



**ShoreTrack**

ANNUAL/IMPACT  
REPORT 2024

Giinagay! At ShoreTrack, we acknowledge the Gumbaynggirr people as the Traditional Custodians of the land on which we operate. We pay our respects to their Elders past, present, and emerging, and recognise their enduring connection to land, waters, and culture. We are committed to honoring the rich cultural heritage of the Gumbaynggirr Nation and to fostering respectful relationships with the local Indigenous communities.



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# Message from the Chair and CEO.

As we reflect on another year of achievements, we begin by expressing our deepest gratitude to the dedicated team at ShoreTrack. Our fellow directors, staff, volunteers, and community supporters have shown unwavering commitment to ShoreTrack's mission, providing vital pathways for young people in the Nambucca Valley. Their passion drives us forward, and their efforts continue to be the cornerstone of our success.

In 2025, ShoreTrack will celebrate five years of operation, having proudly supported over 300 young people facing significant barriers to engagement in school and community. Our program ensures that every young person, regardless of their background, has a safe and supportive environment to explore their potential, gain practical skills, and contribute meaningfully to their community.

One of our most significant upcoming opportunities is the acquisition of a new facility at 15 Yarrawonga Street, Macksville, which will replace our current leased premises. This new space will serve as the heart of our operations, providing trusted, hands-on training in fields like metal fabrication and agricultural services, with the opportunity to achieve qualifications such as Certificate II. Our Social Enterprise, STeps, will continue to be instrumental in preparing young people—56% of whom are Indigenous—for successful careers through life and employment skills training.

We are immensely grateful to our donors, sponsors, and community supporters who make this life-changing work possible. The financial backing from organisations such as the Siddle Family Foundation, Eureka Benevolent Foundation, FRRR, Westpac Foundation, Graf Family, and Paul Newton Constructions has laid a strong foundation for our program's growth and sustainability. We also rely on the support of local businesses and community members to bring meaningful opportunities to the young people we serve.

This past year, we have worked closely with leading consultants from Think Impact, Social Enterprise Finance Australia (SEFA), and other experts to build ShoreTrack's capacity and increase our systemic impact. Their guidance has sharpened our focus on making measurable, lasting change. While we remain committed to our financial sustainability, our primary goal is to maximise the positive impact we have on the lives of young people.

As we look to the future, 2025 promises to be a pivotal year. The new facility will allow us to expand our services and deepen our long-term impact, with a vision for intergenerational change that benefits the broader community. We are actively seeking further support to reach this milestone and invite additional donors, sponsors, and community members to join us in this vital work.

Together, we are creating lasting change and brighter futures for young people across the Nambucca Valley. Thank you for being a vital part of our journey, and for your continued belief in our shared mission.

