the Pathfinders family. A born educator, he taught us the value of compassion, the importance of thoughtfulness and how to be better people. A curious, charismatic and engaging human being, his positivity and warmth were infectious.

In the short time he was involved with Pathfinders he inspired us to think deeply, ask more questions, and challenge the status quo. Having spent his working life championing for social justice and equality across human services in non-government and government agencies he was a natural fit for Pathfinders.

He was an extraordinary leader, and his kindness and generosity knew no bounds. He could talk to people at every level, took the time to connect with the staff and fellow Board members and left an indelible mark on us all.

Passionate about homelessness and vulnerable people he was instrumental in shaping many of the programs we run today. Under his watch Pathfinders grew rapidly, but he ensured that we remained focussed on our mission and never lost sight of what was important - the people in our care.

His love, legacy and impact will endure and continue to sustain the Pathfinders family.



# ABOUT PATHFINDERS

## OUR VISION

Pathfinders provides community care support services to regional, rural, and remote communities. We empower, encourage and connect 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

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

Pathfinders is committed to no-violence in our workplaces, our programs and communities.

### Growth and change

Our commitment to growth and change presents a framework to evaluate current behaviours while focusing on the future.

### Emotional intelligence

Our commitment to emotional intelligence creates an environment in which community members understand the relationship between past experiences, emotions and behaviours.

### Open communication

A commitment to open communication creates a community that tolerates expression of emotions and openly explores interpersonal and organisational issues.

### Social learning

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

Our commitment to democracy ensures equal participation from all stakeholders.



## 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.

## 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



## FIND your path



# 2020-2021

## A Year in Review



- Out of Home Care Reaccreditation by the Office of the Children's Guardian for five years
- Reaccredited for National Disability Insurance Services for three years



- Community Housing Provider registration
- Memorandum of Understanding between Aboriginal Employment Strategy and Pathfinders to improve Aboriginal employment opportunities within Pathfinders



- Endorsement of our Reconciliation Action Plan - Innovate by Reconciliation Australia
- Purchase of Rose Villa in Armidale for Supported Independent Living



- Employment of 109 additional staff
- Development of our Strategic Plan for 2020 to 2025



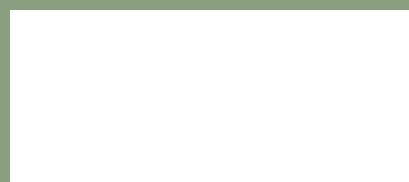
In March 2021 Pathfinders and Aboriginal Employment Strategy Coffs Harbour (AES) signed a Memorandum of Understanding confirming our commitment to work together in the sourcing, assessing, recruiting and mentoring of Aboriginal and Torres Strait Islander career seekers for direct employment opportunities with Pathfinders.

Both parties will collaborate to ensure effective employment services for AES career seekers are available within Pathfinders.

Pathfinders continues to enhance its significant support of, and engagement with, Aboriginal and Torres Strait Islander peoples through partnership development enhancing service delivery, employment and culturally aligned community support initiatives.

This has been of monumental importance to Pathfinders, more so in the recognition of our culturally aligned and evolving service provision, which has supported the AES to enter into an MOU with Pathfinders.

AES is a 100% Indigenous managed, national, not-for-profit Indigenous recruitment company that has successfully operated since 1997. AES's Vision is 'A career opportunity for every Indigenous Australian'.





# Pathfinders Reconciliation Action Plan

Our Reconciliation Action Plan journey began five years ago and demonstrates our commitment to goals emphasising the importance Pathfinders places on building client and community relationships towards growing greater connections which are necessary for the social, emotional, physical and spiritual well-being of the Aboriginal and Torres Strait Islander people and the wider community.

We began by developing and implementing an Aboriginal and Torres Strait Islander Engagement Framework. This generated a greater understanding of what we wanted to achieve and how to get there. The Framework enabled Pathfinders to positively engage with Aboriginal communities to better understand the type of supports they might need from Pathfinders but more importantly how this support can be delivered. In doing this we have built some very good relationships that will help Pathfinders more effectively deliver our social purpose in supporting communities.

Programs like Pathfinders Aboriginal Early Years and Pathfinders National Aboriginal Birth Certificate Program; Pathfinders commitment to providing employment opportunities and careers for Aboriginal people demonstrates our commitment to engage with and better understand the needs of our Aboriginal communities through Reconciliation.

As we progress our RAP, we continue to develop our relationships with Aboriginal communities and organisations as they will be critical to helping Pathfinders develop the right strategies to achieve Reconciliation and support the efforts for self determination for Australia's First Nations People.

We could not have developed the plan without the support of Reconciliation Australia whose guidance and input ensured that the plan aligned with their values and mission.

Our thanks go to the RAP working group, the majority of whom identify as Aboriginal or Torres Strait Islanders.







**Relationships**



**Respect**



**Opportunities**



**Tracking Progress**



Art work featured throughout Pathfinders Reconciliation Action Plan was designed by Elle Binge Harrison from Aboriginelle Designs.





# Interim Care Model Armidale

Our Interim Care Model (ICM) home in Armidale is the only family care home of its kind in New South Wales.

On average, four young people aged between nine and 14, live with a family in a Pathfinders' owned home for up to three months - or longer if needed.

Located on the outskirts of Armidale the family home is set among trees and acreage, with a dam stocked with trout, a woodwork shed, cows, vegetable gardens, dogs, chickens and a gym.

The family of four who live with the young people under our care provide a home-like environment, unlike other ICM models which operate with rotating staff. The parents are experienced care workers and undertook extensive training around working with children who have experienced trauma or family breakdowns before welcoming the children into their home.



Our unique ICM model provides long-term stability and consistency for the children, who will eventually return to their own families with new skills, improved mental health, and a greater understanding of interpersonal relationships.

Like all families during lockdown there was home-schooling to do, along with the usual household chores and non-screen time activities.

Funded by the Department of Community and Justice children are referred by the department. At the end of the financial year eight children had accessed the program.



*The parents are experienced care workers and undertook extensive training around working with children who have experienced trauma or family breakdowns before welcoming the children into their home.*



## Links to Learning

During the financial year the Links to Learning program supported 206 students across seven schools in the Northern Tablelands and New England regions who were at risk of leaving school or who were disengaged. Sixty per cent of our students identified as being Aboriginal.

