



FIND **your** path

Annual **Report**

2021 - 2022



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.

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From our Patron

It has been another year of impressive work by the Pathfinders' team. Despite the lingering impact of COVID that affected programs and operations, Pathfinders again rose to the challenge of supporting children, young people and families through creative and unique ways.

Regular updates from the CEO, Alan Brennan, have kept me abreast of the company's progress, while travel restrictions limited opportunities for me to witness this first hand.

Despite its growth Pathfinders continues to maintain its essence of being in the business of helping people less fortunate. Life-changing programs, including foster care, the Pathfinders National Aboriginal Birth Certificate Program, out of home care, and cultural hubs have established Pathfinders to be a leader in its field.

As always I am proud to be the Patron for such a wonderful organisation.

The Hon. James Wood AO QC,
Patron



Message from our CEO

At any given moment of any day, a Pathfinders' staff member is at work, providing emergency accommodation, helping women and children escaping from domestic violence, or supporting a young person struggling with their mental wellbeing.

Thousands of people in New South Wales who are living with disadvantage, or who are at risk, rely, trust and depend on the Pathfinders' team to deliver a high level of services to improve their circumstances.

It is a testament to our staff's unwavering commitment that we have been able to respond to the needs of so many people in such a complex environment.

It is with a sense of pride that we have achieved an array of accolades for the work we do, which has been recognised through a number of awards, and renewal and expansion of many programs and contracts.

We appointed an additional 109 staff in the financial year, bringing our workforce to 295. Most of the new additions to the Pathfinders' team

were allocated to work in the rapidly growing residential and out of home care sections of the organisation, particularly foster care. More carers means more children no longer living in hotels for months or shuffled from place to place.

We can point to a significant increase in the number of Indigenous appointments with 18.9% or 54 staff members identifying as Indigenous. More work is being done to lift this figure.

The completion of our Innovative Reconciliation Action Plan will sharpen our focus further around recruitment and engagement with Aboriginal communities. My thanks to the RAP team who spent many hours fine tuning the plan and getting it approved by Reconciliation Australia.

With the rate of growth and change we are experiencing it was evident that we needed to improve a number of systems, particularly around recruitment, finance and payroll. We invested heavily in improving our systems to future-proof the organisation, black spots of connectivity

have been eliminated, and IT upgrades have simplified and streamlined a number of processes which will lead to increased productivity.

This year's Pumpkin Run returned after a three-year hiatus. Instead of taking our usual route to Sydney we pivoted to support communities on the coast who had been impacted by floods. Our staff and young people embraced this change enthusiastically and we delivered more than 13 tons of pumpkins in the form of pumpkin soup, pumpkin scones and whole pumpkins. Local media were very engaged along every stop and we achieved unprecedented media coverage.

For the first time we utilised a crowd fundraising platform through Chuffed.org for donations to the Pathfinders National Aboriginal Birth Certificate program. This attracted incredible support from the community and allowed the program to continue to help Aboriginal and Torres Strait Islander people to apply for and receive their birth certificates. Without this financial support we would have been



Koori Kitchen volunteers in Lismore, NSW received a large donation of pumpkins from Pathfinders. Pathfinders Pumpkin Run 2022

forced to close the program. We held numerous sign-up days across NSW, with a very successful two-day event at the National Centre of Indigenous Excellence in Redfern.

We commenced discussions with UNICEF Australia which has resulted in a partnership to support the PNABC – to have the involvement of such a high profile organisation will allow us to shine a spotlight on the importance of this program and its relevance to Closing the Gap.

Partnerships continue to be an integral part of the success of our business. In this annual report you will note the many organisations that we have partnered with across all

sectors. In this environment, where trust and reputation are paramount, these partnerships have allowed us to complement and accelerate the work we do.

COVID affected all our programs and in some cases we had to suspend a number of onsite services. Many staff were transitioned to work from home. Effective collaboration and communication were key to Pathfinders being able to navigate the challenges and disruption caused by the pandemic. We were forced to react in agile and decisive ways and if there was an upside to the pandemic it was that our crisis management response has greatly improved.

In this annual report you

will find inspirational stories, highlighting the impact that our staff have made on the people we care for. None of this would have been possible without the support of the board, senior management, corporate services and finance teams, and our front line staff – my grateful thanks to all for your guidance, intelligence and hard work.

Alan Brennan, CEO

Message from our Co-Chairs

Pathfinders continued to lift the bar even further during the 2021-2022 financial year, rising to the challenges brought by the pandemic and surging levels of need.

Running a multifaceted organisation in such a complex, and often ambiguous, environment requires strong, stable leadership who can lead with compassion and empathy. Senior management continues to create a workplace that is inclusive, where people are valued, encouraged to succeed and challenged to top expectations.

We have been impressed with the way Pathfinders has created new partnerships with key stakeholders to continue their advocacy for those suffering adversity or who have no voice.

One such example, the partnership with UNICEF Australia, has enabled Pathfinders to continue the vital work of the Pathfinders National Aboriginal Birth Certificate program, which underpins all targets of the Closing the Gap initiative.

The delight and joy that the Pumpkin Run delivered this year, in the form of tonnes of pumpkin soup, to people impacted by the devastating floods on the North Coast, is another example of collaboration and community involvement where the young people in Pathfinders' care helped others without expecting anything in return.

As we go to print Pathfinders has been nominated for a NSW Business Award for Outstanding Community Organisation. This is just one of the many accolades that Pathfinders has received during the financial year.

For us, as Board Directors, the greatest accolades come from the people that Pathfinders supports. Feedback from clients of the many programs is always positive – a reflection of the way that the team works together to help those who are disadvantaged or experiencing trauma.

Pathfinders has always strived to be at the heart of the communities in which it operates. Even as the organisation expands its footprint across New

South Wales it does not take accepted as part of the local fabric. Trust and reputation are central to the rapid success Pathfinders experiences.

We are proud to be associated with an organisation that has made such a difference to so many people under very difficult and challenging circumstances.

To Alan, senior management, frontline staff and the support teams, thank you for doing what you do. You are all highly valued and appreciated by the Board and beyond.

Leeah Daley, Co-Chair

Korrina Schultz, Co-Chair



ABOUT PATHFINDERS

Pathfinders is an organisation at the forefront of providing advocacy, support and services for disadvantaged communities. We have operated in the New England and North-West Tablelands regions of NSW for over 30 years and have recently expanded our reach to the Mid North Coast.

Our focus is on addressing the complex challenges and issues within the social care landscape. We facilitate foster care, out-of-home care, homelessness services, family referral services and supported independent living for young people.

We carry out additional functions such as delivering tailored services for Aboriginal and Torres Strait Islander people, providing support services for people with disability, and offering early education programs and training programs for young people.

Pathfinders plays an important ongoing role in supporting families, individuals and children to overcome various social issues. By taking risks to help those at risk, we are making

sure no one is left behind.

We deliver our services and programs in a thoughtful and compassionate manner. It is only by understanding the issues that impact a person that we can help them create long-lasting stability, resilience and empowerment.

OUR TEAM

Pathfinders is fortunate to have a robust frontline staff network, backed by an experienced board and strong leadership team.

Together, we have an unwavering commitment to being the agents of change and improving the lives of people we work with. This success has been recognised on many levels and has resulted in numerous awards for excellence.

We are proud of the work we do, the partnerships we have created and the results we achieve for people within our care. We are stronger because of our collaborations and our willingness to challenge the status quo through action.

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.