With gratitude,



Dave Schmude

**Chairperson**



Jillian Ashley

**Chief Executive Officer**



# Our Team



## Co-Founders



Jillian Ashley



Paul Ireland

## Staff



Brody Simon



Carolina Venâcio



Craig Doolan



Daniel Donges



Darren Haigh



Eddie Dangar



Ellie Tree



Geoff Batten



James Pesarra



Jane Kevan



Jess Cowan



Kristi Ireland



Mick Green



Michael Walker

## Trainees



Alani Curran



Braiden Jarrett



Jacob Belden



Joel Burke



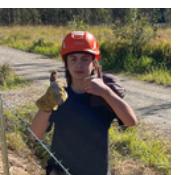
Joel Bulla Tika



Kirra Blanch



Matari Pritchard



Noah Babula

## Board Members



Ann L Joy



David Schmude



Gillian Stuart



June Reimer



Melinda Pavey

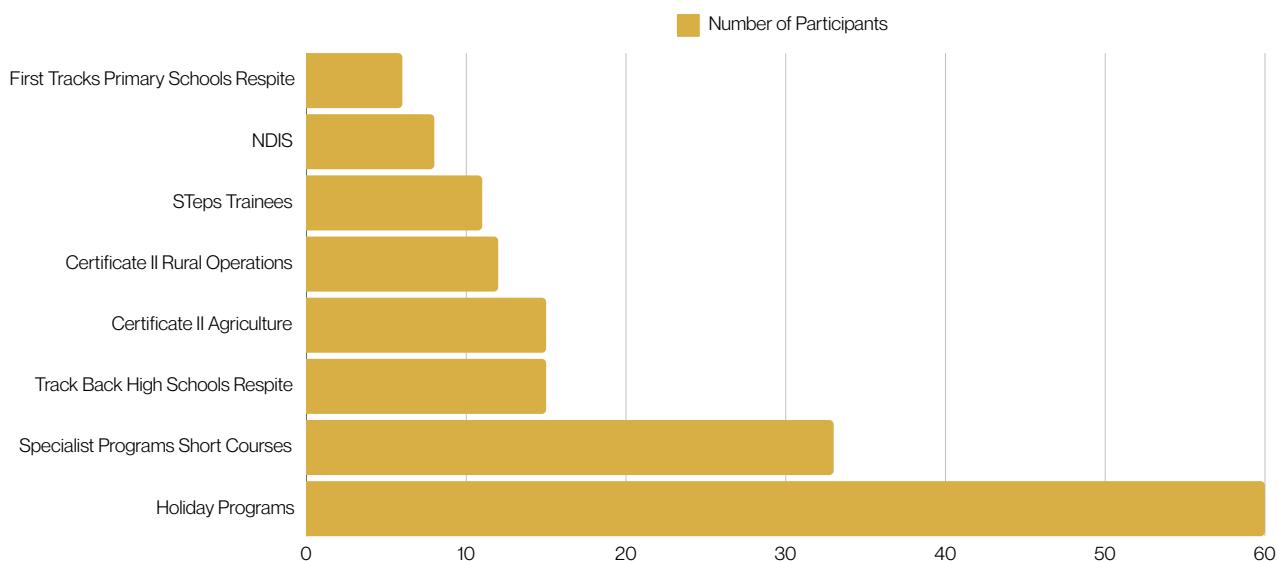


Michael Crowley



# Our Impact in Numbers

Over 2024, 161 young people participated in ShoreTrack programs—a 36% increase from the previous year. This growth reflects higher engagement across all programs, except for the Track Back High School Respite Program, which was impacted by reduced school funding. We also saw more young people completing their Certificate II qualifications, an increase in NDIS-funded referrals, and greater attendance at our free holiday programs. Trainee numbers were higher at the beginning of the year as some participants found external employment.



## Would you recommend ShoreTrack to other young people?



For sure! You learn so much. Some of the stuff I have learnt is mad like Haighy and Greeny have shown me some really good fence knots. Jimmy has taught me to weld. I just like being there and being around the people there.

**Jordan**

161 participants  
**Attending ShoreTrack Programs**

36% increase  
**In participants from the previous year**

35 young people  
**Referred but missed out due to lack of funding**

83% participants  
**Feel more connected with friends and family**

School Attendance  
**Increased by 83% in respite programs**

Employment  
**88% Cert II participants now in paid employment**

Careers  
**67% school students now have a career in mind**

Grants & Subsidies  
**\$1,119,050 successfully secured**

Philanthropic Support  
**\$440,700 received to support ShoreTrack**

Social Enterprise  
**STeps revenue was \$101,000**

# Why We Exist.

This is the annual impact report for ShoreTrack. Program outcomes in this report cover the calendar year (January to December), while financial performance is reported for the financial year ending June 30, 2024.

The report showcases our progress and the impact we've achieved in supporting young people to overcome barriers and access opportunities for a better future.

ShoreTrack was created to break cycles of disadvantage by supporting young people at risk. We are a not-for-profit, community-driven organisation with Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) status, guided by a board of eight experienced professionals. Established in 2020, ShoreTrack serves the Nambucca LGA on the Mid North Coast of NSW, from Bellingen in the North, to Kempsey in the South.

Our mission is to advance social and public welfare by promoting the wellbeing of disadvantaged, disengaged, high-risk, and vulnerable young people. Through alternative education, hands-on skills training, and social enterprise activities focused on trades and regional employment opportunities, we equip them with practical skills and support to re-engage with school or vocational pathways, build sustainable futures, and contribute positively to their communities.

“

There is nowhere else for these kids to go. No other support exists.

**Jo Marshall, Deputy Principal, Nambucca Heads High School**



In the Mid Coast Valleys Education Region, schools report an average of 837 unexplained absences each week (Mid Coast Valleys Newsletter, Term 1, 2023). School suspension rates are nearly double the state average (FACS, 2016), and 17% of youth aged 15-18 are affected by mental illness, with 11.4% considered at risk of significant harm.

The Mid North Coast Employment Region (ER) faces significant challenges, including a youth unemployment rate of 16.8%, which climbs to 19.3% among Indigenous youth (RDA, 2020). This high unemployment rate is reflected in the number of young people on job seeker caseloads.

Without intervention, many young people in the Nambucca Valley and surrounding LGAs are at risk of complete disengagement from school, falling into generational unemployment and dependency on Youth Allowance, which provides only \$7,500 annually. Unfortunately, RAM equity funding—which is essential for schools to support these students' participation in the ShoreTrack (ST) program—has been exhausted. Already this year we have seen a decrease in referrals from schools due to lack of funding.

Known as the “Valley of No Support” and “Bermuda Triangle,” the Nambucca Valley faces deeply embedded challenges in supporting vulnerable youth (Gill Stuart, Department of Education).

# Vision, Purpose & Approach.

## Vision

All young people in the Nambucca LGA have the opportunity to fulfil their potential.

## Purpose

We provide an alternative approach to education, training, and school-to-work transitions for young people disengaged from the traditional school system.

## Approach

Our focus is on empowering young people by delivering tailored programs that develop life skills, practical work experience, and positive adult-youth relationships. By partnering with families, local businesses, and community members, we create a supportive environment that nurtures resilience, confidence, and skills for the future.

## Values at ShoreTrack



## Our Theory of Change



# Our Programs for Young People

At ShoreTrack, we have a suite of programs that provide flexible access to our services. Some of these are short taster initiatives, some are longer-term as we seek to support young people to transition into further education or employment, and some are specific initiatives that respond to local industry need. All programs are subject to funding.