The program was developed to encourage students to re-engage at school while developing life-changing thinking that will positively impact on future behaviour and decisions through highly interactive and engaging activities.

Working with students from year 6 to year 10 the team held numerous events both in schools and online.

While COVID impacted on our work, with limited access to schools during lockdown, and again when they re-opened we were able to continue to service students through online learning and activities, with significant support from the school communities.

We held drumming classes, painting lessons, leather workshops, music classes and sporting events as well as developing activities focussed on individual students' interests and aspirations.

Other sessions were developed in consultation with schools and we delivered classes in budgeting, self-awareness, drug and alcohol, dental hygiene, mental health and coping skills. Our thanks go to those members of the community who responded enthusiastically to our requests to share their knowledge and expertise with our students.

Outdoor activities were severely curtailed as a consequence of the pandemic, which was a great disappointment to the students and the team.

Funding changes at the beginning of 2021 limited our ability to deliver much of the program and at the end of the financial year the program concluded.

We are pleased to report that previous "graduates" from the program have gone on to pursue tertiary education, gain apprenticeships or secure employment, with many attributing Links to Learning as a key factor in them staying at school to complete Year 12 and progress to further study.

*care workers and undertook  
working with children who have  
breakdowns before welcoming*



# Pathfinders National Aboriginal Birth Certificate Program

The Pathfinders National Aboriginal and Torres Strait Islander Birth Certificate Program continued on its mission to increase access to birth certificates for vulnerable and disadvantaged Aboriginal and Torres Strait Islander peoples across Australia.

While our initial focus at the start of the financial year was to work with Correctional Centres, Juvenile Detention and Rehabilitation Centres detainees needing birth certificates, COVID unfortunately restricted some of our access to the facilities.

Despite the challenges that COVID posed we were able to successfully pivot to providing the program to others, and where possible, hold sign-up days in a number of communities.

These sign-up days attracted people in their hundreds with multiple generations attending. In some instances, we were able to support a number of families who needed ten or more certificates. Highly successful sign-up days were held at Kempsey, Coonamble, Campbelltown, Newcastle and Toronto, and the Koori grapevine means we are still receiving a high number of applications from these and other areas.

Overall, we conducted outreach and community sign-up days to 25 communities, 6 Correctional and Rehabilitation Centres in NSW, and have



submitted more than 2400 applications – an impressive figure given the challenges we faced with COVID.

The feedback from applicants has been overwhelmingly positive. Obtaining a birth certificate has meant they can open a bank account, access community housing, apply for a driver's licence, vote, enrol in sporting activities and apply for a tax file number for employment.

We are extremely grateful for the financial support we received from the Paul Ramsey Foundation – which has allowed us to continue and expand this worthy project.

Our thanks must also go to The Registry of Births, Deaths and Marriages, to the numerous Justices of the Peace who assisted in our sign-up days and to the volunteers who made sure the program ran smoothly.

**paulramsay**  
**FOUNDATION**  
PARTNERSHIPS FOR POTENTIAL







# Inverell and Glen Innes Homelessness Support Service

Our homelessness services support young people, women, men, and families who are homeless or at risk of homelessness, including women and children affected by domestic and family violence, young parents, and young people leaving institutions.

Over the financial year more than 400 people accessed our services, which significantly exceeded our key performance indicators.

We provide client-centred homelessness support, including prevention and early intervention, rapid rehousing, crisis and transitional accommodation, and intensive responses for people with complex needs including those whom are experiencing Domestic & Family Violence. The service has a strong focus on meeting the needs of Aboriginal young people, women, men and families, and is accessible to people from culturally and linguistically diverse backgrounds.

The Inverell Women and Children's Refuge offers support and housing options to women and children leaving dangerous situations in the home and can accommodate five families or individuals. The shortage of accommodation and increased rental costs has meant that women and children are using the service more frequently and for longer periods.

Staff and residents were given additional resources and training in response to the pandemic including improved hygiene practices in compliance with NSW Health orders.



Ongoing work at Pathfinders Royal in Glen Innes will enable us to provide additional emergency and short term accommodation.

We provided outreach services to communities such as Tenterfield, Deepwater, Emmaville, Drake, Red Range, Wallangarra, Ashford and Tingha. The pandemic impacted on our ability to deliver services face to face but as an essential service we continued to support our clients through increased phone contact and video catch-ups or socially distanced drop offs of information, rental and social housing applications and Secondbite food relief.

Many of our clients experienced severe mental health conditions during lockdowns or movement restrictions and we were able to connect them with appropriate services to improve their wellbeing.

We were delighted to have our accreditation renewed for three years, commencing in July 2021.



# Armidale Youth Homelessness Support Service



ARMIDALE YOUTH  
HOMELESSNESS  
SUPPORT SERVICE

At the end of June 2021, 178 young people who were homeless or at risk of homelessness had accessed our Specialist Homelessness Support (SHS) services. This service supports young people in the Armidale-Dumaresq, Walcha, Uralla and Guyra areas.

It provides client-centred homelessness support, including prevention and early intervention, rapid rehousing, crisis and transitional accommodation, brokerage support, and intensive support for young people with complex needs, including young people who are sleeping rough or leaving institutions.

We assist young people aged up to 24 years, prioritising access for Aboriginal and Torres Strait Islander young people, and young people from culturally and linguistically diverse backgrounds. The Armidale Youth Refuge is staffed 24/7 to support up to four young people in need of safe haven due to their homelessness status.

Our clients are assisted with a multitude of supports. Gaining birth certificates, completing rental applications and Social Housing Applications, sourcing references, Living Skills and referral to community service supports. Despite COVID we were able to continue to deliver our services through creative and unique ways. This included dropping off and collecting rental applications and paperwork to mailboxes, providing video and telephone conferencing and delivery of food items through our Secondbites and OzHarvest programs.

Within a tight rental market our 11-strong team worked tirelessly to find accommodation options for our young people.

Every Monday a member of the Pathfinders Homelessness Services team is co-located in the Homes North office in Inverell. Homes North & Pathfinders work collaboratively to provide a full range of wrap around services including accommodation and temporary accommodation support and transitional housing.

