

2020 ANNUAL REPORT



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ABOUT US

Footprints in Brisbane Inc. is a well-regarded not-for-profit provider of community-based services, working in the community for almost 30 years. We specialise in working with older people, those who experience disability, mental illness, as well as those who are at risk of homelessness.

Footprints adopts a non-discriminatory practice and integral to our service is our ability to work alongside our clients, with respect and dignity, to enhance their capacity to live independently in the community.

Our professionally qualified and highly skilled workforce operate within a client centred practice framework ensuring principles of strengths-based practice are implemented into service delivery.

OUR 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 VALUES

Trust, Honesty, Reliability, Confidentiality, Client-Focused, Dignity, Respec





**TRACEY
CHAIR**

CHAIR REPORT

As has been the case for many organisations, the events of the past year have significantly affected Footprints' operating environment and have led to rapid and substantial changes within the organisation.

In March, in response to the threat posed by COVID-19, we activated our Disaster and Recovery Management Plan to ensure that Footprints was best placed to take all actions necessary to manage the impacts of COVID-19.

Our first priority in responding to the pandemic was to protect our staff and clients. The board and management have worked closely to ensure that all staff are appropriately supported, trained, and equipped to allow us to continue to effectively and safely operate in the COVID-19 environment.

To ensure client wellbeing and safety and reduce risks of infection we made service modifications and increased our use of technology. During the high-risk phase of the pandemic, these changes allowed us to reduce levels of face-to-face contact with our most vulnerable clients, but increase the virtual, phone and practical support we provided to them. We increased our home supports through delivering groceries and meals, and providing technology devices to enable clients to remain connected while reducing their community exposure. I have been amazed at the resilience of our wonderful clients in adjusting to our service delivery changes.

Throughout this year, Footprints has remained financially stable and, with strong funding commitments from our partners, our outlook continues to be very positive.

Our strong history of good governance and sound risk management has also placed us in an excellent position to manage the increasingly complex regulatory environment involved in the delivery of services to vulnerable people. We continue to work diligently to ensure our systems of governance and compliance remain excellent.

I remain extremely proud and grateful to Footprints passionate and hardworking staff who have willingly and with good humour embraced flexible and remote working. Their determination to continue to adapt our systems and process has led us to fast-track a number of technological improvements. Footprints teams' commitment to our clients during this challenging time has been unwavering. Thank you to my fellow Board Members and Footprints Management and staff for their dedication and resourcefulness in this most challenging of years.

As we look to develop our new Strategic Plan next year, we will draw on this year's experiences and learnings as valuable tools to help further strengthen and grow the organisation.

TREASURER REPORT

I have much pleasure in submitting the Treasurer's Report for the financial year ending 30 June 2020 for Footprints in Brisbane Inc. (Footprints)

Footprints has continued to consolidate its financial position, and is well placed to deliver the contracted services for all of its programs.

Total income for the financial year of \$11.176 million is up 17% on the 2019 financial year with a resulting operating surplus of \$99,795.

Grant and NDIS income is expected to increase in 2021 with government funding contracts in place for new and existing programs.

The Balance Sheet continues to reflect the solid financial position of the association.

The accounts have been prepared in accordance with the Associations Incorporation Act and Australian Accounting Standards- Reduced Disclosure Requirements and have been audited by KPMG external auditors.

FOOTPRINTS IN BRISBANE INCORPORATED

STATEMENT OF COMPREHENSIVE INCOME - EXTRACT FOR THE YEAR ENDED 30 JUNE 2020	2020 \$	2019 \$
Grants	10,362,297	9,000,690
Other income	813,922	517,727
Total Income	11,176,219	9,518,417
Employee costs	9,274,229	7,772,836
Other expenses	1,802,195	1,602,500
Total Expenditure	11,076,424	9,375,336
TOTAL COMPREHENSIVE INCOME FOR YEAR	99,795	143,081
STATEMENT OF FINANCIAL POSITION - EXTRACT AS AT 30 JUNE 2020	2020 \$	2019 \$
Current Assets	2,932,304	1,532,432
Non Current Assets	2,761,362	2,760,242
Total Assets	5,693,666	4,292,674
Current Liabilities	2,748,833	1,646,357
Non Current Liabilities	233,681	34,960
Total Liabilities	2,982,514	1,681,317
NET ASSETS	2,711,153	2,611,357
TOTAL MEMBERS FUNDS	2,711,153	2,611,357