## Our Core Programs Are:

- **Track Back** - A High School program that lasts for six months for 12-13 year olds attending between one and five days per week, depending on their level of need.
- **First Tracks** - A primary program that lasts for 10 weeks for 10-12 year olds.
- **Rural Ops** - A Certificate II in Rural Operations, which is a 12-month program for 16-18 year old early school leavers.
- **Specialist Programs** - Such as the one day per week trades tasters for young girls "Girls Can Too" (aged 13-16) and the Advanced Manufacturing Program "My Next Step" (years 9 and 10).

“

I wouldn't have got this job without having been at ShoreTrack. I learnt new skills and built my self-confidence, but I realised I wasn't ready for work. I went back to school and finished my year 12 and then I got this job at Council.

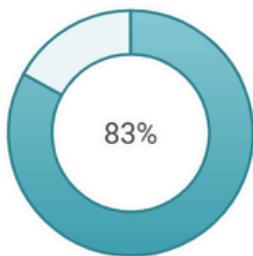
**Breaden**



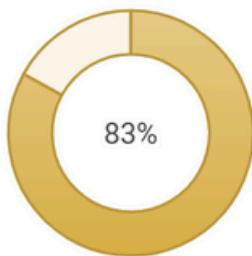
# Track Back

This year, 20 school-enrolled young people attended ShoreTrack for one to five days per week, benefiting from respite, support with re-engaging in school, and skill-building to help them transition toward employment pathways.

## Impact of Program on Young People



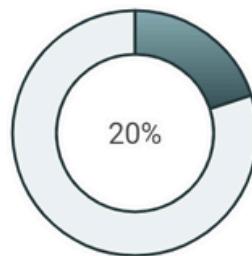
Improved School Attendance



Reduced Negative Incidents



Career Pathway in Mind



Returning to School for Senior Years



Rodrick joined ShoreTrack as a 15-year-old in 2021. He had difficulty engaging in school learning and experienced emotional dysregulation but enjoyed working with his hands and loved playing and learning about football. After a year attending ShoreTrack five days per week, Rod was able to regulate his behaviour without a support worker or medication through the development of trusting relationships in a safe learning environment.

He developed his employability and trades-based skills as his social engagement and interpersonal skills improved. Rod started working part time at Woolworths three days a week when he turned 17 and gained his NRL Junior and Touch Referee Certification the same year meaning that he was working four days per week and attending ShoreTrack two days per week building fencing and mowing skills.

Rod turned 18 this year and graduated from High School. Four years ago, this would have seemed very unlikely especially if Roderick had stayed in a traditional learning environment.

# First Tracks

Seven primary students were funded and referred by their schools to attend ShoreTrack one day per week to assist with reengagement in learning.

“

My son Arlo, aged 11, has spent one day per week at ShoreTrack over two school terms. Although academic pursuits are not his strength, ShoreTrack has shown him there is a whole world of options for his future. He has learnt skills relating to different trades and occupations, and he can now foresee a bright future despite his learning difficulties. Attending ShoreTrack has boosted Arlo's confidence and given him a sense of belonging and working in a team. I am so grateful to the amazing team at ShoreTrack who have welcomed him each week and taught him new skills with patience and a sense of humour. Arlo enjoys ShoreTrack so much that he also attends during the school holidays for their school holiday program.

**Anne Coastsworth-Wilkins, Participants Mother**



“

Spencer came home raving about ShoreTrack again. He was very proud of the trailer he got to weld. Last week he said, "I did maths today and I could understand what it was for because I was using it for something useful". After his first day, he also said, "Mum, I learnt more in one day than I have all year at school". He is loving it and he's so happy! Thank you!"

**Julie Williams, Participants Mother**

# Certificate II

## Rural Operations

In 2023, ShoreTrack enrolled 16 young people in the Certificate II in Rural Operations program with TOCAL Agricultural College. These participants completed their training in September 2024.

Of the 16 who began the program, 10 successfully completed the qualification, and of those, 7 secured employment shortly afterward. An additional 5 participants left the program early to start jobs.

Overall, 15 out of the 16 participants achieved a positive outcome, either by completing their training or securing employment, gaining self-efficacy and independence through this accomplishment.



“

ShoreTrack feels like a safe place where you can try new things, fail and learn without any pressure. I think it's a good alternative to school and home for some people. You learn a lot and it's a positive environment.

**Alani, Certificate II Participant**

## Agriculture

In 2024 we have enrolled a further 15 young people in the Certificate II in Agriculture with TAFENSW, these young people are still working through their training and will finish in April 2025.

# Specialist Training Programs

ShoreTrack provides industry-specialised training programs for school students, funded by the Regional Education Industry Partnership (REIP) under Training Services NSW.

In 2024, ShoreTrack delivered five programs tailored to the skills demands of local industries, including:

- Girls Can Too: Intro to Trades – March 2024
- My Next Step: Advanced Manufacturing Training for Nambucca students
- My Next Step: Advanced Manufacturing Training for Kempsey students
- Steps to Childcare – July 2024
- Girls Can Too: Intro to Trades – November 2024



**Eddie Dangar, Programs Manager at ShoreTrack with participants of STEps to Childcare Program**

Analysis of the past five training programs aimed specifically at school-aged girls showed a positive impact for 92% of participants. Outcomes included re-engagement in school, participation in senior school studies, and enrollment in VET programs. Among those who left school, most have secured employment as apprentices or trainees within local industries.