Being located at Homes North allows us to provide immediate support to people who are homeless or at risk of homelessness.

The positive relationship between Homes North and Pathfinders has seen clients who walk through the Homes North doors access information on housing and emergency accommodation and connection to other services in the community. This ensures the best outcome for our mutual clients through a one-stop shop.



INVERELL & GLEN INNES  
HOMELESSNESS  
SUPPORT SERVICE



# The Loss of the Armidale Youth Refuge

In April the Armidale Youth Refuge in Allingham Street was destroyed by fire. Fortunately, all residents and carers were unharmed. The loss of the refuge had deep impacts to residents, ex-residents and staff. The residents not only lost the stability and safety the refuge was providing but also sentimental items which could not be replaced.

While we were able to quickly move the residents to our new property Rose Villa, there was a clear need to support our clients and staff through the tragedy by listening and encouraging those affected more deeply to access counselling and mental health support. This support came from local service providers, who are trained in trauma counselling and addressing complex mental health issues.

The response from the Armidale community was phenomenal, people reached out offering concern, support or shared their memories of the refuge. It was great to hear from all, and to know that the refuge was thought of fondly. While the location of the refuge may have changed, we still strive to provide the support our clients' needs. We would like to acknowledge the support from the police, volunteers and community who supported our young people and their carers during this time.

New plans for the site are being developed with improved floor plans, increased safety measures and upgraded accessibility.





## The Pathfinders Royal

Work continued at our Glen Innes premise during the year, including upgrading of the kitchen to be compliant with work, health and safety requirements and to ensure it will be fit for purpose as a training centre. New floors, waterproofing, installation of new equipment and upgrading of the fire system, including exits, were all undertaken using local and regional tradespeople.

As a local heritage item and the oldest hotel in town there were requirements to ensure that all building work was undertaken according to council requirements. Shortages of supplies as a result of COVID slowed some activities down but we are pleased with the progress that has taken place to date.

Our plans to transform the former hotel in Glen Innes into a youth foyer for accommodation, training, business enterprises, employment and community activity will see the venue become a centre of excellence for the benefit of Glen Innes community. 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.

Funding for the renovations was through the Federal Government's National Stronger Regions Fund.





# Family Connect and Support

In January 2021 the well-known Family Referral Service was replaced by the Family Connect and Support program and transferred from the Department of Health to the Department of Community and Justice.

Following a rigorous tender process, Pathfinders, in partnership with Social Futures, was successful in being awarded the Mid North Coast region covering Kempsey, Coffs Harbour, Taree, Nambucca Heads and Bellingen.

Many aspects of the Family Referral Service were retained and new services introduced to help families maintain safe home environments for children.

These included:

- Family Group Conferencing – encouraging families to make the most of their informal supports and resources and increase family empowerment.
- Increased focus on outreach into settings such as schools, child care centres and hospitals to support referral pathways and decrease barriers to service access.
- Increased focus on innovation and flexible service delivery to respond to large scale disasters and emergencies and to reach isolated families.



This presented new and exciting challenges for the team and gave them greater scope to advocate for our clients, particularly those living in Aboriginal communities or families at risk of homelessness.

We were able to tap into other programs offered by Pathfinders, such as the Pathfinders National Aboriginal Birth Certificate Program and Non Placement Support Services, to provide wrap around services our clients need.

We are immensely proud of our families, particularly given the challenges that COVID presented.





Our Family Connect and Support team have been working hard to build strong connections and trust within the local Aboriginal community. Our Aboriginal Engagement Officer, Phillip Bird, and Aboriginal Program Worker, Ash Sloane, began by partnering with Durri Aboriginal Corporation Medical Service and the Aboriginal Specialist Wellbeing Team hosting barbecues in an isolated Aboriginal community near Kempsey. The community had been severely impacted by drought, fire, flood and COVID.

Ash found out about the offer for free food hampers through the NSW Department of Aboriginal Affairs which was working with Foodbank to support disadvantaged communities.

Every two weeks 21 hampers were delivered to the Kempsey office and then taken to the community by staff. In addition, pantry packs were distributed with kitchen staples such as flour, pasta and tinned produce.

Ash said the packages were very well received from the community and it was nice to hear the shared stories of the families making big pots of soup to share.

“We were able to build a rapport with the families through the Foodbank donations and community barbecue days. It has all helped to break down barriers and improve the relationship between the community and Family Connect and Support,” she said.





# Pathways Out-of-Home Care

Despite COVID, which was keenly felt by our young people, carers, families and staff, our Out-of-Home Care team continued to deliver an uninterrupted service to our clients.

Building on the initiatives introduced in the previous year, including increased use of technology, support to navigate changing COVID health requirements, maintaining cultural connections and finding unique ways to occupy and entertain the children, our OOHK team went above and beyond care to support our families.

It was important for our team to listen to the issues, problems and concerns identified by our carers and staff and ensure they were recognised and addressed. We valued their unique experience, ideas and opinions and took their concerns seriously.

As a whole we would regularly brainstorm a number of possible solutions, decide on a solution and put it into action. Feedback was encouraged and different points of views embraced.

The mental health and wellbeing of our carers, young people and staff was a priority during the financial year and we were able to connect those experiencing anxiety or a mental health issue with qualified counsellors and community services.

Our Foster Care team saw a significant uptake with most referrals coming from the Department of Communities and Justice.



As a consequence of this growth, a campaign to recruit new direct care workers was required and during the financial year we employed 54 new staff. Every new staff member undergoes a rigorous and thorough assessment and training process to ensure they are a good fit for the organisation and understand the complex and often traumatic circumstances of our clients.

In parallel with our recruitment strategy we embarked on a recruitment drive for carers. In the financial year our carer numbers grew substantially. All foster carers are thoroughly screened and upskilled. The Shared Stories, Shared Lives foster carer training, which is a prerequisite to becoming a foster carer, was delivered to prospective carers.

We expanded our footprint across the New England and North West regions. We opened an office in Moree and held roadshows in Muswellbrook, Coffs Harbour, Moree, Tamworth, Inverell and Armidale.