FIND your path



1935

pathfinders

2

pathfinders
IPSS
NPSS
pathways
pathfinders

A YEAR IN REVIEW



2021-2022 Growth

109

increased new staff numbers by 109 bring total to 295

18.9%

total number of staff members who identify as Aboriginal or Torres Strait Islander

46%

increase in work vehicles from 56 to 82 over the financial year

59%

increase in leased and owned properties from 37 to 59 over the financial year

1,185

new followers on Pathfinders LinkedIn business page

3,383

followers on Pathfinders Facebook page, an increase of 673 new followers



Family & Childrens Services

33

families and children were supported in the Ashford community by Pathfinders Bunbun Supported Playgroup

320

young people, families and children within the Inverell and Ashford LGA have received support from the Inverell Family Youth Support Service

16

community events were attended and /or sponsored by Family Connect and Support on the Mid-North Coast

615

clients and their families were supported by Family Connect and Support

7611

contacts were made with clients along the Mid-North Coast by the Family Connect and Support team



Pumpkin Run

6

new locations visited on the Mid-North Coast of New South Wales to deliver pumpkins

13 tons

of pumpkins donated to disadvantages families and communities during Pathfinders Annual Pumpkin Run

5 tons

of pumpkins converted into soup to give to those in need





Aboriginal Support Services

1500

Birth Certificates provided to community through Pathfinders National Aboriginal Birth Certificate Program



\$100,000+

raised through crowd funding for the Pathfinders National Aboriginal Birth Certificate Program

10

sign up days held across New South Wales for Pathfinders National Aboriginal Birth Certificate Program

70

children enrolled in our Aboriginal Early Years Program across 13 early childhood centres



Out of Home Care



16

young people placed in emergency accommodation

90

foster carers in our Foster Care program

1500+

services provided by our Non Placement Support Team

40

young people in Supported Independent Living

8

young people exited our Interim Care Model with a placement plan



Homelessness Support

170

young people supported by Armidale Youth Homelessness Support Service

57.1%

young people supported identify as Aboriginal and or Torres Strait Islander



31.8%

of referrals for youth homelessness support came from Education or Training Institutions

508

people supported by Glen Innes and Inverell Homelessness Support Service

51.8%

of people supported identify as Aboriginal and or Torres Strait Islander

Out of Home Care

Out of Home Care consists of multiple contracts. These include the following:

- Foster Care - where young people aged 0 – 18 years reside with carers who have been authorised through a rigorous assessment process, in their home
- Residential Care - group houses that are staffed with therapeutically trained youth workers 24/7. Young people are aged 12 – 18 years and are carefully placement matched to reside together
- Supported Independent Living - young people aged 16 – 18 years who reside independently usually in a Pathfinders' leased house with assistance of youth mentors to build their living skills
- Interim Care Model (ICM) - a 12-week placement for children with low to medium needs, aged between 9 – 14 years of age in a home together with professional carers or trained staff
- Short Term Emergency Placements (STEP) - a 13-week placement for

children with high needs aged 12-18 years when the alternative is a motel placement. They are staffed 1:1 around the clock and reside in a house with out other young people

- Individual Placement Agreements - a class of 'motel' placement, for young people of any age regardless of their needs. This type of placement is a last resort when all other options have been exhausted and is staffed in short term accommodation

Pathfinders Out of Home Care operates across the New England and the Mid North Coast and has experienced significant growth during the financial year including an increase in the foster care contract and the commencement of the STEP contract.

Our clients are the children and young people in the care of the Minister for Communities and Justice. These young people and children, who are placed in residential care and in a mix of kinship and authorised foster care, require casework that ensures the states standards

of the Office of Children's Guardian are in place and consistently being met.

The year saw the development and implementation of an Intake Manager role to receive, assess and broadcast all incoming referrals from Department of Communities and Justice (DCJ) and external agencies, as well as an additional carer support staff member based in Inverell to cover the expansion out west to Moree.

Three Casework Support/Admin roles were appointed to support all locations and assist in the running of the Out of Home Care Offices.

But most importantly it saw the commencement of the Therapeutic Specialist team with the appointment of Pathfinder's first Therapeutic Specialist.

Rolling recruitment of youth workers remained in progress throughout the year and the team of youth workers is growing as are the houses needing to be staffed in each location. The management team along with Corporate Services and Finance have worked hard to build

relationships with real estate agents in every area and in turn have increased our leases exponentially.

Relationships with local agencies such as Biripi, Caspa and Life Without Barriers continue to strengthen along with local DCJ offices who increased referrals and case management transfer requests to Pathfinders throughout the year, leading to a request from Pathfinders to DCJ to increase contracted foster care numbers as we have the resources to cater for the demand.

Our Mid North Coast Out of Home Care team (residential Home Care and foster care) experienced significant growth over the financial year. Covering Taree, Port Macquarie, Kempsey and Coffs Harbour, our 50 dedicated staff supported six families and children, and 15 young people, with personalised case plans, cultural connections, home visits and training for carers.

Casework support for children and young people includes face to face visits, support making medical,

education and specialist appointments, bringing the professional network together and ensuring they remain connected to family and community, through family visits and returning to their country of belonging. Kinship continues to be an important component in out of home care, ensuring that children and young people remain connected to their families. Young people and children are encouraged to participate in decisions made about them, and this allows them to feel a part of their journey.



Pathfinders Out of Home Care team members outside Pathfinders Inverell Office.



Out of Home Care Intake

The Intake team covers all Out of Home Care programs and supports children and young people who are referred to us by the Department of Communities and Justice. The team consists of carer support workers and carer recruitment and assessment staff. Throughout the year Pathfinders invested to have additional staff trained in assessing carers through CCWT step by step training, to prepare for the growth and increase that we have worked

tirelessly to achieve in all locations.

The Recruitment and Support team works with foster carers to ensure that we have a number of carers who can look after children in foster care. This area has grown significantly and as at the end of the financial year we had almost 90 foster carers. Each carer is thoroughly assessed, and while this can take some time, we need to be confident that our carers

meet Pathfinders' existing standards.

We work with the Department of Communities and Justice, the Office of Children's Guardian, My Forever Family as well as various referring non-government organisations and ACCOs.

Intake and Recruitment held information days targeted at potential foster carers and a number of training sessions for carers during the year.

Short Term Emergency Placement (STEP)

The Short Term Emergency Placement (STEP) is a state-funded program that began in January 2022. Pathfinders was the first organisation to place a client in the STEP program and up until July 2022 had placed 16 young people in short term

emergency accommodation. The challenge for staff in this program has been the shortage of rental accommodation that we can use to house and support young people, however this is improving slowly through relationships built.

Pathfinders works closely with the referring agency who hold case management of a young person in STEP to support them to develop an exit plan so they can find a more permanent placement and develop a sense of belonging.

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Hope in a Suitcase

Hope in a Suitcase Australia is a non-profit organisation run by volunteers who are incredibly passionate about showing every child in the foster care system that they are loved and valued by their community.

They aim to do this by giving them a suitcase of their very own to ensure they have a safe and secure place in which

to pack their belongings and take with them wherever their journey may lead.

The suitcases are filled with essential items such as toiletries, (sanitary items for the older girls), underwear, a set of pyjamas and a change of clothing. They also include something to cuddle for the younger children, a book to

read, a journal or colouring-in books and pencils to encourage creativity and provide a distraction away from their turmoil.

We are grateful for the donations that Hope in a Suitcase provided to the children in foster care – the smiles on the children said it all.



Interim Care Model (ICM)

The target group for the Interim Care Model (ICM) is young people who are assessed as having low to medium needs, aged 9 to 14 years of age, and are at risk of entering an Individual Placement Agreement (IPA), which is an emergency and temporary arrangement for a child in out of home care.

The ICM aims to provide short term care, for up to three months, that is holistic, individualised and takes a team-based approach to the complex impacts of abuse, neglect, separation from families and significant others, along with other vulnerabilities.

Pathfinders Armidale ICM house still remains the only professional carer based model in the state. This model provides positive, safe and healing relationships and experiences to address the complexities of trauma, adversity, attachments and developmental needs. Key objectives for children supported through the ICM model include:

- Transitioning children at risk of entering or already placed in IPAs to more

suitable, safe and secure home-like environments while a foster care, kinship/ relative care or other placement option is identified

- Providing care led by a consistent team of trained carers, who are predictable and reliable allowing for the development of appropriate routines for children
- Case planning focused on achieving a child's permanency goal
- Greater understanding of a child's needs (including cultural planning) to inform planned transition either back to family or a permanent placement with foster carers
- Continued support to maintain or establish family, culture, community and social relationships in collaboration with the agency with primary case responsibility

Over the past 12 months we have seen a number of young people successfully transition to long term foster care placements, family arrangements, placements that better suit their needs, and Supported Independent Living (SIL). During the

financial year 8 young people exited the program to their permanent placement. Some of these young people identified as Aboriginal.

Our ICM professional carers have completed the Shared Stories Shared Lives training as part of their foster care assessment. They have also completed the Foster Care Online Training (FCOTA) and have participated in the ongoing trauma informed care training with Pathfinders' therapeutic specialist.

The ICM team works closely with the Department of Communities and Justice.



Pathfinders Supported Independent Living Facility - Rose Villa

After purchasing Rose Villa, a previous motel in Armidale, we have commenced works to redevelop the property to meet the necessary standard to support the delivery of the NSW Government's Supported Independent Living (SIL) program.