“

I hardly ever went to school and then I started coming to ShoreTrack on Wednesdays. It was like a reset in the middle of the week and now my school attendance has gone up and it's been really good for my wellbeing too. I get a break and a chance to reset at ShoreTrack because it's nice and calm.

**Miranda, ShoreTrack Participant**

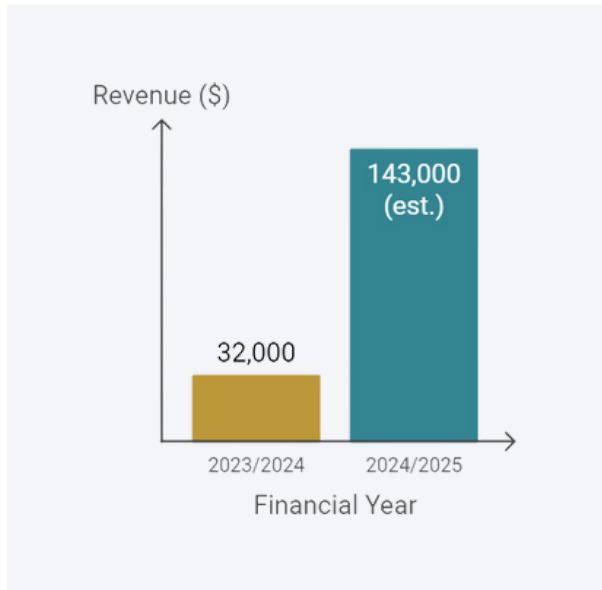


## ShoreTrack Social Enterprise

In 2023, Geoff Batten (Batto) transitioned into the role of Business Operations Manager for STeps, our social enterprise focused on strengthening community ties and securing contracts with local businesses. Under Batto's leadership, STeps has thrived, expanding its offerings in fencing, mowing, firewood, and digital metal fabrication, leading to a significant income boost since 2023. Partnerships with Social Traders, People and Planet First, and Buy NSW have further solidified our social procurement model.

To provide a real work environment, we employed eight young trainees, offering them hands-on experience in trades such as metal fabrication and rural operations, directly aligned with local job needs. Through practical projects and mentorship from skilled tradespeople, participants develop essential skills, industry connections, and the confidence to step into future careers.

ShoreTrack's success in the Work Integrated Social Enterprise (WISE) field earned us an invitation to the 2024 LPG event, bringing together leaders with expertise in scaling employment through WISE. This event provides an opportunity to collaborate with White Box Enterprises, Westpac Foundation, Outlook Australia, and STREAT, supporting ShoreTrack's mission to activate employment futures for youth facing barriers to work.



“

Before ShoreTrack I was hard stuck gaming all day and night and now I'm off the games and out into the world. It's improved my life in so many ways - made me more confident, social and now I feel like I can do whatever I put my mind to.