# A Boy and His Lamb

One of our young people in care was experiencing difficulties in his placement, in school, and in social settings.

Working with the young person, his carers and caseworkers, discussed a range of options that were in line with his passions and goals.

One of his dreams was to have a pet that he could care for. Turns out he was keen to look after a lamb!

Using our connections Pathfinders located a poddy lamb. Every day the young person gets up early, sterilises bottles, mixes milk, and feeds the lamb, repeating the process in the evening.

The young man and his lamb are inseparable. His behaviour has significantly improved, he is doing well at school, and working on building positive relationships.



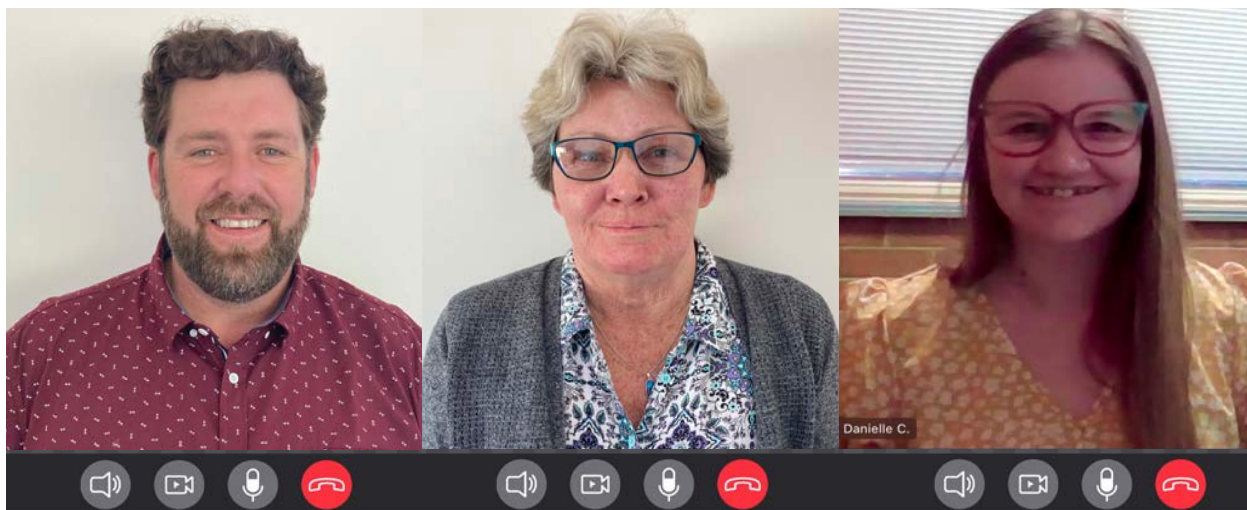
## *Tribute to Carers*

Our carers are selfless people who always put the needs of our young people foremost. They provide rich environments in which to nurture children, creating safe spaces in which the children can develop and grow.

They have had to quickly increase their knowledge of technology, navigate new COVID challenges and requirements, home-school, maintain cultural connections, and find creative ways to keep children occupied and entertained.

Thank you for the work you do. The on-going success of the Pathfinders' Out-of-Home Care would not be possible without you.





## Non-Placement Support Service

Our Non-Placement Support Services (NPSS) played a critical role in supporting the Department of Community and Justice and non-government organisations during the pandemic. With more than 1,600 requests for our services across the financial year we were able to continue to provide our fee-for-services with increased safety measures in mind.

The program provides a range of services for children and young people in out-of-home-care (OOHC), such as transport, supervised contact, supervision in temporary and emergency accommodation and mentoring for children and young people. We provided transport for carers and young people to appointments, schools, respite placements and changes of placement. This financial year the team clocked up more than 159,000 kilometres.

The pandemic saw us provide increased support for young people in care who were experiencing mental health issues, loss of connection to community and culture, and social exclusion.

A series of on-line sessions were developed to help young people improve their personal circumstances.

These sessions included self-care, social and living skills, self-esteem, cultural mentoring and meeting any identified, such as improved reading and writing. The program was enthusiastically embraced by the young people and will be expanded and refined over time.

In June, a new team leader, Scott Dodd, was appointed. Scott has more than 11 years' experience working with young people and will take oversight of the activities of our 33 permanent, part-time and casual staff who make up the Pathfinders' NPSS team. The program now sits within Corporate Services, with the aim of increasing its business development focus.

Coffs Harbour and Port Macquarie were added to our existing service locations, of Armidale, Tamworth, Inverell, Glen Innes, Moree, Narrabri and Tenterfield, bringing the total number of locations for NPSS to nine.



## Mentoring and Support

A young man who had been in and out of care for most of his life was finding it difficult to adjust to school and social settings. His behaviour both in and out of the classroom was a concern to his teachers, his fellow students and his carers.

When he connected with our program, he was distrustful, anti-social and aggressive. His attendance at school was sporadic and he lacked self-awareness about his behaviour.

Through intensive one-on-one mentoring, with a warm and compassionate NPSS team member, the young man's behaviours gradually improved. He began to reflect on his behaviour and how it could be different. He developed coping strategies to manage difficult situations and circumstances. Most importantly, he began to trust people.

He is now regularly attending school, making friends, and making plans for the future.





# Technology update for Pathfinders

Pathfinders outgrew its application software as the organisation's geographical footprint and staff numbers continued to expand.

Following the major upgrade of system hardware and software in 2019/2020 our focus in 2020/2021 was to upgrade application software to better meet the needs of our organisation and our clients. We required a system that could give us all the applications we need to run the business efficiently while nurturing growth.

A single point of entry Enterprise Resource Program (ERP) encompassing NetSuite Financials, Infinite Cloud (Payroll), Deputy (Award Interpretation/Rostering) and Subscribe HR (Human Resource Management) was purchased.

NetSuite went live on 1 April, Infinite Cloud and Deputy went live in August 2021 and Subscribe HR will be fully operational in October 2021. All of these modules share a common database. Thanks to that central data source, information from across the system updates in real time and is accessible to authorised users across business functions.

The focus during 2021/2022 will be to maximise the advanced benefits of this solution across Pathfinders.