The premises have had major renovations and has been refurbished. The final touches are currently being added before the facility is officially opened later this year. The upgraded facility offers 10 units, one 3-bedroom residence, and one fully self-contained unit.

The facility will be used by young people who are in care or transitioning from care to live independently. As well they will be assessed by the NSW Department of Communities and Justice

(DCJ) as having the capacity to live independently after a period of tailored support.

Our young people will learn how to take care of themselves and to be independent citizens in our community. Having this facility completed gives us the opportunity to bring these young people together and teach them life skills, how to cook, how to clean, to look after themselves and engage in society.

The team from Uni Plan Group of Armidale has installed a custom-built kitchen, dining, and recreational lounge area in the facility.

We would like to thank The FutureSteps Open Grant Program administered by Community Enterprise Foundation for making

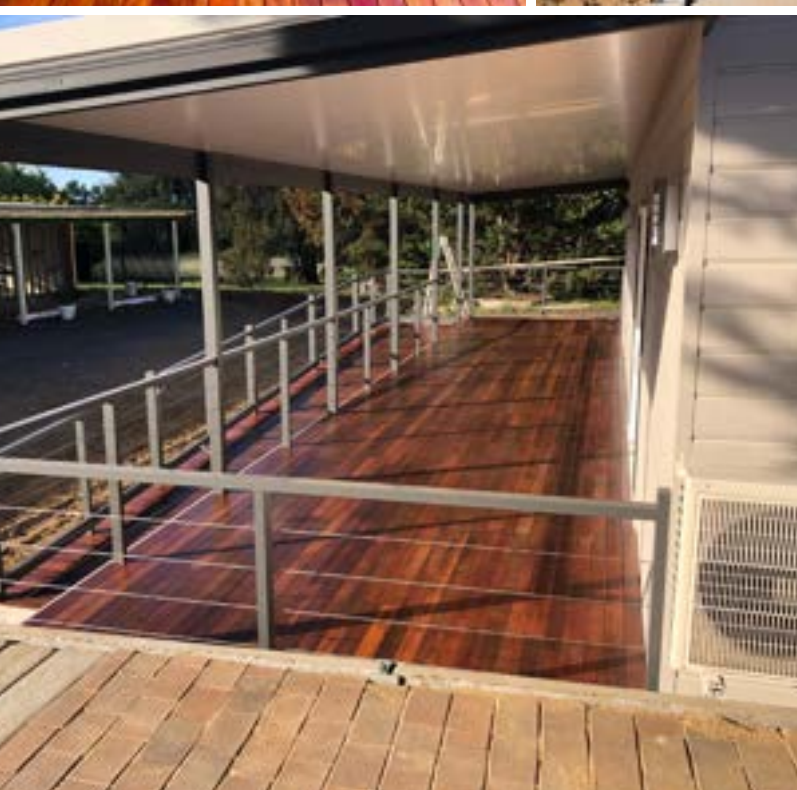
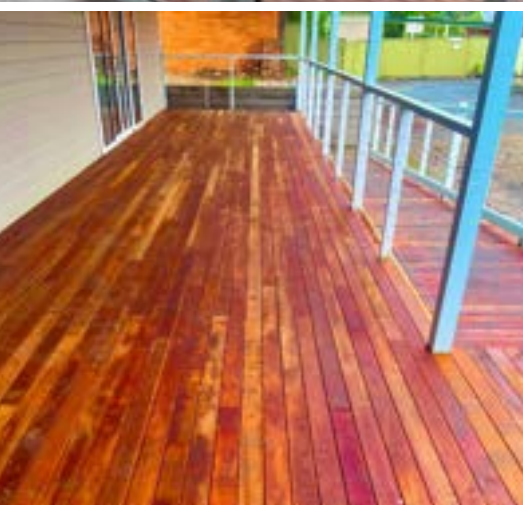
these renovations possible.

FutureSteps works with established charities and community organisations to deliver shelter and housing projects, including support services. Pathfinders is grateful for FutureSteps' financial assistance and their investment in long-term support.

To further support the young people engaged in our Supported Independent Living program Pathfinders was honoured to receive a \$10,000 donation from the Crossing family which will go towards engaging an Aboriginal artist to create a mural in the common areas. The mural will add colour, provide inspiration and be a major talking point for the new residents.

Our young people will learn how to take care of themselves and to be independent citizens in our community.







Supported Independent Living (SIL)

Our Supported Independent Living (SIL) program provides accommodation and support that aims to prepare young people aged 16-17 years old at entry, to successfully transition from foster care to independent living through the provision of accommodation, case management, and structured and individualised life skills programs for up to 24 months.

Young people in the program are given the chance to experience the realities of independent living with individualised support and learn the skills needed to live independently. This includes paying rent and bills, buying groceries, cooking, cleaning, doing laundry and maintaining a tenancy.

Casework support is provided flexibly depending on how much support a young person requires, with levels of support gradually decreasing as a young person's skills increase and they move towards independence, to eventually taking over their own lease at the end of the program's duration.

On a daily basis the team manages referrals to the

program, meets with potential new young people, sources accommodation, sets up new rental properties, and develops and reviews mentoring plans, along with managing any placements or properties that are at risk of breaking down or eviction.

During June 2021 and July 2022 SIL experienced significant growth across our geographical area. In July 2022 we had 40 young people in SIL placements. During the past 12 months, significant changes have been made to the SIL program's service delivery to provide a more robust program for our young people. This has included changes to the way our young people are supported. Caseworkers are expected to provide weekly home visits (until our young people are settled and demonstrating that they are coping) and young people now have mentor plans to meet their specific goals.

Pathfinders has seen many young people transition out of care over the year and some have been fortunate enough to remain with in their home with their carers post 18 until they are comfortable to make

the leap into independence.

We have supported, encouraged and taught young people how to drive and witnessed them gaining more independence through obtaining their licence. We have come to realise that these types of educational processes are taken for granted in a family unit who are still together at home as this is seen more as a right of passage for young people. However, we have to engage staff that are comfortable and willing to allow young people to complete their learner driver hours with them, ensure company insurances cover these young people and staff and remain consistent in the process.

One of our main mottos in Out of Home Care is 'you have to celebrate the small wins as every small win is someone's success'.

Non Placement Support Service (NPSS)

An average day in the life of a Pathfinders Non-Placement Support Service coordinator varies from day to day. It includes managing requests for a variety of services such as supervision of birth family contacts, transports and mentoring. These requests come through from Pathfinders OOH, Department of Communities and Justice and other non-government agencies. Facilitating these requests often requires a multilayered approach which involves the coordinators need to provide quotes, arranging the logistics of these visits, matching suitable workers to the client's needs, reading and processing of reports. Sometimes, the coordinators will facilitate these services themselves.

Our main clients are currently children and young people in out of home care and our main purpose is to create a judgement free, yet supervised space for children and families to interact. This is done through transporting the young people to and from the family visit, supervising the family visit and often taking young people to and

from appointments when needed.

We also help support young people in Supported Independent Living (SIL) to learn and develop life skills. These could range from seemingly small tasks such as how to make a doctor's appointment, how to obtain a

driver's licence, how to cook a meal on a budget to applying for housing or employment.

Many of the young people we work alongside are aged from as young as 8 weeks old to 18 years old. Most of these children and young people are in out of home care identify as Aboriginal or



Two teenage siblings in Non-Placement Support Services (NPSS) were given the opportunity to undertake Equine Assisted Learning (EAL) to help them heal. With the support of a Mid-North Coast accredited trainer and the NPSS team they travelled to a property where they began to interact with ponies and horses. EAL is focused on touch, breathing and awareness in a calm and controlled environment.

While the young people were initially timid and scared of the horses, over a number of weeks they became more confident and outgoing during their visits with the last trip culminating in a pony ride!

Torres Strait Islander.

We work alongside a number of other agencies and services including Life Without Barriers, Challenge, CASPA Services, Biripi Aboriginal Medical Centre, UNE, PCYC Armidale, the Department of Communities and Justice and employment services.

Numbers of services provided from July 2021 to July 2022 across Pathfinders geography

1138

Pathfinders
Out-of-Home Care Service

330

Department of
Communities and Justice

11

Other not for profit
organisations (NGOs)

1

Private

13

Out of Guideline
Placements



Pathfinders helped support a young person to travel from his placement on the Mid North Coast to his family in the Central West for four days of connecting to family and culture. He had the most incredible time seeing learning about his Aboriginal culture and meeting family that he had not met before.