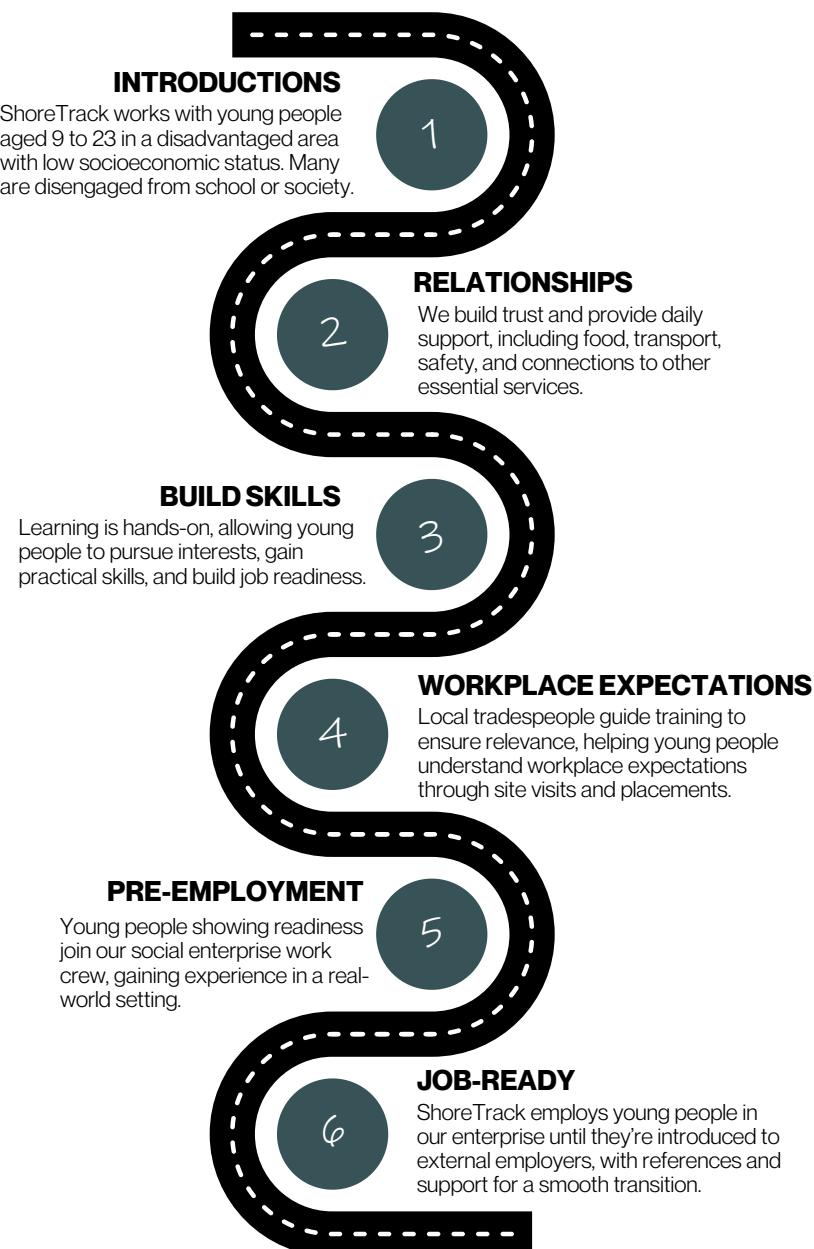
**Joel, STeps Trainee**



# The Journey

At ShoreTrack, each young person's journey is unique, shaped by their individual needs, abilities, and support networks. We understand that while everyone's path might differ, they all start on the same track with us. Beginning with warm introductions and a focus on building relationships, participants gradually develop skills, learn workplace expectations, and gain pre-employment readiness. By the end of the program, each young person is ready for the next step—whether that's returning to school with new confidence, securing a job, or staying on with ShoreTrack to keep growing within our community.

## A Young Person's ShoreTrack Journey



“

Damien slipped through the cracks at school because he was the good kid sitting in the corner that didn't muck up. He didn't learn anything because he was quiet: they would just let him sit in the corner. The first time he started to learn anything was when he went to you guys at ShoreTrack. You guys started to teach him how to learn and now we are teaching him what he needs to be a good mechanic.

**George Sallum, Macksville  
Automotive Centre**

# Our Impact Measurement Journey

ShoreTrack is committed to a long-term strategy for demonstrating and enhancing our impact. Over the past year, we have focused on strengthening our organisational capacity in this area, partnering with Think Impact to establish a solid foundation through a Theory of Change and outcomes framework.

This report includes data from our previous measurement approach but also outlines a clear path forward as we advance our impact journey, ensuring that we effectively capture and communicate the positive outcomes of our work with young people.

## Our Strategy on a Page

### Our vision

All young people in the Nambucca LGA have the opportunity to fulfill their potential.

### Our purpose

We provide an alternative approach to education, training and school-to-work transitions for young people that are disengaged from the school system.

### Our approach

We are a community development organisation that offers a supportive, practical, work-based environment to young people focused on nurturing their personal growth and development and through our social enterprise we link them to opportunities in education, training or local industries.

### Our impact

Young people have improved wellbeing and better future pathways to education and employment which leads to improved cohesion for their families and the local community.

### Our strategic imperatives - we have five strategic imperatives:

Grow our community impact

Improve sustainability

Grow our social enterprise

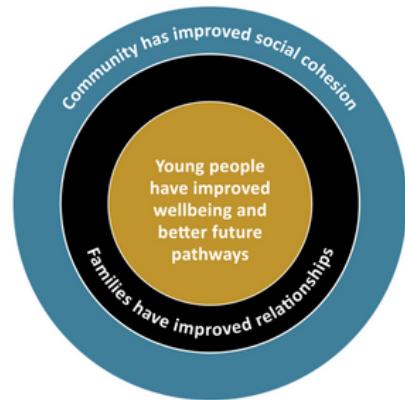
Develop our people

Improve our organisational capacity

# Strategic Imperative

## Grow our Community Impact

Through ShoreTrack's work, we aim to create a ripple effect that extends beyond individual young people. As they build skills and confidence, families experience stronger relationships, and the community benefits from greater social cohesion. Our Social Impact Framework is designed to measure and track this broader impact, ensuring that ShoreTrack's work contributes to a healthier, more connected community.



We expanded our community impact by strengthening business relationships to secure employment opportunities for over 13 young people, supporting both the employees and their new employers. Through partnerships with customers and suppliers, we've helped these young people gain recognition as strong candidates for entry-level positions. This year also provided significant advocacy opportunities for ShoreTrack, including a recent panel appearance at the parliamentary inquiry into safety in regional and rural communities, amplifying our voice on the importance of creating safer, supportive pathways for youth.



**Jillian Ashley, CEO and Paul Ireland, Operations Manager speaking at the Regional Crime Inquiry in Kempsey**

# Strategic Imperative

## Improve Sustainability

This year, we focused on strengthening ShoreTrack's sustainability by expanding our programs and building partnerships within our community. We've taken strategic steps to ensure long-term impact:

Our **STeps social enterprise** has become a core part of this mission, now led by a newly appointed Business Operations Manager. Through registration with **Buy NSW** and **Social Traders**, we've increased our visibility in social procurement, opening doors to government and industry partnerships. Anchor contracts with local industry and connections with social housing providers are setting a solid foundation for sustained growth.

We've also developed a **community sponsorship model** with the support of our newly employed Community Impact Strategist. By sharing our story in local cinemas, attending conferences, and building relationships with government, philanthropic organisations, and fellow social enterprises (**WISE**), we're strengthening our support network.

