



ANNUAL CEO UPDATE

2022

Dear friends and supporters of Pathways,

I hope this email finds you and your family well and healthy heading into Christmas this year. Below is a short update on our year at Pathways. Thank you for your continued support!

Pivot to courage

Our 2022 Gala Dinner theme aptly sums up our past year: courageous. As an organisation we've had to pivot multiple times and make some brave decisions, back our people, and have been blessed by this courage at every turn. From selling Kingsholme, to re-ordering our own organisation to be ready for the future, we have backed ourselves when required, and made the brave and bold decisions to ensure the health and success of Pathways Tasmania Limited.



2022 at a glance

- March: Freedom Ride
- July: Company structure / Constitution change
- July: Kingsholme sale
- Sept: Gala Dinner
- Sept: Launch of NDIS business
- Sept: Transformations Community Award from APM (Recruitment firm)
- Nov: Staff and residents attend Transformations conference in Gold Coast
- Nov: Organisational refresh session, facilitated by YouWho
- Dec: Wheels to Work Appeal



Our Transformations team and residents celebrating their completed Freedom Ride in New Norfolk

Our post-COVID year

Our two most momentous events have been the change to our legal structure and Constitution, a multi-year project, and the final sale of Kingsholme for a solid price last year. Our challenge is to decide the best use of these funds to fulfil our mission to provide pathways into a bright future for those battling addictions who experience homelessness and mental health issues. Do we invest in assets to support our clients, people in the Admin team to lead and grow our organisation, or both?



Aerial view of Kingsholme.

That's why the time was right for us to embark on an organisation re-refresh, led in November by an Australian consultancy experienced in the for-purpose space. Our strategic plan, our operating model, our organisational chart, our budget and future growth plans are all in dynamic flux so outside eyes are needed now, and I wish to commend the Board for supporting the executive of Pathways to make this decision at one of the busiest times in our calendar.

As Launch Youth continues to show steady leadership and deep and widely respected care, and Transformations steadies itself under new and wise leadership after years of instability, the next bold move is our NDIS business – whose formal name and final structure is still being decided on. Till now Pathways has been concerned with looking after our clients in our care, in our facilities, but now we branch out going into all the 'world' of Hobart supporting those who lack this care in their own home setting. This is a totally new move for us and one which will see tremendous growth to our ministry impact, and strong surplus into our finances that will support our underfunded Transformations program.



Launch Youth residents tackling a climbing challenge at Camp Clayton.

When I started in November 2016 as CEO, we had 12 staff, and a budget of a fraction over \$1 million.

Today we have 20 staff, a budget of \$2.1 million and have supported 75 individual clients this year. Staff numbers and budget is expected to double again in less than 5

years from where we are today. Biologists know that a sign of life in any organism is growth. Our challenge will indeed be sustainable growth.

News flash - Freedom Ride

After another successful event this year, we will be giving our beloved Freedom Ride a rest in 2023 as we're set to launch a brand new physical exercise fundraising challenge for the month of March. So all of our regular riders, stay tuned for more. Here's a hint - this challenge will take you to 'new heights' of fitness!

Wheels to Work Appeal

I wish to thank all those who generously donated to our Christmas appeal this year, where we were (and still are) raising funds for a much needed dual cab work ute for our Transformations rehab residents to undertake various crucial work therapy and development opportunities. If you would still like to contribute to this initiative you can do so here <https://wheelstowork.pathwaystas.org.au/> or by clicking on the banner below.



The main thing must stay the main thing: People

My greatest challenge is to never forget the needs of our people in my own personal busyness. As Lin Yutang says in his book, *The Importance of Living*: "Those who are wise won't be busy, and those who are too busy can't be wise."

While some like to impress others by saying they're busy, smart people are not impressed when your busyness leaves behind the people you are charged to lead and support, nurture and love.



Pathways Staff Christmas Party 2022

To my senior leadership team, to all our Staff, to the Pathways Board, to all our supporters far and wide, I thank you for always supporting me and reminding me that in any organisation, two things must rule: 1) wise and bold leadership; 2) nurturing relationships. Purpose without connection leads to emptiness and ruin. It is because of this guidance I think we are certainly set to exceed the past successes in the years ahead.

I wish you a safe, healthy and joyous Christmas and New Year.



Aldo Antolli

Chief Executive

Pathways Tasmania Limited