We facilitated the trip, organising accommodation, transport and meals. The trip included four days away from home, six hours travel each way, with each day filled with activities, visiting family and creating memories and connection to culture.



Therapeutic care

The 2021-2022 saw the creation, resourcing and development of our own Therapeutic Care Team.

A specialist clinician position was created to support the therapeutic needs and provision of internal services to our Young people particularly in our Out of Home Care program. This team would also provide our staff with invaluable training, clinical support and supervision as they undertake their works with our children in care who have experienced trauma, grief and adversity.

A Trauma and The Brain Training program was written specifically for Pathfinders, by our Therapeutic Specialist to ensure all staff, initially in the Out of Home Care space were trauma-informed and supported to understand the impacts, behaviour and emotions of developmental trauma adverse childhood experiences.

Following on from the Trauma and The Brain Training, which was offered across all of Pathfinder's geographical areas, we rolled out Reflective Group Practice (RPG).

The RPG offers ongoing learnings and continued conversations regarding developmental trauma and its impacts and contributes to the shared trauma-informed language and lens we must apply in our practice with children and young people. The RPG is offered on a rolling calendar and are run face-to-face.

During the development of the role of a Therapeutic Specialist in Pathfinders over the past year, we have also trialed Developmental Trauma Clinics. These were an opportunity for the team working with children or young people, to consider the child or young person's experiences of trauma, adversity, relational ruptures and losses and subsequent developmental injuries. We used tools such as trauma mapping to understand a child or young person's behaviour as a trauma symptom and this can enable us to offer strategies within a practice context to meet these trauma and developmental needs.

Clinical consults with individual young people were

also successfully undertaken with strong therapeutic strategies developed and safety plans created for the young person and the staff that care for them to ensure safety and growth for all involved.

As the therapeutic position developed and we saw the capacity and opportunities this presented to our young people and staff emerge it became very evident that the team needed to expand. 2022-2023 will see another therapeutic specialist position come on line and we will have one located on the Mid North Coast and another one operating in our New England/North West Region.

Additional therapeutic programs will soon be introduced with an equine-assisted and nature-assisted therapy opportunities being offered by certified staff of Pathfinders.





Aboriginal Early Years Program

The Aboriginal Early Years Program (AEYP) engages with families of young children, aged between two and five, to encourage attendance at preschool and to support transition to school to ensure children are ready.

Families are given skills and opportunities to give children a good start in life through improved early childhood development, care, education, socialisation, literacy and numeracy.

Our team of Aboriginal facilitators work with more than 30 early childhood and care providers in the Tingha, Inverell, Ashford, Armidale, Walcha, Uralla, Gunnedah, Quirindi, Narrabri, Wee Waa and Moree areas, identifying Aboriginal children who are ready for school or preschool, and then developing programs and referral pathways that suit the child's strengths and needs.

We currently have more than 70 young children in the program.

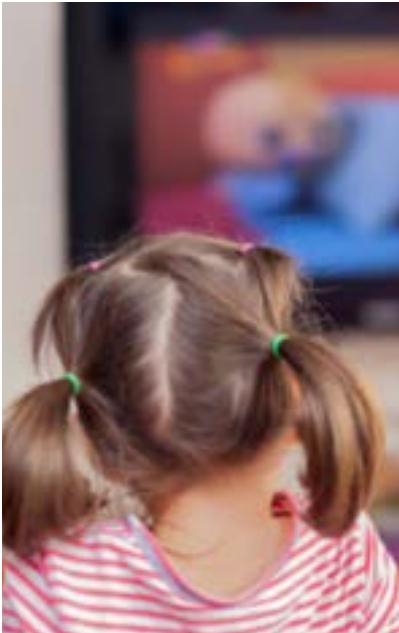
We continue to work with families and educators once transitioned to school. This support could take the form

of programs to assist the families of children adjusting to school, referral to other appropriate services, including speech pathologists and occupational therapists, connecting families with school transition programs, connection to kinship and country activities.

Our AEYP facilitators are well

known in the communities where they work. One facilitator has been working with Narrabri Council to increase the number of early learning placements for Aboriginal children and members of the AEYP team sit on numerous community organisations focused on improving educational opportunities in general.





During a home visit to a young child being assessed for the Aboriginal Early Years Program, our AEYP facilitator noticed that the volume on the television in the background was very loud. The young child was sitting close to the television and seemed unbothered by the high noise.

Our facilitator discussed the level of the television's volume with the parents and suggested that the child might need to be assessed for a hearing problem.

The parents agreed and a referral was facilitated to an audiologist who discovered an issue with the child's hearing. This led to changes in the way the child integrated into school, including the need for her to sit at the front of the class, and improved communication strategies between the teachers and the child.

Bunbun Supported Playgroup

Every Monday of school term the Bunbun Aboriginal Supported Playgroup operates at the Ashford Playschool to support Aboriginal families in the area with children aged six and under. Bunbun means grasshopper in Gamilaraay language.

This is a unique program offered by Pathfinders Inverell Family Youth Support Service with its main purpose to encourage children's social and interpersonal skills and to build readiness for transition to school.

We link in with Armajun

Medical Services, community health and the early childhood clinic to ensure every Monday has support services available to be involved in our Bun Bun Supported playgroup. We invite speakers to talk to the parents and carers on areas of child development, child health, family functioning, mental health, and advice on local support services.

There are many lovely firsts and milestones we are privileged to witness: a child's first words, first steps, first teeth, first attempt at painting and crafts, and seeing the children come out of their shells and become social little

friends at playgroup. The mothers have also formed strong community relationships and often when playgroup isn't running they will meet in the park or organise an activity together.

The program schedule includes:

- 10 sessions focusing on healthy eating
- 10 sessions focusing on parenting skills and child development
- 4 sessions on child safety
- 10 sessions on early literacy and numeracy,
- 1 session transition to school



What a cutie! Jason, his dad Jason Junior, and his mum Leonie, came to the Pathfinders National Aboriginal Birth Certificate Program sign up days.

Jason senior had commenced work with a local pizza parlour but needed a birth certificate so he could gain a tax file number. They also registered Jason junior's birth and applied for a birth certificate.

The smiles on their faces say it all!

*names in the story have been changed for privacy reasons

Pathfinders National Aboriginal Birth Certificate Program

The Pathfinders National Aboriginal Birth Certificate (PNABC) program supported more than 1000 Aboriginal and Torres Strait Islander people to apply for and receive their birth certificates during the 2021-2022 financial year.

This life changing program supports our commitment to addressing the 17 targets of the National Agreement to Closing the Gap. Without a birth certificate none of the targets can be achieved.

An estimated 200,000 Aboriginal and Torres Strait Islander peoples do not have a birth certificate. As a consequence, they struggle to fully participate in Australian society without this simple but vital document. They experience difficulty enrolling in schools and in accessing mainstream services, such as opening bank accounts, joining sporting clubs, voting, and applying for a job, a driver's licence or a passport. They cannot be selected for jury duty, open their own business.

The PNABC program conducted sign-up days in towns and areas where there

are significant numbers of Aboriginal and Torres Strait Islander people who don't have birth certificates.

Since the program's inception in 2014 more than 12,000 Aboriginal and Torres Strait Islander people have gained access to their birth certificates.

Over 2021-2022 we held sign up days in Narrabri, Wee Waa, Moree, Toomelah, Bega, Moruya, Nowra, and Redfern and on Cabbage Tree Island.

On-site support has been provided at these days by the NSW Registry of Births Deaths and Marriages, Justices of the Peace and numerous volunteers.

The program over the period received national media coverage from Australian Associated Press and numerous media outlets from the communities that events were held within.

In February 2022 a crowd funding campaign, in partnership with Chuffed.org was launched and this helped raise significant funds to keep this program operating.

The Launch of a Crowd Funding Campaign

In March 2022 we launched a crowd funding campaign through Chuffed.org to raise funds for the Pathfinders National Aboriginal Birth Certificate program.

Jennie Smith, Chuffed's Head of International Growth, and her team, selected the campaign to be "amplified" by supporting the fundraising with a complementary marketing campaign.

"It's unacceptable that what non-Indigenous Australians take for granted is out of reach for so many Aboriginal and Torres Strait Islander people. We are glad to be able to help Pathfinders raise the profile of the birth certificate program, and it has been wonderful to see the Chuffed community support it so enthusiastically," she said.



Specialist Homelessness Service – Armidale Youth Homelessness Support

At the end of June 2022, 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. An important component of this program is the Armidale Youth Refuge itself, as well as the large outreach services provided.