Exploring a **ShoreTrack Special Assistance School** model is another avenue we're pursuing, with plans to reach more young people who would benefit from alternative education.

In partnership with local schools, our team is focused on securing grants to support students who might otherwise miss out on ShoreTrack's programs. Additionally, we've increased the number of NDIS- and DCJ-supported young people, with a **Gumbaynggirr cultural mentor** providing on-country preparation for new participants.



**Cass Wilson, Associate Director Premier's Department, Regional Coordination North Coast & Jillian Ashley, CEO, ShoreTrack**

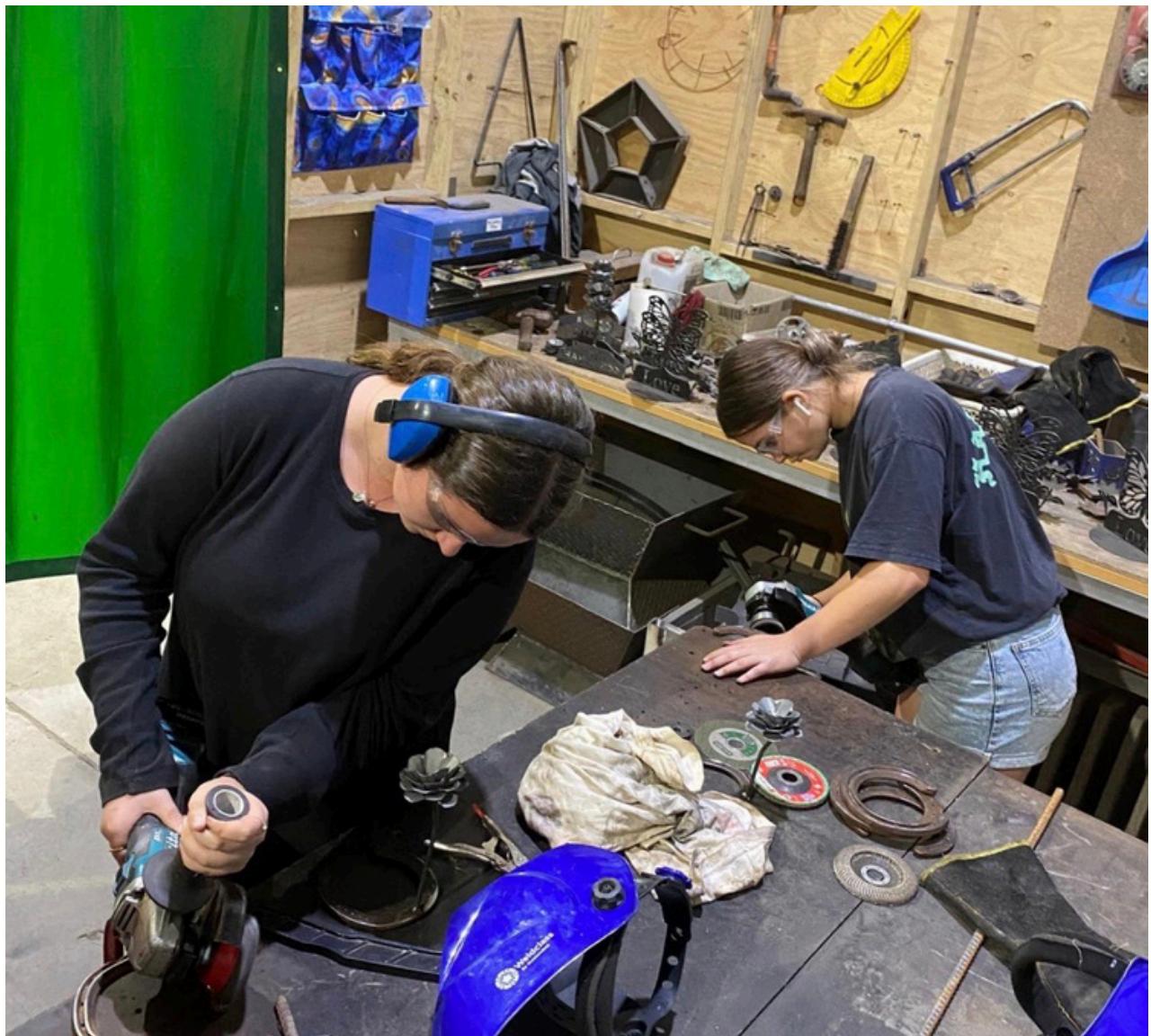
# Strategic Imperative

## Grow our Social Enterprise

Our social enterprise, STeps, has continued to grow, offering young people hands-on work experience and skill development opportunities:

With the support of our new Business Operations Manager, we've registered with **Buy NSW** and **Social Traders**, making us eligible for more government projects. We're also building partnerships with local industry and social housing providers, securing contracts for tasks like fencing and mowing within the community.

This year, we introduced **metal sculpture production for sale**, adding a creative dimension to our offerings, and employed eight trainees pursuing a Certificate II in Agriculture through TAFE NSW. To reinforce our values, we joined **People and Planet First** and **SECNA**, aligning STeps with the principles of socially responsible enterprises.