The IT department continued to support the Pathfinders' team and communities during COVID. With a number of team members working from home or only able to work with clients remotely we ensured they were well equipped to manage the challenges set by the pandemic. Our flexibility and responsiveness were appreciated by the team.

## Workplace Health and Safety

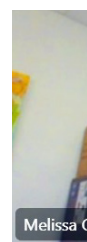
All of Pathfinders' 34 properties and offices undergo quarterly inspections to ensure that our staff, visitors and clients are safe. With the added measures of COVID requirements the WH&S team was kept busy during the year.

Where needed, adjustments were made for those staff members working from home to ensure they were provided with the appropriate equipment and support.

The Pathfinders Response Team, formed in response to the pandemic, continued to meet virtually twice a week to identify and respond to issues of concern including compliance with NSW Health Department directions and to address staff queries. A number of tools and resources were developed and released to support employees and their families during the pandemic. These included home based work checklists and mental health and psychological wellbeing team talks.

The introduction of Microsoft Teams allowed for improved communication and connection for the staff.

In areas of the business that were considered to be of high-risk additional measures were introduced, such as social distancing during transportation of clients.



# Corporate Services

As the number of programs within Pathfinders continued to grow, so did the need to support these new activities. In particular there was a strong focus on recruitment, compliance, business performance reporting and risk management.

We met the challenges of COVID head-on, finding creative and innovative ways to continue to service the community. Having survived flood, fire and drought we took the pandemic in our stride, and the Pathfinders Response Team ensured that areas and issues identified as potential hot spots, or where our staff or clients were at risk, were addressed swiftly.

This included options for staff to work from home where possible with risk assessments undertaken for each staff member. Staff were also encouraged to take advantage of our confidential Employee Assistance Program to support them in managing issues of anxiety and mental health. The well-being of our staff was foremost in all our considerations.

We welcomed 109 additional staff during 2020-2021. By using Microsoft Teams to interview candidates we were able to simplify the recruitment process and staff no longer needed to be physically present for interviews – cutting down travel times and costs.

Our Non Placement Support Service – a fee for service – was transferred to Corporate Services given its business development focus. The NDIS program – Support Your Path - is also managed by Corporate Services and we were successful in achieving three-year accreditation for this program.





# Inverell Family and Youth Support Service

Pathfinders Inverell Family and Youth Support Service (IFYSS) was involved in a myriad of activities during the year.

Continuing our focus on developing family environments that value, nurture and protect children we hosted a number of workshops for parents and young people around skills development including parenting, living skills, relationships, self-esteem and coping skills.

Other courses provided information on various aspects of family life, financial planning, self-care, planning for the future and communication.

We hosted the Colour Run as part of our Youth Week activities, promoted the NSW Government's "Live Life Get Active!" and conducted online art and cooking classes, bringing our young people together virtually.

IFYSS provides a broad range of family support, adolescent and Aboriginal and Torres Strait Islander services including:

- advocacy;
- skills development including parenting, living skills, relationships, self-esteem and coping skills;
- interagency information;
- referrals to other services;
- hosting courses and information workshops on various aspects of family life, financial planning and the rental market; and
- group work development in prevention and diversion for young people identified as being at risk.



## Ashford Supported Playgroup

Our Bunbun Playgroup at Ashford, a free supported playgroup for the children and families from Ashford and the surrounding areas, it continues to be warmly received by the community.

Held each Tuesday morning at Ashford Local Aboriginal Lands Council, the playgroup regularly welcomed families and children as they celebrate events such as NAIDOC Week, Easter, Halloween, Sorry Day, Children's Week and Christmas.





Painting and water play were popular, as were our dress-up and sports days.

COVID put many events on hold, and with pre-schools closed, we encouraged families and children to stay connected through social media so friendships and connections could be maintained while physically distancing. Activity packs were filled and distributed to our babies and toddlers.

When we were able to safely run the playgroup again the smiles on the children's faces as they returned melted our hearts.





# Tilbuster Station

Tilbuster Station's transformation continues. Following what has been a long journey and a couple of tough years of drought, fire, and the pandemic, we are starting to see light at the end of the tunnel.

This working farm, gifted to Pathfinders by Dr. Marie Delaney, private benefactor whose wish was that Tilbuster be used for child and youth development and the support of families. Pathfinders maintained this mission throughout the financial year with the support of the community.

COVID interrupted a number of plans during the financial year but we were able to continue to support our young people living in supported independent living programs and in our refuges and residences.

The magic that is Tilbuster contributed to improving the mental health of our young people as they navigated the challenges of the year. The opportunity to visit the farm, to talk to experienced mentors and to build their skills was something they looked forward to. One young man from our Supported Living program is studying a Certificate II in Agriculture, using the farm for his practical experience.

Further work was undertaken at the Marie Delaney Training and Education Centre, sited on the farm, which will eventually see multiple education, training and cultural programs for use by our young people, their friends and families, and the community.

Our long-term goal is to develop Tilbuster into a multi-functional centre for education and learning, where disadvantaged youth can participate in a range of education programs designed to enhance self-esteem, develop skills and work readiness all while contributing in a meaningful way to the community and the environment.

As restrictions ease we are looking forward to welcoming our young people, families, friends and visitors back to this remarkable property.

## *Jai joins our team*

Growing up as a young man Jai experienced significant disadvantage and was a self-confessed trouble maker.

"I picked the wrong path too often and had a lot of issues," he said.

"Last year I saw my cousin go out to Tilbuster as part of a program he was in and when I listened to his stories about the things he was doing I was really interested in learning more.

"I started to volunteer at the farm around June 2020. Every morning Toni Simmons, or someone else would pick me up and take me out to the farm, and I would work on whatever was needed to be done."

# Special Projects

In June 2020 we appointed Molly Gray as our Special Project Officer. A qualified veterinarian who recently completed studies to become a trainer and is currently studying a Masters in Astrophysics, there's no doubt that Molly is passionate about education.