Our physical Refuge was destroyed by fire in April 2021 but due to the passion, enthusiasm and commitment of our SHS staff and our organisation we were able to utilise alternative Pathfinders premises while we searched for an appropriately sized rental. Now some 18 months since the devastation of the fire, we are awaiting the rebuild of our Armidale Youth Refuge which will ensure the accommodation and the continuation of support will continue for years to come.

This program has been operating for some thirty plus years and specifically provides client-centred homelessness support, including prevention 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.

Despite the COVID Pandemic we were able to continue to deliver our services through

creative and unique ways. The continued operation of the 24/7 Youth Refuge and to our outreach clients, dropping off and collecting rental applications and paperwork to mailboxes, providing video and telephone conferencing and delivery of food items through our established relationships with Second bites and Oz Harvest programs.

Within exceptionally tight rental markets our 11-strong team worked and continue to work tirelessly to find accommodation options for our young people.



The Armidale Youth Refuge - Tori's Story

When Tori found herself homeless in the midst of her High School Certificate studies at Armidale Secondary College her teacher contacted Pathfinders' Armidale Refuge to see if there was anything we could do.

And there was.

Within days she moved into the refuge and stayed with us for a month, continuing her studies, making friends. and accessing additional support through the staff and network agencies.

"They were super supportive. Amazing. I would not be where I am today without Pathfinders," she said.



"My Pathfinders support workers helped in so many ways. They were genuinely interested in me, available to talk at any time, and helped me move into a place I could call home."

Now having graduated from school, topping her class in a number of subjects, she is gainfully employed and has purchased her dream car, an emerald green MX5, nicknamed "Beans".

"On the day I bought the car I rang my Support worker and said 'Where are you? I've got something to show you' and drove to the refuge," she said.

Support workers were thrilled to see Tori so excited, with one saying:

"I am so proud of her. When she sets a goal she goes for it. She's very independent and has accomplished so much despite experiencing so much adversity. To go from being homeless to living in her own apartment, working, buying a car and having a life goal is a testament to her resilience and courage," he said.

Because Tori was studying and working she met the criteria

to access Rent Choice Youth, a program that helps young people aged 16 to 24 years to find a place to live (in a private rental unit, flat or home), get approved for a lease, part-pay the rent for up to three years and stay in a current rental if it's affordable and help is needed to pay the rent.

As the Armidale Refuge is an approved participating support agency we were able to help Tori complete and submit a successful application.

"It is a safety net. Just knowing it is there to get support to pay the rent takes away a lot of stress," Tori said.

Although she has moved out of the refuge she remains in constant contact with the Pathfinders' team. We support her to complete the requirements to maintain her obligations to Rent Choice Youth so she stays on track, and for anything else she requires, even if it is just to have a chat.

Image Left: Tori Cole outside her new home

Image Right: Tori Cole and Mick Daly in Tori's new car "Beans."

Pathfinders Inverell and Glen Innes Specialist Homelessness Service

The Inverell and Glen Innes Specialist Homelessness Service operates the Inverell Women & Children's Refuge and the Outreach Support Service across Inverell, Glen Innes and surrounding areas including Tingha, Tenterfield, Ashford and Wyaliba. Over the financial year we supported more than 500 people.

About the Refuge

The Inverell Women and Children's refuge supports women, children and young women 18 years and over who are homeless or at risk of homelessness, and/or are affected by domestic and family violence.

Daily schedules at the refuge can include the following:

- Assisting families with living skills in the morning, breakfast preparation, school readiness tasks,
- Transporting children to early childcare centres or school if the family do not have their own means for transport,
- Supporting clients to attend appointments for assistance with domestic and family violence matters, to lodge rental

applications, apply for social housing and referrals to seek assistance with other identified barriers,

- Financial supports if a family or an individual has had to flee a domestic or family violence situation;
- Support with parenting skills, child behaviours and access to therapeutic supports for adults or children experiencing trauma and,
- Out of hours response can occur for entry into the refuge or alternate emergency accommodation may be sourced.

We are always grateful for the support shown by the community through the donation of monies, linen and blankets, and clothing and toys for the children.

About Outreach Support

Our clients of this program generally identify as homeless or at risk of homelessness.

Clients can be families, male and female individual adults and/or young people.

We support clients to try and find secure housing or temporary accommodation to ensure they have somewhere safe to stay.

We act as advocates for our clients to find private housing and support them to maintain a tenancy and avoid eviction. A lot of clients that present to SHS have barriers that impede their chances of finding safe and secure housing including: recent release from incarceration; alcohol and drug addictions; mental health issues (both diagnosed and undiagnosed), and behavioural issues.

We work with multiple agencies relating to housing including Homes North, Community Housing Providers, local real estate agencies and Tribunal Agencies.

This Pathfinders program, as with many of our programs, partners with other organisation to help ensure the greatest support and quality outcomes for our clients.



The Clothesline Project

The Pathfinders Specialist Homelessness Services program presented a community project called The Clothesline Project. The Clothesline Project is an awareness project relating to different types of abuse that people have experienced and endured.

Victim-Survivors of Abuse or community members wanting to send a message of hope paint their message on a shirt which is then displayed predominantly within the Community.

We promoted the project to community members and local organisations, purchased

resources needed for the event, organised suitable venues and catering of a High Tea style. Donations came from local businesses for a lucky door prize pamper hamper.

Endless hours of work from multiple Pathfinders staff and other organisations ensured the event was a success.

The feedback from participants was positive, even with some participants becoming emotionally affected due to their own personal experience of affected due to their own family violence. Those that participated in these personal

events appreciated that we had Therapeutic support practitioners on site and available, this created an atmosphere of tranquility and safety, and provided an inclusive event to come together with others having experienced similar trauma.

When the shirts were hung on the Clothesline that was strategically located to have exposure near CBDs and courthouses, the feedback was also positive. Community members would stop to read the messages painted on the shirts and were captured by the messages of emotion that participants expressed.

Project History

According to the Men's Rape Prevention Project in Washington DC USA, 58,000 soldiers died in the Vietnam war. During that same period of time, 51,000 women were killed mostly by men who supposedly loved them. In the summer of 1990, that statistic became the catalyst for a coalition of women's groups on Cape Cod, Massachusetts to consciously develop a program that would educate, break the

silence and bear witness to one issue - violence against women.

Rachel Carey-Harper, moved by the power of the AIDS quilt, presented the concept of using shirts - hanging on a clothesline - as the vehicle for raising awareness about this issue. The idea of using a clothesline was a natural. Doing the laundry was always considered women's work and in the days of close-knit

neighborhoods women often exchanged information over backyard fences while hanging their clothes out to dry.

October of 1990 saw the original Clothesline Project with 31 shirts displayed on a village green in Hyannis, Massachusetts as part of an annual "Take Back the Night" March and Rally. Throughout the day, women came forward to create shirts and the line kept growing.

"No shame in
talking it out,
then walking out"



"We HEAR you,
We SEE you,
WE STAND with you"



"Your community
is here for you"

"It's not weak, to
SPEAK!"



Inverell Family Youth Support Service

The Inverell Family and Youth Support Services (IFYSS) program was able to support 320 families and young people throughout the 2021-2022 financial year.

The IFYSS team which consists of an Aboriginal Supported Playgroup Coordinator, Aboriginal Family Support worker and Youth Support worker have been able to service and support the local Inverell and surrounding areas through a vast range of programs and services that the team offer. Some of these programs and services are as follows:

- RAGE program – Assisting young people to address their anger issues and associated behaviours, developing skills to address and self-manage these.
- Living Skills Program – Supporting young people and families develop skills from cooking to financial budgeting support, maintaining rental agreements, job readiness and developing routines.
- Bringing Up Great Kids Parenting Program focusing on building

positive and nurturing relationships between parents and their children. The program aims to support parents to review and enhance their patterns of communication with their children, to promote more respectful interactions and encourage the development of children's positive self-identity.

IFYSS has developed working relationships within the local community with the schools and other services, including, but not limited to – Inverell High School, Macintyre High School, Linking Together Centre, Centacare, Armajun Aboriginal Health Service, Local lands Councils within the Ashford and Inverell area, Special Homelessness Support Service, Homes North, Local Women's groups and the Men Shed, Local Council, and employment agencies (Best Employment and Job Link Plus).