**STeps Trainee's Alani and Kirra**

# Strategic Imperative

## Develop our People

At ShoreTrack, the wellbeing and satisfaction of our staff are essential to our success. Our dedicated team is the foundation of the safe, supportive environment we create for young people. We prioritise staff wellbeing through:

- **Family-First Policies:** Ensuring flexibility and work-life balance.
- **Professional Development Opportunities:** Providing staff with personal and career growth pathways.
- **Safety and Wellbeing:** Focusing on a workplace culture that values health and safety.

This year, we invested in targeted training, including Aboriginal Mental Health First Aid, Remote First Aid, Chemical Safety, Suicide Prevention, and Social Enterprise workshops. Staff development is an ongoing priority, recognising the vital role our team plays in creating positive outcomes for young people.



“ I visited Shore Track as part of a research project on vocational education providers. Shore Track's approach stands out for its commitment to a strengths-based, student-centred philosophy and practice. The Shore Track team is to be commended for making the vocational education system really work for their young people, an achievement that takes wisdom, skill and courage.

**Steven Hodge, Director - Griffith Institute for Educational Research, Griffith University**

# Strategic Imperative

## Improve our Organisational Capacity

Our organisational capacity has been a key focus, supported by dedicated funding from the **Siddle Family Foundation**. This has enabled us to work with **Think Impact** to build our Impact Measurement Framework, providing a clear structure for assessing our social impact.

Through the **EmpowerHer Grant** with SEFA, we're strengthening our resilience and expanding our ability to serve more young people.

Engagement with Skills Insight has involved consultations with community, staff, and participants, shaping vocational training models that meet the specific needs of our community.

We continue to build our expertise and networks by attending key events, including the Social Enterprise Workshop with Tom Dawkins, the Changefest Conference, SEGRA Parliamentary Visit, and the Social Impact Summit. These gatherings are invaluable for learning, collaboration, and bringing fresh ideas back to ShoreTrack.



12-year-old ShoreTrack Participant, Layne

# Financial Statements

## BALANCE SHEET

	Note	2024	2023
		\$	\$
<b>Current Assets</b>			
Cash at Bank - CBA 10229998		633,950	826,283
Cash at Bank - CBA 10235837		562,210	16,430
Trade and other receivables	3	46,793	144,784
<b>Total current assets</b>		<b>1,242,953</b>	<b>987,497</b>
<b>Non-current assets</b>			
<b>Plant &amp; Equipment</b>			
Plant & Equipment		121,316	89,137
Less Accumulated Depreciation		(45,634)	(26,065)
		75,682	63,072
<b>Motor Vehicles</b>			
Motor Vehicles		135,832	68,091
Less Accumulated Depreciation		(27,354)	(9,999)
		108,478	58,092
<b>Office Equipment</b>			
Office Furniture & Equipment		15,068	9,185
Less Accumulated Impairment		(240)	(11)
		14,828	9,174
<b>Total non-current assets</b>		<b>198,988</b>	<b>130,338</b>
<b>Total assets</b>		<b>1,441,941</b>	<b>1,117,835</b>
<b>Current liabilities</b>			
Trade and other payables	4	99,874	146,465
Borrowings	5	-	427,532
Provisions	6	77,649	
<b>Total current liabilities</b>		<b>177,523</b>	<b>573,997</b>
<b>Non-current liabilities</b>			
Borrowings	5	-	-
<b>Total non-current liabilities</b>		<b>-</b>	<b>-</b>
<b>Total liabilities</b>		<b>177,523</b>	<b>573,997</b>
<b>Net assets</b>		<b>1,264,418</b>	<b>543,838</b>

# Financial Statements

## BALANCE SHEET

### Equity

Retained earnings	1,164,418	543,838
Reserves	100,000	-
<b>Total equity</b>	<b>1,264,418</b>	<b>543,838</b>

# Financial Statements

## INCOME STATEMENT

	2024	2023
	\$	\$
<b>Revenue</b>		
Donations Received	440,667	143,115
Government Grants	856,681	568,556
Grants - Other	204,560	-
Holiday Programs	43,110	919
Insurance Claims	29,985	-
Justice Income	-	(1,818)
NDIS Income	230,318	133,585
OOHC Income	-	1,136
Other Income	9,358	-
Program Delivery Fees	-	212,965
Service Income	215,383	207,234
Social Enterprise - STeps	32,516	-
Shoretrack Recovery Program	14,700	8,027
Training Income	-	61,890
Wages Reimbursements	11,213	13,454
	<hr/> 2,088,491	<hr/> 1,349,063
<b>Expenses</b>		
Advertising & Marketing	3,222	2,227
Annual Leave Provision Expense	77,649	-
Bad Debts Expense	3,076	-
Bank Charges	559	335
Bookkeeping	22,309	24,662
Computer Expense	2,249	590
Consultancy Fees	33,162	13,000
Consumables	2,696	-
Contract Work	13,241	1,418
Depreciation	37,153	28,081
Dog - Working & Security	-	1,581
Electricity & Gas	3,855	6,470
Entertainment	446	-
Fines & Penalties	259	-
Hire of Plant & Equipment	321	364
<b>Industry Spaces</b>		
Industry Spaces	23,656	114,596
Manufacturing	-	6,910
	<hr/> 23,656	<hr/> 121,506

# Financial Statements

<b>INCOME STATEMENT</b>		
Insurance	8,199	7,794
Interest Paid	3,240	-
Legal Expenses	149	-
Materials	69,892	-
Merchant Fees	2,346	1,049
Motor Vehicle Expenses	59,266	25,047
Office Expenses	653	200
Printing & Stationery	281	973
<b>Programs</b>		
Program Delivery	16,682	110,198
	16,682	110,198
Protective Clothing		-
Rates & Taxes	1,854	-
Rent	15,691	15,675
Repairs & Maintenance	664	-
Staff Amenities & Expenses	822	-
Student Welfare	13,946	25,325
Subscriptions	8,818	4,018
Sundry Expenses	567	1,079
Superannuation Contributions	88,939	55,634
Telephone	418	2,475
Training & Conferences	14,080	5,730
Travelling Expenses	8,409	2,700
Uniforms	3,118	4,748
Wages & Salaries	817,786	531,520
Workcover Insurance	8,238	8,348
	1,367,911	1,002,747
<b>Net Profit</b>	<b>720,580</b>	<b>346,316</b>
Retained earnings at the beginning of the financial year	543,836	197,520
<b>Retained earnings at the end of the financial year</b>	<b>1,264,416</b>	<b>543,836</b>

# Looking Ahead

## PRIORITY 1:

### Safe and supportive learning for young people 2024-25

#### **Immediate future: Support Schools and Young People**

- Continue to source grant funding to support schools to refer young people to ShoreTrack First Tracks and Track Back programs
- Continue to source funding to support young people not attending school to access ShoreTrack programs
- Continue to source grant funding and sponsors to fund early school leavers to access Certificate II programs

#### **Short Term: Registration of the ShoreTrack School**

- Ensure ShoreTrack has the capacity to provide long term support for young people needing safe alternative learning spaces
- Provide a trades based project-based learning environment underpinned by culture and wellness
- Provide a pathway from school to Cert II learning and traineeship opportunities in STeps.

## PRIORITY 2:

### Safe and supportive workplaces for Cert II students and traineeships in our STeps Work Integrated Social Enterprise (WISE)

- Provide young people with the opportunity to work in the STeps WISE to develop their employability and trades-based skills
- Provide a safe and supportive work environment to prepare young people for their transition into employment.

## PRIORITY 3:

### Business Strategy STeps 2024-26

#### **6 months**

- Develop Shore Track's grant and revenue strategy and identify targets.
- Complete impact management framework; add training on data collection.
- Initiate actions to improve STeps BD and operational efficiencies.

#### **12 months**

- Establish and use STeps business and lead development processes; identify areas of additional support to be addressed next.
- Reduce friction points in STeps crew resourcing to improve timeliness and quality in contract management and service delivery.
- Update the Board on progress in executing revenue and grant strategy.

#### **18 months**

- Review the cost and revenue structure of ShoreTrack and STeps ahead of the new forecast.
- Revise and prioritise ShoreTrack's business goals for the next 2 years.

# Our Thanks



2023-24 presented its challenges, but with the unwavering support and generosity of our donors, we emerged more resilient than ever. We extend our heartfelt gratitude to the supporters who make our work possible

Aboriginal Education Consultative Group  
Alyson Shepherd  
Ann Joy  
Back to Country Programs -Dennis Milgate  
Bill and Susie Anderson  
Blaze Aid- Bob Abdo  
BMNAC-Virginia Jarrett  
Brad Collins  
Chris Mattick  
Chrissie & Richard Shields  
Dafydd Thomas  
David Schmude  
David & Pam Uther  
David & Jenny Wade  
Deborah Samuels  
Donna Waygood Collins  
Doug Blackwell  
Doug & Belinda Snedden  
Dr. Tony Morrison  
Eileen Ward  
Eureka Benevolent Foundation  
Express Coaches  
Frank & Sarah Mellish  
Foundation for Rural and Regional Renewal  
Gillian Stuart  
Hand Up Foundation (Gary & Penny Gerstle)  
Harlan Cooper  
Hugo and Sally Eisdell  
Ian and Chrissie Hurrell  
Jaayanmilli Bawrunga - Penny Stadhams  
Janine Reed  
Jen Johnson  
Jeremy & Jeromine Alpe  
Jess Perrin  
Jo Taylor  
Jock and Di Gilbert  
JP Trailers  
June Reimer  
Kerry Grace  
Kristi Ireland  
Kylie Flament  
Lana Andrews  
Landcare  
Laura Graham  
Les & Luisa Schirato  
Lyn Vidler

Lynda Lynch  
Lyndee Thomas  
Macksville Ex Services Club  
Matt Pfahlert  
Melinda Pavey  
Merilyn Nelius  
Michael and Chrissie Crowley  
Midway Trailers  
Myrna Machuca-Sierra  
Nambucca Anglican Church  
Nancy Sposato  
Nicky Baade  
Oscar Smith  
Pam Mitchell  
Paul and Cathy Newton  
Paul Edginton  
Peter Biscoe  
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Rick Utz  
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Rod & Bonnie Wannan  
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Rural Adversary Mental Health Program  
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