Her vision – shared by the Board and management – is to see Tilbuster have:

- a permaculture and cultural hub that operates as a market garden and community learning centre

- educational programs in the horticulture and trade skills space to prepare students for work
- programs that equip youth with skills to establish a sustainable livelihood – secure housing, independent income, managed health and wellbeing, key life skills
- overnight camps that give disadvantaged youth opportunities to engage with culture
- an operational café that students run using produce grown on farm
- multiple areas dedicated to developing people's understanding of culture and cultural practices
- ability to offer respite for foster children and carers

Molly is working with TAFE to complete the design and fit out of the training centre so that it will be fit for purpose. In partnership with TAFE we plan to deliver micro-courses, part qualifications, and career preparation certificates next year.

We are excited to be able to bring this project to life.

The farm became a circuit breaker for Jai. He loved the work, the opportunity to learn from Toni, who became a mentor, and the chance to work with the young people who came to the farm.

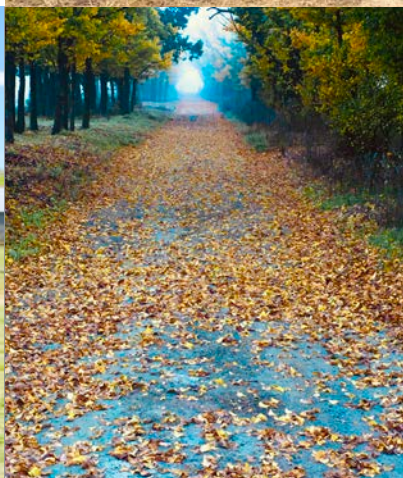
"I want them to pick the right path. I can share my experiences with them and give them ideas on how they can make a difference to their lives."

Jai so impressed the team with his work ethic, his commitment to the farm and to developing his skills that he was offered a permanent job as Toni's off-sider at the farm.

"My family can't believe the difference in me. I'm positive about life and really feel I have grown as a man."









# Support Your Path

Our National Disability Insurance Scheme program, Support Your Path, began in August 2020 and our three-year accreditation was finalised in late December.

Our team has supported people with disabilities to attend medical appointments, develop new living skills and transition into independent living. Other support included opening bank accounts, budgeting skills, shopping, cooking and helping them attain tickets and certificates so they can become job ready.

There have been some real highlights during the year. We took a participant for a two-week respite to the Mid North Coast where they visited a koala hospital, attended a dolphin show and soaked up the sun. Another participant spent some time at Tilbuster farm which ultimately convinced the Participant to move to Armidale.





# Aboriginal Early Years Program

The Program provides Aboriginal children between the ages of 2 and 6 years with access to quality pre-school and school education. The goal is to make the transition to school as successful as possible for the child and their family. The role of our AEY facilitators is to support the child and their family on their educational journey and to ensure that their education experience is a positive one. The Facilitators are available in an ongoing capacity after the child has entered pre-school or school to respond to any concerns or issues.

Our three Facilitators are geographically responsible for the following areas:

Inverell – Inverell, Ashford and Tingha

Armidale – Armidale, Walcha and Uralla

Western – Gunnedah, Quirindi, Narrabri, Wee Waa and Moree

The Facilitators assist with referrals and linking to other services as needed. These may include services both within the Pathfinders organisation and other External Agencies.



## Aboriginal Early Years Program

# Suzanne Lang Aboriginal Cultural Support Officer

In February 2021, Pathfinders appointed Suzanne Lang as our Aboriginal Cultural Support Officer. Prior to this Suzanne was in the role of an Aboriginal Cultural Consultant.

Suzanne brings with her 35 years' experience working with Aboriginal and Torres Strait Islander children, youth, families and communities. Suzanne has worked within community controlled and government sectors, in a variety of roles including Chairperson and Secretary of the Wanaruah Local Land Council, Aboriginal teacher and Education Coordinator for TAFE in various campuses and Correctional Services facilities in NSW, Aboriginal Liaison Officer and Team Leader for Integrated Living Australia, Coordinator and Team leader for HealthWISE in the Indigenous Mental Health Program and Youth worker and manager for Youth Off The Streets.

She has a Bachelor of Health Science in Mental Health.

In this new position Suzanne provides cultural support across all Pathfinders Programs, and ensures that the Aboriginal and Torres Strait Islander Child Placement Principles are adhered to, and that children and young people have connections to family, culture, country and community to nurture and support their wellbeing, spiritual and identity development.

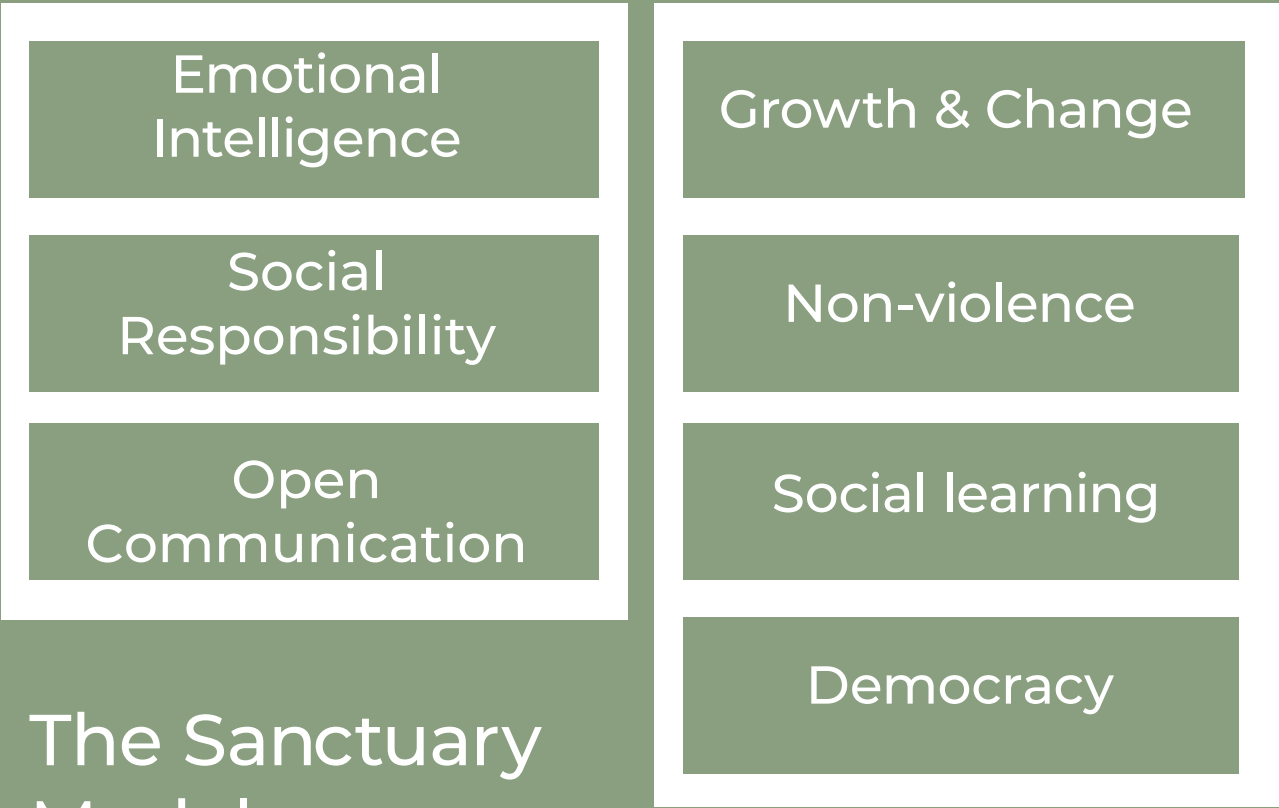
The role includes Family Findings, endorsement of Cultural Care Plans and foster carers for Aboriginal children and young people.

Suzanne also supervises the Pathfinders Aboriginal Early Years Program.





# The Seven Commitments of the Sanctuary Model



## The Sanctuary Model

Pathfinders roll out the Sanctuary Model across all areas of the business commenced during the year.

The Sanctuary Model 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 the organisation as a whole.

The model enables Pathfinders 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.

While COVID stalled a number of opportunities to upskill staff and carers in the Sanctuary Model we will continue to provide a shared knowledge and practice base for all Pathfinders staff, leadership and stakeholders when restrictions lift.

# Finance

The board's focus on operational excellence and careful financial management ensured that we were able to grow our core business and reinvest in our services and people.

The strength of our balance sheet remains essential to our ability to meet the needs of our clients and to deliver sustainable and strong outcomes.

Despite the challenging COVID-19 environment, our prudent and responsible approach to managing our balance sheet provided a buffer to the financial challenges posed by the pandemic.

Total revenue increased by \$7,043,177 (33.2%) from \$21,237,950 to \$28,281,127.

Contracted revenue comprising Government funding and fee-for-service income increased by \$6,646,638. This reflects the growth in both the Permanency Support and Residential Programs.



Other revenue increased by \$426,519 from \$7,260,643 to \$7,687,162. The main reason for this increase was a small increase in non-contract Government funding and insurance recoveries.

Expenses for the year increased by \$7,182,952 (34.7%) from \$20,701,996 to \$27,884,948.

The primary reasons for this increase is from increases in wage and wage related expenses and increases in client and program costs as a result of a growth in Permanency Support and Residential Programs.





**PATHFINDERS LIMITED**  
**ABN 64 146 004 524**

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**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2021**

# DIRECTORS REPORT 2021

Your directors present their report on the company for the financial year ended 30 June 2021.

## 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 2020-2021 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) to 31 December 2020 throughout the New England and North West (NENW) Tablelands, Mid North Coast (MNC) and Far North Coast (FNC) and Family Connect and Support (FCS) on the Mid North Coast (MNC) of NSW from 1 January 2021.
- 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 to 31 December 2020 and FCS MNC from 1 January 2021 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 2020-2025 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/FCS providers to integrate FRS/FCS services 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](http://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 (resigned 12 February 2021)
- Tony Gargan
- Craig Hunt
- Frances Grindlay
- Korrina Schultz
- Leeah Daley
- Rosemary Curtis
- Michael Sivaraman (appointed 16 December 2020)
- Patricia Schultz (resigned 24 May 2021)
- Mark Keogh (appointed 25 February 2021)

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

## Directors Information

### Phillip Borg

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. Phillip unfortunately passed away in April 2021.



## Tony Gargan – Chair

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 recently worked as a consultant with Deloitte and Price Waterhouse (PWC).

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](http://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 appreciates the challenges of working and living in a rural remote Australia. She has made her home in a 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.

## 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.

## Craig Hunt

Craig has more than 35 years' community welfare experience. He 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. He has actively participated in several Pathfinders' activities over the past 10 years. Craig joined the Pathfinders Board in 2019 and is a member of the Risk Committee.

## Korrina Schultz

Korrina has had a long career with the Department of Family and Community Services and is now employed by a non-government organisation. Korrina has a wealth of knowledge in the provision of community services and 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.

## Patricia Schultz

Patricia's connection to Pathfinders began back in 1989 when she joined the committee for The Youth Refuge (now Pathfinders). She has been instrumental in supporting the business through periods of significant growth and expansion.

Over the past 30 years Pat has held several roles within the organisation as well as pursuing other interests including nursing and community service. Pat has worked with people with intellectual disabilities, and women and youth with mental health conditions.

In 2019 she returned to Pathfinders as a Director.

## Frances Grindlay

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'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.

## Michael Sivaraman

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

Michael has lived in Australia since 1961. A naturalised Australian, Michael is married with five children and three grandchildren. Michael retired from paid employment in October 2012 after a career that has spanned across forty-five years. All his training has been in Health and Human Services; both within Institutions and Community sectors, (government & Non-Government Organisations). In Health Michael has worked mainly as Health Service Manager, responsible for the provision of Primary Health Care. Michael has worked in Non-Government Organisations and has been involved in: Aged & Disability Service, Drug & Alcohol Rehabilitation Service, Aboriginal Medical Service, Mental Health Recovery & Community Support Service and Residential Care for Homeless Children.

## Mark Keogh

Mark has over 30 years' experience in the finance field, including financial reporting and management reporting, he possesses a Bachelor of Business Majoring in accounting from Charles Sturt University – Bathurst and Accounting Certificate from the Department of Technical and Further Education – Armidale. He has experience in the for-profit sector and gained experience in not for profit sector when he held the position of Finance Manager for Pathfinders from 2012 to 2019.