SIMON
TREASURER
(with his son Edward)





CHERYLEE
CEO

CEO REPORT

The year in review has been challenging and rewarding. Whilst our full year performance looked different from our expectations, we are proud of how Footprints board, staff and clients responded to events out of our control. 2019-2020 has been marked by natural disasters with bushfires heavily impacting on people's lives in different parts of the country and followed by the threat of pandemic with drastic social restrictions being placed on our lives.

When COVID-19 began to impact our global community and economy, Footprints response was guided by key goals of:

- Client and staff safety and wellbeing – centre of decision making and associated actions
- Transparency – frequent and relevant communication with clients, staff, and stakeholders
- Staff supported, resourced, and equipped to do their work effectively
- Maintenance of financial viability to provide services

Strong management through effective business continuity measures enabled us to rapidly move to flexible working arrangements, modify service delivery and adjust our working environments. Our teams proved that our successful digital transformation program had less to do with technology and more to do with our organisation's agility and client focused mindset.

Another focal point has been the concerns raised by members of the community with Aged Care Royal Commission and Disability Royal Commission of abuse and neglect of vulnerable older and younger people with disability. As an approved provider of aged care, NDIS, mental health and community services we have concentrated on examining and improving our services, systems and processes to ensure that the whole of the organisation is operating in the best interests of our clients and their carers.

We also asked our stakeholders about our performance. I am pleased to advise that clients rated us consistently high for their satisfaction with our services and staff support. Similarly, 85% of staff reported high levels of satisfaction with and commitment to Footprints. Areas of improvement were identified and many of these have been actioned or are progressing.

The organisation's financial performance was strong. In addition, stakeholder relationships were further strengthened as highlighted by significant contribution by funders toward additional services.

I wish to warmly thank all our staff, management team and board members for their support in this difficult year as well as our clients who steadfastly journeyed with us as we negotiated uncharted territory together.

Although the year ahead is likely to be one of continued adjustment to the changing world we live in, Footprints is clear about the role we are committed to in supporting our clients and the community in 2021 and beyond.

**BRIAN AND WIN
CHEF AND
KITCHEN HAND**

**OUR
PEOPLE**



During this financial year we supported our people through a rapidly changing environment – none more so than the pandemic situation thrust upon us. With a diverse workforce that is committed, passionate, caring, responsive, flexible and optimistic – we have been able to navigate through these uncharted waters.

COVID-19 forced us to reconsider, enhance, improve and embrace different ways – not only in how we provide services to our clients, but also how we carry out our day-to-day business activities. As a result, many continuous improvement projects have been completed or are in progress:

- We are well on our way to paperless record keeping for staff information
- We have invited all staff to participate in surveys – in terms of overall engagement and also checked-in to see how our team is coping with the challenges of COVID-19
- We have introduced a Global Training Plan – to ensure that every staff member is skilled and competent in their role (or with an eye to a future role)
- We have minimised administrative tasks by introducing paperless payroll processes
- We have successfully submitted our first Workplace Gender Equality Agency report

In return, our staff told us in November 2019 that 85% have high levels of job satisfaction and commitment to Footprints; that we enjoy a higher than average for our sector indicator of wellbeing and that the vast majority of our team are satisfied with the progress we are making. In April 2020 we checked-in again to better understand the impact of COVID-19, our staff told us that flexible work arrangements strengthened feelings of achieving work-life balance and that they felt communications and safety strategies met their expectations.

AGED CARE SERVICES

In 2019 we were optimistic for a new year of commitment and growth with clients' and the community. The extension of our Commonwealth Home Support Program (CHSP) contracts allowed us to look forward to the coming years of support and security for clients and the community. Our Home Care Package (HCP) program continued in a manner that offered stability and support to clients, enhancing clients' security to remain living in their homes. Our HCP team worked closely with the CHSP team to enhance holistic support for those in the community.