IFYSS works collaboratively with these services and schools to achieve the best possible outcome for our clients. More recently this was evidenced in the work our Family Support Worker

was part of in assisting an elderly gentleman who had been sleeping rough, had no means of financial support and was quickly running out of food to support himself in an isolated community west of Inverell. The IFYSS worker was able to quickly network with the Pathfinders Specialist Homelessness Support service, Mental Health Team at Community Health and the Gwydir Shire Council Support worker to arrange a food delivery and assessments to establish ongoing supports. The elderly gentleman was extremely overwhelmed to receiving this support and is looking forward to the ongoing support.

Kayaking with Joey's Kayaking Tours

In January 2022 IFYSS, along with the Linking Together Centre, were able to work with the Joey's Kayaking Tours to offer 10 young people from the Inverell community the opportunity to enjoy a day kayaking. Through the day there was opportunity for learning about the local environment and the importance of being active through kayaking and how



this can positively impact on mental health and wellbeing.

Inverell Family Youth Support Service and Linking Together enjoyed a day on the water with Joey's kayaking tours at lake Inverell. The day started off a little overcast with some light rain, but this didn't stop the staff and young people from taking part in the 8:30am start, nine kilometre kayaking activity around the beautiful Lake Inverell. After a long paddle, taking

in the scenic surrounds and some amazing pictures of a kingfisher and sea eagles the group stopped to have breakfast and refreshments. After refueling the group continued paddling up the river taking in the sun as the weather eased.

The tour guide Heinrich, was a book of knowledge, sharing lots of information about the wildlife and the local ecosystem, while also emphasising water safety.

All the young people learnt so much and are hopeful for another chance to participate in this amazing activity.

As a result of this activity, several young people continued to participate in this activity and are seeking to purchase and own their own kayaks one day, and have commented how this activity has given them a positive outlet and focus.

Family Connect and Support

Pathfinders Family Connect and Support (FCS) program, situated on the Mid North Coast, is part of a partnership arrangement with Social Futures, which manages the same Family Connect and Support program on the North Coast. The FCS program offers a conduit between the community and specific, tailored support networks. We offer outreach support, short term case management, financial brokerage, transport, information and advocacy to vulnerable families and individuals within the many communities that make up the Mid North Coast region. With a very capable and skilled team of 11 staff the FCS program has led the way in the expansion within Taree, Kempsey, Coffs Harbour and surrounds.

The FCS program supports community members with self-referrals, provides information and warm referral pathways for local support services, assistance in the completion of service forms that assist with referrals aligning with the challenges being felt by the client.

From one day to the next we could be working with

a young Aboriginal woman who needs a referral to a women's refuge and advocacy for a family law solicitor for a recovery order for her children, or a man with a child with health issues who have found themselves homeless.

Our main client focus within the FCS program is prioritised between three core groups:

1. Children under five years of age
2. Aboriginal families, children and young people
3. Young people with mental health challenges. However, we will support all families with children and young people

Overall, during the financial year, we supported thousands of people in partnership with lead agency, Social Futures.

Main referrals came from Police, Education, Health and Department of Communities and Justice along with the Child Wellbeing Unit.

As we are a referral service, we work with multiple providers including housing, mental health experts, pediatricians, psychologists and other specialist medical services.

FCS has active partnerships with Dalaigur and Scribbly Gum Dalai Preschool, Galambila Aboriginal Health Service, One Mob Radio, and the PCYC. We also sit on external support committees for local high schools.

Hitting Crisis Point

It has been well documented that the access to housing in NSW, in particular the Mid North Coast has hit crisis point. Waiting lists can exceed anywhere up to two years and this exacerbates the trauma that can be experienced by our vulnerable client base.

We received an initial referral for a young woman who had experienced domestic violence. She had four teenage children in her care. Unable to pay her rent, she received a termination letter from her landlord.

This young mother was struggling with the behaviors of her teenage children and was wary, having not been adequately supported by agencies in the past.

There was a risk that she would have no alternative but to move back into the home

of her abuser, which for us was not an option.

We contacted the local Women's refuge to advocate crisis accommodation and also police to have an AVO put in place to protect her and her children from the abuser.

She was supported with vouchers to provide much needed school items for her

teenagers and \$500 funding was approved and provided to go against her rent arrears.

This client was listed with temporary in crisis accommodation, and the client and her children were allocated a room at the refuge. The family remained in this one room refuge for almost four months.

With guidance and advocacy from our FCS worker, the client managed, against the odds, to secure a formal rental property in the area. Ongoing support was organised to ensure that mum and the kids get the opportunity to reintegrate back into the community with a house, education and a sense of pride.



The FCS program contributed to the Macleay Valley Business Award for Professional Excellence awarded to Pathfinders. This was a proud moment for the team, having their work recognised in such a public way.



Support Your Path (SYP) Disability Program

The focus of our Support Your Path (SYP) program during the financial year has been the commitment to building capacity and launching our general support services along the Mid North Coast to give people living with a disability the opportunity to enjoy a full and connected life within the communities they live. Along side this general business planning we have applied a lot of focus and resourcing on establishing formal partnerships to be involved in the building and operationalising of projects that allow for Specialist Disability Accommodation (SDA).

Several SDA projects are in the planning and negotiation within the Mid North Coast region, Armidale, Tamworth, Inverell and Moree areas that will support participants who have undertaken and been successful with an assessment for SDA.

These developments will be developed, built and supported to the high standards and specifications expected by the National Disability Insurance Scheme and its instruments but more importantly for our future SDA participants to feel safe, secure and supported within their forever homes.

We are very excited about these new opportunities and expect the first to be completed in Coffs Harbour mid-2023.

In the months and years ahead, Pathfinders is enthusiastic to source and support our participants with innovative and life changing opportunities across our geographic footprint.



Special Projects

During the financial year Pathfinders initiated a number of special projects to support our young people to improve their skills and opportunities for employability.

Our Special Projects Officer worked with a number of external agencies to develop projects that engaged the young people in Pathfinders' care. These projects were aligned with needs and areas of interest including education, wellbeing and mental health.

Further projects are in the pipeline, including Equine Assisted Learning activities, and Equine Assisted Therapy. The Equine Assisted Learning and Therapy activities require certification of those who undertake either of these activities and Pathfinders has enlisted enthusiastic, passionate staff to invest in to be able to build capacity for new and creative programs like these for the future.

Additionally, a Nature Assisted program is also coming on line next year which engages with nature in a way to connect with the environment to improve overall awareness,



and physical and mental health of the client.

The creativity and looking for new ways to engage young people and all of our clients in supported activities will continue into the future and are not limited to the ones described.

A special day was held in at Tilbuster Station as an education taster to encourage young people to complete a course that will allow them to attend TAFE if they had not completed Year 10. Activities included team building, maths challenges, blanket volleyball and a marshmallow challenge.

The development of the Aboriginal Astronomy Cosmala project, Emu

Dreaming Story Beads, is a beautiful and fun way to tell the story of the universe.

It includes opportunities for participants to celebrate the cultural stories of the First Astronomer's alongside modern astronomy knowledge in a way that ensures they see their personal story as an integral part of the larger story — and that they themselves as an expression of the Universe.

Through this project, participants will be able to:

- Learn about our shared scientific explanation of the evolution of our Universe
- Experience one's own personal life story as part of a larger story

- Discover cultural stories about the creation of the Universe
- Nurture a sense of love and belonging for the cosmos
- Experience a new sense of ancestry and culture that extends back to the beginning of time to create a tangible representation of deep time that can be used for spiritual reflection

The Tilbuster Pumpkin Run Inventory was a fun way to engage young people in mathematics (without them realising they were doing maths!).

The first activity took young people out into the field to assess the health of the pumpkins and what the yield looks like. They were asked to measure the pumpkins and take their findings back to the Pumpkin Run Committee.

After the data was collected each young person had the opportunity to decorate a pumpkin in any way they like but had to include a message of kindness and/or support somewhere in their design.

There was significant

community support for Tilbuster and the programs that were operationalised over the financial year, these included:

- Armidale Bunnings donated \$5000 worth of paint which is being used in a variety of ways including interactive activities and upgrades of facilities

- TAFE and the University of New England were instrumental in seeing that

the curriculum development was suitable, relevant and of interest to the young people

- GrazeAg's agronomist, Matt Foster, donated his time to discuss all things ag during the Pumpkin Run inventory activity



Tilbuster Station

Work has continued apace at Tilbuster Station, our working farm on the outskirts of Armidale.