During his career, Mark has been involved in all aspects of finance, including HR/payroll and the migration of finance systems. Mark has extensive experience in leadership, and he believes that people should be made feel part of the team and pride himself in seeing individuals and work groups achieve their goals whilst providing compliant and quality support to the organisation. Mark has recently completed a Diploma in Christian studies and has taken on a part-time position a chaplain in aged care and a role supporting regional pastors and leaders for Fresh Hope NSW and ACT.

## Meetings of Directors

During the financial year, 6 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	4	3
Rose Curtis	6	6
Tony Gargan	6	6
Phillip Borg	3	1
Craig Hunt	6	5
Leeah Daley	6	3
Frances Grindlay	6	6
Korrina Schultz	6	5
Mark Keogh	2	2
Michael Sivaraman	3	1

### Short- and Long-Term Objectives of the Company

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

- To provide for the safety, well-being, confidence, resilience and independence of families, children and young people by fostering and providing for their health, developmental needs, accommodation needs, encouraging their potential, spirituality, self respect and dignity within a safe and nurturing environment.
- To establish, promote, maintain and operate a range of community services and projects for children, young people and their families including:
  - Youth Refuges to provide emergency and crisis accommodation and shelter for homeless children and young people;



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

- To promote consultation and cooperation between Pathfinders and non-government social welfare organisations, State and National Peak Bodies and Governments involved in social welfare activities.
- To provide for the direct relief of poverty, homelessness and disadvantage in the form of money, goods and services to children, young people and families in necessitous and underprivileged circumstances.

The Company's other short and long term objectives include strengthening the Company's collaborations with volunteers and other community organisations; enhancing staff training and staff WH&S consultative frameworks; ensuring financial sustainability; continuing to enhance Pathfinders' governance systems, quality assurance and continuous improvement systems; consolidation of Pathfinders Strategic Plan 2015-2020; develop and implementation of the Pathfinders Strategic Plan 2020-2025; becoming a registered Community Housing Provider; NDIS Re-Accreditation and re-operationalising of Support your Path; operating women's, 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. This 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 development 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 Pathfinder's 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.

<b>Membership Class</b>	<b>Number of Members</b>	<b>Individual Members Contribution on winding up of Company</b>	<b>Total Members contribution on winding up of Company</b>
Ordinary Members	22	\$10	\$220
Associate Members	3	\$10	\$30
Total	25	\$10	\$250

## 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.



Tony Gargan  
Director



Rosemary Curtis  
Director

Dated: 25 October 2021





**Crowe Central North**  
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**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 2021 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: 26 October 2021

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 external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. 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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**PATHFINDERS LIMITED**  
**ABN 64 146 004 524**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$	2020 \$
Revenue	2	27,910,721	20,837,564
Other Income	3	350,030	347,044
Interest revenue calculated using the effective interest method		20,376	53,342
Administration expenses		(1,763,495)	(1,600,822)
Borrowing costs		(96,300)	(66,963)
Depreciation and amortisation expense	4	(1,048,932)	(848,087)
Employee benefits expense		(19,279,905)	(13,515,886)
Occupancy costs		(5,696,316)	(4,670,238)
<b>Surplus/(deficit) before income tax expense</b>		<b>396,179</b>	<b>535,954</b>
Income tax expense	1(b)	-	-
<b>Surplus/(deficit) after income tax expense</b>		<b>396,179</b>	<b>535,954</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>396,179</b>	<b>535,954</b>



**PATHFINDERS LIMITED**  
**ABN 64 146 004 524**

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	5,160,782	6,047,269
Trade and other receivables	6	165,419	136,933
Contract assets	7	1,251,964	456,074
Other assets	8	76,758	50,856
<b>TOTAL CURRENT ASSETS</b>		<b>6,654,923</b>	<b>6,691,132</b>
<b>NON CURRENT ASSETS</b>			
Property, plant and equipment	9	4,152,526	3,265,490
Intangible assets	10	130,137	-
Right-of-use assets	11	3,118,257	2,375,448
<b>TOTAL NON CURRENT ASSETS</b>		<b>7,400,920</b>	<b>5,640,938</b>
<b>TOTAL ASSETS</b>		<b>14,055,843</b>	<b>12,332,070</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	12	1,551,712	1,141,861
Contract liabilities	13	705,284	1,536,622
Financial liabilities	14	-	28,308
Provisions	15	781,680	806,124
Lease liabilities	16	696,633	648,049
<b>TOTAL CURRENT LIABILITIES</b>		<b>3,735,309</b>	<b>4,160,964</b>
<b>NON CURRENT LIABILITIES</b>			
Contract liabilities	13	-	7,705
Financial liabilities	14	786,184	-
Provisions	15	497,888	230,298
Lease liabilities	16	2,426,292	1,719,112
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>3,710,364</b>	<b>1,957,115</b>
<b>TOTAL LIABILITIES</b>		<b>7,445,673</b>	<b>6,118,079</b>
<b>NET ASSETS</b>		<b>6,610,170</b>	<b>6,213,991</b>
<b>EQUITY</b>			
Asset maintenance and refurbishment reserve	17	100,000	355,916
Planned maintenance reserve	17	271,342	232,662
Accumulated funds		6,238,828	5,625,413
<b>TOTAL EQUITY</b>		<b>6,610,170</b>	<b>6,213,991</b>

**PATHFINDERS LIMITED**  
**ABN 64 146 004 524**

**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	Asset Maintenance & Refurbishment Reserves \$	Planned Maintenance Reserve \$
<b>Balance at 1 July 2019</b>	-	195,108
Surplus after income tax expense	-	-
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	355,916	37,554
<b>Balance at 30 June 2020</b>	355,916	232,662
Surplus after income tax expense	-	-
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	(255,916)	38,680
<b>Balance at 30 June 2021</b>	100,000	271,342

	Accumulated Funds \$	Total \$
<b>Balance at 1 July 2019</b>	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)	-
<b>Balance at 30 June 2020</b>	5,625,413	6,213,991
Surplus after income tax expense	396,179	396,179
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	217,236	-
<b>Balance at 30 June 2021</b>	6,238,828	6,610,170



Annual Report  
2020 - 2021

[www.pathfinders.ngo](http://www.pathfinders.ngo)