As the year progressed and the COVID-19 pandemic took hold we redesigned our activities and services to ensure continuity of support for clients and the community. This has been an incredibly trying time for all, and we are very proud of all of our staff and clients as we continue to redesign and innovate to maintain connection and increase our response to those people in our community. The aged care team wish to genuinely thank all clients for their ongoing understanding and patience with our response during this time.

Overall, for the period 1st July 2019 - 30th June 2020 we provided 59,020 hours of support to 1,738 people in the community through our programs in Aged Care – CHSP, Partners 4 Health, HCP, ACH, CVS and RAS.

Aged Care Commonwealth Home Support Program (CHSP) was fortunate to secure funding from the Australian Department of Health to assist with support and recovery in response to COVID-19. This allowed us to offer social work services, increased occupational therapy and nursing, social support, goods, equipment and assistive technology to enhance social connection, support and reablement. This additional COVID funding also allowed us to increase our Assistance with Care and Housing response.

Our COVID response meant that we were also able to supply nutritious meals to clients. Since April we have provided 1,406 meals and have taken on 38 more clients. The response has been overwhelming for the service with positive feedback for the quality of food, the delivery service itself and the coordination involved.

The introduction of the Aurous Digital Community Visitors Service (DCVS) has allowed and enhanced the use of technology to help reduce social isolation for clients affected by restrictions of COVID-19. Clients have been supplied with an easy to use tablet pre-loaded with software allowing them access to easy communication – with family, health practitioners, and weekly volunteer led calls – and basic internet services. The program is targeted at those who are at risk of being, or who already are, socially isolated during the pandemic. Thank you Aurous for your partnership in helping to alleviate social isolation.



One of our primary service delivery approaches throughout COVID is our Recovery and Reablement Program. This program was created to support the response and recovery of the pandemic, by providing individuals with Allied Health and equipment supports through a holistic multidisciplinary evidence-based approach. The purpose of the program is to address any decline in a person's function or mental wellbeing that may have occurred as a result of a pandemic, reducing the impact of social isolation and enhancing social connection in a safe manner through the varied interventions of Social Work, Occupational Therapy and Health Support. We thank MemboNoticeboard for their partnership in supporting people living with dementia through the use of innovative technology.

MENTAL HEALTH &...

The Footprints Mental Health services had a promising start to 2020. The new introduction of our Recovery, Wellness and Housing service (RWHS) and our Peer Based Groups Support (PBGS) commenced on 1st July 2019. The RWHS delivers psychosocial supports via a team of highly skilled case managers, case workers and peer workers to individuals with mental health challenges that are at risk of homelessness, for a period of 12 months throughout the Brisbane Metro North and South region. This service collaboratively works with community Mental Health clinicians (QLD Health) to support connection of care to recovery. This service has demonstrated several positive outcomes for participants, including improving the wellbeing of participants, supporting individuals in the process of accessing housing and managing their health (through client led recovery plans and resource development). The service has also actively sought appropriate and preferred housing for participants (e.g. access to private rentals) and facilitated access to employment and volunteering options. RWHS has supported 273 clients through this year and is gratified to have the opportunity to sustain this service, with a recent expansion to Redlands region and Moreton Bay region.

PBGS have been delivering groups in the Brisbane North region facilitated by peerworkers to impart their wisdom and own recovery to instill hope and empower clients to develop a variety of useful skills to support them in their own recovery journey, and to use in daily life. Groups have included Hearing Voices, Introduction to Dialectical Behavioural Therapy, Art Therapy, Anxiety Skill Building group and many more. These programs receive funding from QLD health and are a great addition to the broader Mental Health and Community services.

Footprints Working Together To Connect Care (WTTCC) program continues to work in close partnership with the Royal Brisbane Women's Hospital, The Prince Charles Hospital, Micah Projects and Institute for Urbane Indigenous Health. WTTCC delivers a multi-disciplinary approach, providing outreach case management and case work. Supports are provided to participants at high risk of hospitalisation, with the collaborative client guided aim of reabbling individuals to work through personal or health related factors that may have historically increased Emergency Department (ED) presentations. WTCCC have provided extensive services to 107 individuals with 2,474 instances of care provided to clients in the community with the aim of reducing unnecessary presentations to ED and endeavor to build the skills and community supports to increase wellbeing.

This year also saw the transition from Partners in Recovery to National Psychosocial Support Team, the team have continued to work with individuals on gaining access to NDIS. 90% of clients have been successfully transitioned to NDIS and are receiving supports.

This year has seen some achievements and milestones within the team. We were visited by the QLD Health Minister to see how our additional funding assisted those during COVID-19. Footprints were acknowledged for its participation into the research paper, *'Recovery model in chronic mental health: A community-based investigation of social identity processes.'*

COVID-19 has presented challenges to the nation, whilst also initiating new thinking and approaches across mental health service delivery and organisational components, and an enriched understanding of the impacts it has had on workers and participants as a part of the collective community. Footprints employees have embraced this new way of working with open minds and have demonstrated skilled adaptability as a workforce and ensuring consistent high-quality service delivery.



Mental Health services have adjusted rapidly to the changing public health system, restrictions, and social contexts during this time. The rollout of virtual group supports were identified by clients as providing more security and accessibility, in comparison to groups facilitated face to face where individuals may have experienced barriers.

A smiling woman with short grey hair, wearing a purple top and a necklace, stands in front of a vibrant mural featuring large geometric shapes in blue, green, and purple. The mural also includes large letters 'S' and 'S' in purple. The woman is holding a white object, possibly a bag or a piece of paper.

...COMMUNITY SERVICES

Footprints Community Services like no other has been present through a year, that many would not have expected. Community Services saw the commencement of two new programs in 2019. Footprints Queensland Community Support Scheme (QCSS) and Footprints Care Coordination Service (CCS).

QCSS commenced in early July, as Footprints clients within disability services moved across to receiving supports through Footprints NDIS team. Those individuals that didn't receive NDIS services commenced within the QCSS program. This service has delivered services to 87 individuals. The program has provided in-home and community connection services to those with chronic health conditions, disability and or mental health. Those individuals that identify as at risk of homelessness and or homeless have also received supports through this program. These services have allowed individuals to find suitable housing, access extra supports to keep people learning the skills and supports to live within their home and get out into their community and engage.

Care Coordination hit the ground running, as a brand-new program offering care coordination and individual peer work to those suffering from chronic health conditions, with referrals being received from selected General Practices (GPs) within the Logan region.

STAND UP STEP OUT

This later commenced with a partnership with Inala Primary Care Practice (IPC), taking on their referrals. Footprints for the first time co-located with IPC to provide GPs with a point of contact for care coordination supports for their patients. This brand-new service has now been delivering supports over the 12 months and has built established relationships and worked collaboratively with GPs, Practice Nurses, QLD Health Nurse Navigators, Mater Refugee Health Service and Inala Primary Care, along with local communities to improve the health and well-being of individuals.

Footprints Stand Up Step Out program (affectionately referred to as SUSO) has provided mobile outreach support and services this year to over 721 patrons. The service has provided those experiencing homelessness and/ or social, financial hardship with 338 showers, 388 loads of laundry and 301 instances of advocacy and health work. SUSO was delighted and successful in gaining funds through QLD Health COVID-19 rapid response funds. This allowed our current outreach bus to be able to reach to the homeless to seek a safe place that provided dignity, and health and wellbeing supports in early 2020.

Although COVID-19 came with a bang and continues to have an effect in our communities, Footprints Community Services have rapidly adapted and thoughtfully responded to the pandemic. This ensured that clients were provided with a range of supports across numerous and diverse areas throughout these unexpected times.

Footprints Community Services would like to thank its clients for their patience and ongoing support and we look forward to the year ahead. We also thank those that have funded these services to allow these services to reach out and support those across Brisbane including Brisbane South PHN, QLD Health and the Department of Communities, disability Services and seniors.

DISABILITY SERVICES



**STEPHEN AND BRETT
MAN MADE
COLLECTIVE GROUP**



This year our services have continued to adapt and change due to the COVID-19 pandemic. Our priority has and remains ensuring that our community is kept safe. Our NDIS services have grown and adapted in what has been an unpredictable period of 2020.

2019-2020 has been an important year for the NDIS Services at Footprints. We have grown in terms of clients we are supporting, activity output and Service Delivery hours. Overall the Footprints community and staff alike showed resilience and strength allowing us to proceed onwards providing clients with a caring, reliable commitment to services – especially during the COVID-19 pandemic. The new procedures and processes were implemented with utmost care and initial flexibility while we all became accustomed to new programs, roles and services under the NDIS. The affects COVID-19 has had on our service delivery did not prevent us from reaching out to clients and continuing to provide some form of support during these hard times. Continued access to safe services and upholding the human rights of those that we support have been integral to this work.

In preparation for our audits this year we have recorded the increase in client figures, gaining 113 new participants to the NDIS program across Support Coordination, Direct Support, Capacity Building and Group activities. There has been an increase in our total service hours to reflect this, 55,594 hours – 6,489 more than last year. Our highest delivery service for the year was through our Direct Services with 32,187 hours and 20,261 instances of support. The top 2 direct services provided through this program were self-care and social support. Our accomplishments this year would not have been possible if not for the valued clients, volunteers and dedicated workers on our team.

Looking to the future we, as are all, are unsure what to expect. This year has definitely challenged the community and the world and we anticipate more challenges to arise in the coming months if not years. But the way we adapt and overcome these situations allows us to grow both internally and externally as a service and community. We are thankful for the support we have received during this trying time and cannot express our gratitude enough for our clients who have patiently stayed by our side as we work to continue providing our services to the community with the challenges and restrictions in place.

THANK YOU

FOR YOUR FUNDING

Brisbane City Council
Brisbane North PHN
Brisbane South PHN
Department of Communities
Department of Health
Department Housing and Public Works
North Brisbane Partners for Health
QLD Health

FOR YOUR DONATION

Alpha Delta Kappa (ADK)
A Palmer
Deicke Richards Architects
Footprints Market Research
H Mott
J Drennan
Lions Club
The Lioness Club
P & C Wilkinson
Ray White
Rivercity Family Church
Soroptimist International of Brisbane South Inc
9B North Royal Brisbane and Women's Hospital

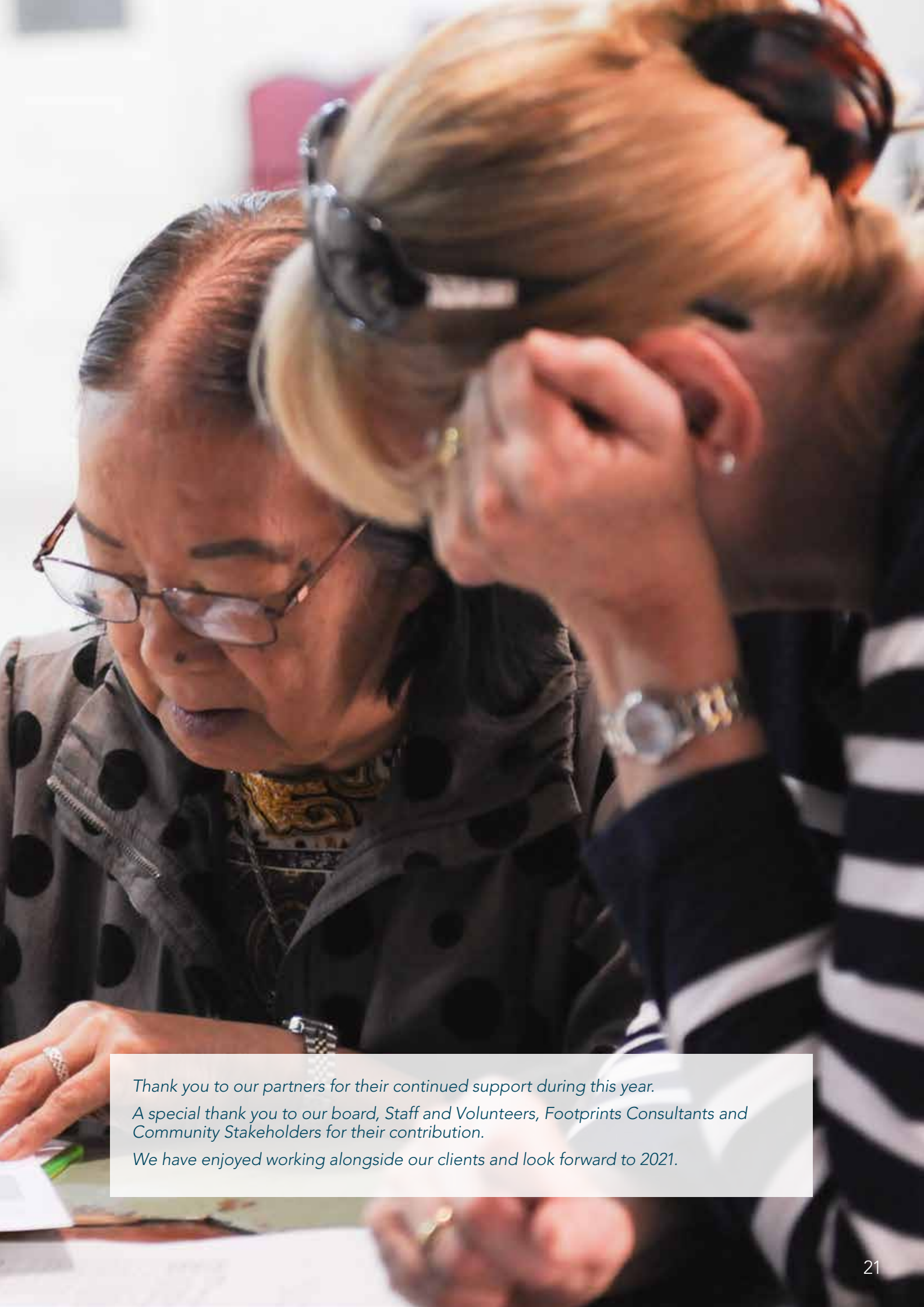
GOODS AND SERVICES

Dr Ann Solari
Foodbank
GIVIT
Lawright
OzHarvest
Norton Rose Fulbright
Printing Systems Australia
QIGS – Kent Vickers
Sherrin Partners Financial Advisers
Wallenius Wilhelmsen Solutions
Volvo

FOR YOUR PARTNERSHIP

Aboriginal & Torres Strait Islander Community Health Service (ATSICHS)
Acquired Brain Injury Outreach Service (ABIOS)
After care
Aged & Community Services Australia (ACSA)
Aurous
Alcohol Drug Information Service (ADIS)
All about living
Anglicare
A Place to Belong
Australian and New Zealand Mental Australian Dental Health Foundation (ADHF)
Australian Dental Association (ADA)
Australian Evaluation Society Inc.
BallyCara
Benevolent Society
Biala
Blue Knot Foundation
Blue Care
Brisbane Youth Service
Burnie Brae
BRIC Housing
Brisbane Housing Company
Brook Red
Caboolture Neighborhood Centre
Carers Qld
Centacare
Centrelink
Change Futures
Churches of Christ
Coast2Bay
Common Ground QLD
Compass Housing
Council To Homeless Persons QLD (CHPQ)
Co.As.It
Community
Community Management Solutions
Consumer and Carer Representatives
Consentability
Council of the Aging (COTA)
Deception Bay Neighborhood Centre
Diversicare
DRUG-ARM
Encircle
Flexible Living
GOC Care
Golden Carers Membership
GIVIT
Griffith University
Grilled
HART4000
Headspace Taringa
HESTA
Inala Primary Care
Inch Housing
Institute for Urban Indigenous Health (IUIH) