

STRATEGY

STRATEGY 2020



footprints
positive steps with you

ACKNOWLEDGEMENTS

Footprints in Brisbane Inc would like to acknowledge the valuable input of all people who were involved with the preparation and development of this Strategic Plan.

Thank you to the members of our Management Committee, Senior Management Team, Staff and Volunteers, Footprints Clients, Consultants and Community Stakeholders.



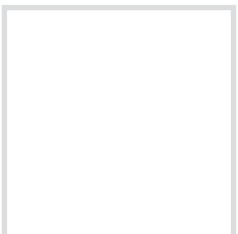
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VISION

THE FOOTPRINTS VISION

“An inclusive community where individuals are able to maintain a lifestyle of their choice.”





Our Mission

To be responsive, innovative, professional and timely in providing care and support of each client.

Our Objects

- i. To promote quality of life for frail older people and younger people with disabilities and their carers.
- ii. To actively work towards social justice.
- iii. To empower disadvantaged members of the community.
- iv. To contribute to the relief of poverty.
- v. Any other charitable work or purpose for the benefit of the community.

Our Values

- | | |
|------------------------|---|
| Trust | We listen to each other, rely on each other and can be counted upon to represent the best interests of all. |
| Honesty | We are ethical in all our dealings and are open and sincere with each other. |
| Reliability | We are dependable, responsible and consistent. |
| Confidentiality | We respect and protect the privacy of all concerned. |
| Client focused | We empower individuals to be independent and have control over their life. |
| Dignity | We interact with compassion and empathy in acknowledgement of an individual's uniqueness. |
| Respect | We hold all people in positive regard and treat with courtesy and consideration. |

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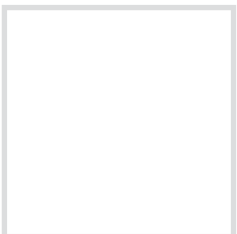
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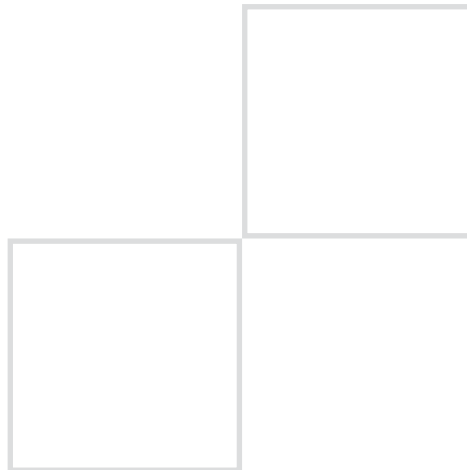
“We take standard services and create personal experiences.”

The Management Committee through the contributions of staff, clients and stakeholders as well as external research developed this Strategic Plan.

PESTLE and SWOT analyses provided intelligence about the external and internal environments. Satisfaction surveys completed by clients, staff and volunteers offered valuable information on performance, and stakeholder responses afforded significant feedback about the organisation and sector. An external consultancy, resulting in an Environmental Scan, also undertook market research.

The result for *Footprints* was an informed view of the current and future environment and its real and potential impact for our organisation. This enabled the Management Committee to articulate strategic opportunities, identify challenges and desired outcomes for the organisation, which are ambitious, responsive and meaningful to our vision.





Challenges

- Changing client needs and expectations
- Workforce shortages – skills and numbers
- Facility space to accommodate growth
- Costs of maintaining multiple service centres
- Financial operational stability during change
- Adjusting to competitive and business oriented environment
- Awareness of *Footprints* beyond current locations
- Maintaining our competitive edge
- Capacity of our resources
- Ability to adapt to new technologies
- Engagement with key audiences
- New entrants

Outcomes

- No one is left out, or left behind
- Person centred planning for all clients
- Personalised services and responses
- Effective utilisation of all resources
- Capacity to deliver new services and programs
- Brand awareness and value
- Advocacy and influence
- Community recognition and engagement
- Increased community awareness for social change
- New and enhanced workforce, skills and engagement
- Alternative income streams and financial sustainability

Opportunities

- Choice and control for individuals and services
- Adaptive service models to meet community needs
- Market responsiveness
- Removal of traditional geographic barriers
- Partnerships and collaborations
- Enhanced service capacity
- New service locations
- Workforce initiatives
- New and expanded markets and clients



STRATEGY

STRATEGIC PLAN 2017 TO 2020

Strategy 1 COMMUNITY

We take positive steps to meet changing needs.

Our community is more than just our location. It is all the people that we work with, the environment in which we operate, the services we provide, and the partnerships we create.

We are committed to continuing our work within our community and to being a flexible and responsive organisation that takes positive steps to meet changing need.

Strategies

- 1.1 Adapt our service delivery model and options to ensure maximum flexibility for both clients and staff.
- 1.2 Develop collaborations and partnerships to create new service options that meet the emerging community needs.
- 1.3 Pursue opportunities for *Footprints'* programs and services in new geographic locations.

Strategy 2 SUSTAINABILITY

We are a financially viable organisation.

It is the duty of the Management Committee and Management to build a sustainable organisation that is financially viable in changing environments.

We are committed to ensuring the future of the organisation through a best practice approach to financial viability, strategic decision-making and robust risk management practices.

Strategies

- 2.1 Deliver financially viable services.
- 2.2 Costing models and pricing are appropriate for competitive and/or individualised funding.
- 2.3 Financial strategies improve our cash flow position.
- 2.4 Assess the opportunity to offer current services and programs to the broader community.
- 2.5 Further develop opportunities for parallel and independent revenue streams.





Strategy 3 CAPACITY

We invest in our people and infrastructure.

The success of our service delivery is dependent on the capacity of our staff, operations, systems and infrastructure.

We are committed to build the capacity of our organisation through investment in the people we engage and the systems we employ.

Strategies

- 3.1 Ensure all staff have training and development opportunities through an open learning culture that supports the pursuit of professional goals.
- 3.2 Investigate new practices and technologies that would allow for staff to work more efficiently and effectively with their clients.

Strategy 4 VISION

We are recognised for who we are... AND what we do.

Footprints is an independent community organisation that supports socially isolated and financially disadvantaged individuals to maintain a lifestyle of their choice.

We are committed to enhancing our profile and influence for the benefit of all individuals we support, and the communities that we represent.

Strategies

- 4.1 Enhance profile for the purposes of the individuals that we support.
- 4.2 Continue to influence and advocate at a local, state and federal level in regards to issues that affect our communities.
- 4.3 Engage in community partnerships that enable *Footprints* to pursue our objectives as a Social Justice organisation.

Footprints is an independent community organisation located in southeast Queensland. We support people with disabilities, older people, their carers and families, people with mental health issues, people who are experiencing social and financial disadvantage and those at risk of homelessness or homeless persons.

FOOTPRINTS IN BRISBANE INC.

Services

- Aged Care
- Community Care
- Disability Care
- Homeless Outreach AND Housing Support
- Mental Health and Healthcare
- Connect2Health (C2H)

Current Programs 2017

- Actioning Recovery and Citizenship Program (ARC)
- Assistance with Care and Housing (ACH)
- Centre Based Activities Program (CBA)
- Commonwealth Home Support Program (CHSP)
- Connect2Health (C2H)
- Disability Packages
- Frequent Presentation Response Project (FPR)
- Home Care Packages (HCP)
- Homeless Outreach Program (HOP)
- Lifestyle Response Service (LRS)
- Mental Health Nursing in Brisbane (MHNiB)
- Partners in Recovery (PiR)
- Queensland Community Care (QCC)
- National Disability Insurance Scheme (NDIS) Provider
- Resident Support Program (RSP)
- Social Housing Demonstration Project (SHouT)
- Stand Up, Step Out (SUSO)

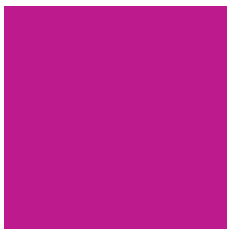
Events

- Pawprints
- Art Exhibition and Silent Auction
- Touch Football Tournament





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