The Marie Delaney Education and Training Centre has been completed and fitted out with equipment, including smartboards, air conditioning and tables and chairs. This resource will be an important tool for all Pathfinders' programs, staff and clients as we focus on educational, employment and emotional wellbeing.

The planting, nurturing and harvesting of pumpkins for the annual Pumpkin Run was a major project for the team during the financial year. However, wet weather was not our friend and the crop was at risk of rotting.

With more than 4 kilometres of pumpkins planted, losing the crop was not an option for us. We put on our thinking caps and came up with the idea to use plastic reinforcing bar chairs to prop the crop up and keep the pumpkins out of water. It worked a treat but the clouds continued to gather and a lack of sunlight stunted much of the growth.

Nonetheless, we managed to harvest around five tons, and along with donations of pumpkins and produce we collected we had more than 13 tons for the Pumpkin Run. When life gives you pumpkins, make pumpkin soup!

The community involvement associated with the Pumpkin Run, including support from our many volunteers, lifted the spirits of the young people who were involved in the harvest. They learnt many valuable life lessons during the whole project including resilience, creative thinking and working as a team.

The station's homestead has had many visitors over the past 12 months, and our long-term plans to use the premises for respite - as an opportunity for young people to come and complete work experience on the farm and get into a different, positive routine - are on track.

A Yarning Circle is being built among giant granite rocks on the property and we have been fortunate to employ two senior staff members with experience in laying cement slabs who have generously shared their knowledge with

the young people in our care. Native bushes have been planted which will provide a hedge over time.

Many young people may feel unheard. By having a Yarning Circle we are creating a space where they can all learn, share and enrich their life experiences. In yarning, their experiences are treated respectfully, equally valid and without judgement.

The connection between nature and participants will facilitate engagement and you can already feel the magic in the air that comes from being in a place of beauty with deep roots to the earth.

We have also completed extensive planting of native plants including saltbush and lemon myrtle, among others. This project took two months to complete and will be an important education source for learning more about bush tucker.

Every Wednesday we take two or three young people to a Pathfinders' premise where they work with senior members of the team to learn a range of skills, such as carpentry, sanding, painting,



setting up cement form work and basic plumbing. Our major work has been focused on improving the internal rooms of the former Royal Hotel in Glen Innes which will become a community resource, and provide

practical training skills for young people in Pathfinders' programs.

Our thanks to the Armidale PCYC, Armidale Fijian Men's Group, Rotary Clubs Services, Tri Tech Electrical, O'Brien

Electrical, and Bunnings who have generously donated their time or resources to improving Tilbuster and supporting our young people.

Pathfinders Pumpkin Run 2022

After a three-year break because of COVID and drought, preparation for the 2022 Pumpkin Run to be held in July 2022 began in earnest.

In a change from previous years, it was decided to hold the Pumpkin Run across the Mid North Coast and northern NSW to support people who had been impacted by the devastating floods.

A route to include Taree, Kempsey, Coffs Harbour, Ballina and Lismore was planned, and partnerships established with key organisations including Oz Harvest, Coles, soup kitchens and community centres.

More than 5 tons of pumpkins were picked at Tilbuster Station in Armidale at the end of the financial year. The picking was a major undertaking and involved a huge team of volunteers, staff and young people in Pathfinders care.

While the crop was severely impacted by poor weather, particularly excessive rain and lack of sunshine, we managed to harvest the crop of Queensland Blues, Japanese and Butternut pumpkins. These had all been planted in November 2021 by staff and young people. In all there were more than four kilometres of pumpkins planted. Donations

to supplement the crop came in the form of produce and funding from members of the community. In all we managed to collect over 13 tonnes.

Plans were also made to include the Pathfinders National Aboriginal Birth Certificate program at each location along the run.

The Pumpkin Run is a major logistical operation and staff from all programs were involved in the planning and design. The Pumpkin Run is a very special, unique activity that has been warmly embraced by everyone, particularly the Pathfinders' staff and people in our care.





Corporate Services

The Corporate Services team has grown substantially this year 2021-2022 with the expansion and broadening to have oversight of the traditional Corporate functions to operational programs, these include:

- Aboriginal Early Years Program;
- Inverell Family Youth Support Services;
- Caseworker Support Services;
- Non-Placement Support Services;
- Specialist Homelessness Services for Inverell, Glen Innes and our Armidale Youth program;
- Pathfinders National Aboriginal Birth Certificate Program;
- Support Your Path (NDIS) program;
- Cultural Support program and activities; and
- Therapeutic care team

During the financial year we welcomed 106 new Pathfinders staff members, bringing our total workforce to 295. The growth within our Out of Home Care program was the driving force behind these increased numbers, particularly the new Short Term Emergency

Placement sub program, Supported Independent Living sub program and other alternative models of care.

We have 54 Pathfinders staff (18.9%) who identify as Aboriginal or Torres Strait Islander. Our goal is to significantly lift this figure and a number of strategies will be implemented to attract and retain Aboriginal staff to the organisation.

We are increasingly using technology to recruit and interview these large numbers of new potential staff. This allows our recruitment panel staff and candidates, no matter where they are, to participate in an online selection process. This in turn has meant an increased pool of candidates available to interview and wider options for staff to participate.

The COVID Pandemic created a change in the way Pathfinders operated and particularly on how our staff worked within their programs and with their young people, families and other vulnerable community members. While many of the roles require staff to work face to face or in offices, we have increased the

flexibility for staff to work from home where possible, ensuring that home offices are compliant with our Work, Health and Safety policies. This has been an enormous project, given the number of staff working across many locations.

The new Work, Health and Safety Committee, established earlier in the year, has opened the opportunities for staff to have a greater say, with formally trained Health and Safety Representatives from determined work groups across the expansive Pathfinders geography.

It has been very rewarding to see the expansion of programs across the Pathfinders geography and the subsequent growth of corporate structures to support the same.

As a support unit of Pathfinders, Corporate Services is committed to all Programs and their clients as we all share the same passion for helping people in need.



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.

Information Technology

The focus during 2021-2022 was to maximise the benefits of the Netsuite ERP that was introduced in 2020-2021 across Pathfinders. During 2021-2022 reporting was enhanced and processes reviewed and modified. In 2022-2023 we will continue to develop the ERP with dashboards and full client reporting being priorities.

At the end of 2021 the Board endorsed a proposal to update our website.

The new website upgrade will have improved functionality and will be easily accessible to users. It is anticipated that the upgrade will be completed and the website will be live in the latter part of 2022. We are also developing a five year IT Strategic Plan to ensure we meet the needs of the organisation going forward.

The IT department continued to support the Pathfinders' team and communities during COVID.

Numerous team members continued working from home or were only able to work with clients remotely.

We ensured they were well equipped to manage the challenges set by the pandemic. Our continued flexibility and responsiveness were appreciated by the team. Our IT Support partner, RMT, continued to provide invaluable support across Pathfinders locations.

Quality, Compliance and WHS

Pathfinders Quality, Compliance and Work, Health & Safety team has grown and expanded over the last year with extensive regular quarterly safety inspections of the 60 plus offices and Pathfinders owned and leased properties to ensure that our staff, contractors, visitors and participants and clients are safe when accessing any Pathfinders property.

With the added requirements of public orders regarding the COVID Pandemic the Pathfinders Response team, that was made up of representatives from all levels of the organisation were kept busy during the year, ensuring compliance with reporting of positive cases, management of changing isolation periods and other mandates. The staffing structures of Pathfinders as we navigated the COVID restrictions were put under a lot of strain as we maintained 24/7 service delivery in our OOHC programs and Specialist Homelessness services that have residential premises and refuges. Our staff supported clients within these homelike environments with great professionalism and care. Pathfinders supported all

staff who tested positive to COVID by making normal payment (not drawing from sick leave or not paying casuals) during isolation periods to ensure our staff felt valued and supported during the difficult period of the Pandemic, and that they could return as soon as they were able.

Due to the rapid expansion of Pathfinders' geographic and demographic footprint within NSW and further, and the growth of current and new programs combined, it was necessary to review our Quality and Work Health and Safety management systems and structures. This was undertaken in a number of ways. A WHS Committee was launched following the building of consultative arrangements as informed by the WHS legislation and following significant consultation regarding formalised workgroups and the nomination, elections of Health and Safety Representatives from across our five work groups. Full review and inclusion of all these works within our Quality and WHS frameworks, and across our program policy structures was launched and

is still continuing to ensure our ongoing effective compliance across the Pathfinders organisation.

Introduction of the iAuditor app will assist in real time safety inspections, and team have established strong relationship with NSW Fire and Rescue, to ensure fire safety awareness training and other workshops are continually updated and compliant with legislative instruments.

Review and continuous improvement of our Quality internal audit processes and regulatory policy and procedure controls have enabled program accreditations to be streamlined for the Specialist Homelessness Services program Australian Service Excellence Standards (ASES) and National Disability Insurance Scheme accreditation cycles.

PATHFINDERS LTD
ABN 64 146 004 524

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

DIRECTORS REPORT 2022

Your directors present their report on the company for the financial year ended 30 June 2022.

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 2021-2022 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 (FCS) throughout the Mid North Coast (MNC) of NSW.
- Investing in the development of the Pathways OOHC Program, including significantly expanding the Pathways Foster Care Program and increasing capacity in the Pathways Residential Care Program through additional contracted placements, developing and implementing the Pathways Clinical Care Team to align with the Department of Communities and Justice (DCJ) OOHC Reforms and the Permanency Support Program, the establishment of new residential units and recruitment and training of additional Pathways staff.
- Providing education support and engagement services for vulnerable and disadvantaged children and young people.
- Operating the MNC FCS 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 FCS providers to integrate FCSS 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 across the New England and North West.
- Consolidating and improving the operation in the NSW Residential Care Police Protocols in partnership with DCJ, Police and Pathfinders.

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

The Company is endorsed, on the basis that it is an institution that is established and operated to advance or promote a charitable purpose. The main charitable purposes have been nominated as the provision of housing and supported accommodation to homeless young people, women and children; provision of 24/7 Out of Home Residential and Foster Care to children and young people under the guardianship of the NSW Minister for Communities and Justice and support of disadvantaged families, children and young people.

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

Directors

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

Directors Name

- Tony Gargan (re-appointed at AGM 23 November 2021)
- Craig Hunt (re-appointed at AGM 23 November 2021)
- Frances Grindlay (appointment ceased 23 November 2021)
- Korrina Schultz (re-appointed at AGM 23 November 2021)
- Leeah Daley (appointment ceased 23 November 2021)
- Rosemary Curtis (term ends AGM 2022)
- Mark Keogh (re-appointed at AGM 23 November 2021)
- Monique Beange (re-appointed at AGM 23 November 2021)

Directors Information

Rosemary Curtis

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

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

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 a number of 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.

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, 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 prides 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.

Tony Gargan

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

Monique Beange

Monique has worked in Children's Educational services for nearly 40 years, specialising in Early Childhood Education and Disability services. Her focus has been in delivering quality services for all families and children and making early childhood education accessible for all children. Monique has particularly focused on integration of children with additional needs and diverse backgrounds into mainstream services and values cultural and individual

influences that enrich the early learning environment. Monique seeks to provide quality leadership, knowledge and an ethical approach to her work with a lens on equity, sustainability and inclusion of contemporary practices.

Monique has worked both in Australia and overseas, in teaching and senior leadership positions, predominantly in the Not-for-Profit sector. She holds an Early Childhood Teaching Degree and a Master of Special Education.

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.

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 of his training has been in Health and Human Services; both within Institutions and Community sectors, (government & Non-Government Organisations). In Health Michael has worked mainly as Health Service Manager, responsible for the provision of Primary Health Care. 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.

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.

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 attended	Number attended
Rose Curtis	6	5
Tony Gargan	6	6
Monique Beange	3	3
Craig Hunt	6	3
Leeah Daley	3	1
Frances Grindlay	3	3
Korrina Schultz	6	4
Mark Keogh	6	5
Michael Sivaraman	2	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 2020-2025; 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, 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.
- 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 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 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
- 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

review of audit results. The company considers these measures in relation to Pathfinders performance over previous years, benchmark industry performance and performance against similar non-government organisations.

Membership Details

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

Membership Class	Number of Members	Individual Members Contribution on winding up of Company	Total Members contribution on winding up of Company
Ordinary Members	23	\$10	\$230
Associate Members	3	\$10	\$30
Total	26	\$10	\$260

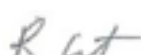
Auditors' Independence Declaration

A copy of the auditor's independence declaration as required under section 60-40 of the ACNC Act 2012 is attached to these financial statements.

Signed in accordance with a resolution of the Board of Directors.



Director Craig Hunt
Dated: 31 October 2022



Director Rosemary Curtis
Dated: 31 October 2022



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 2022 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

134 Taylor Street
ARMIDALE NSW 2350

Dated: 31 October 2022

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 Unisa's SME Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned association and for its

PATHFINDERS LTD
ABN 64 146 004 524

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
Revenue	2	35,871,841	27,910,721
Other Income	3	381,041	350,030
Interest revenue calculated using the effective interest method		6,609	20,376
Administration expenses		(1,740,647)	(1,763,495)
Borrowing costs		(139,233)	(96,300)
Depreciation and amortisation expense	4	(1,399,063)	(1,048,932)
Employee benefits expense		(22,170,839)	(19,279,905)
Occupancy costs		(8,292,312)	(5,696,316)
Surplus before income tax expense		2,517,397	396,179
Income tax expense	1(b)	-	-
Surplus after income tax expense		2,517,397	396,179
Other comprehensive income		-	-
Total comprehensive income for the year		2,517,397	396,179

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	Note	2022 \$	2021 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	7,498,461	5,160,782
Trade and other receivables	6	1,069,576	165,419
Contract assets	7	716,795	1,251,964
Other assets	8	119,853	76,758
TOTAL CURRENT ASSETS		9,404,685	6,654,923
NON CURRENT ASSETS			
Property, plant and equipment	9	5,183,660	4,152,526
Intangible assets	10	93,156	130,137
Right-of-use assets	11	3,073,986	3,118,257
TOTAL NON CURRENT ASSETS		8,350,802	7,400,920
TOTAL ASSETS		17,755,487	14,055,843
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	2,166,273	1,551,712
Contract liabilities	13	797,759	705,284
Financial liabilities	14	1,029,713	-
Provisions	15	853,235	781,680
Lease liabilities	16	866,391	696,633
TOTAL CURRENT LIABILITIES		5,713,371	3,735,309
NON CURRENT LIABILITIES			
Financial liabilities	14	-	786,184
Provisions	15	673,500	497,888
Lease liabilities	16	2,241,049	2,426,292
TOTAL NON CURRENT LIABILITIES		2,914,549	3,710,364
TOTAL LIABILITIES		8,627,920	7,445,673
NET ASSETS		9,127,567	6,610,170
EQUITY			
Asset maintenance and refurbishment reserve	17	100,000	100,000
Planned maintenance reserve	17	311,182	271,342
Accumulated funds		8,716,385	6,238,828
TOTAL EQUITY		9,127,567	6,610,170

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

	Asset Maintenance & Refurbishment Reserves \$	Planned Maintenance Reserve \$
Balance at 1 July 2020	355,916	232,662
Surplus after income tax expense	-	-
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	(255,916)	38,680
Balance at 30 June 2021	100,000	271,342
Surplus after income tax expense	-	-
Total comprehensive surplus for the year	-	-
Transfer to/(from) reserve	-	39,840
Balance at 30 June 2022	100,000	311,182

	Accumulated Funds \$	Total \$
Balance at 1 July 2020	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	-
Balance at 30 June 2021	6,238,828	6,610,170
Surplus after income tax expense	2,517,397	2,517,397
Total comprehensive surplus for the year	-	-
Realisation of reserves	-	39,840
Transfer to/(from) reserve	(39,840)	(39,840)
Balance at 30 June 2022	8,716,385	9,127,567

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		38,699,015	29,872,223
Interest received		13,218	38,650
Payments to suppliers and employees		(34,114,419)	(29,435,095)
Interest paid		(139,233)	(96,300)
Net cash provided by operating activities		4,458,581	379,478
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for plant and equipment		(1,415,354)	(1,158,613)
Payments for intangible assets		(20,000)	(187,324)
Proceeds from sale of plant and equipment		-	1,000
Net cash used in investing activities		(1,435,354)	(1,344,937)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings		243,529	786,184
Repayment of lease liabilities		(929,077)	(707,212)
Net cash (used in)/provided by investing activities		(685,548)	78,972
Net increase/(decrease) in cash held		2,337,679	(886,487)
Cash at the beginning of the financial year		5,160,782	6,047,269
Cash at the end of the financial year	5 (a)	7,498,461	5,160,782



Annual Report
2021 - 2022

www.pathfinders.ngo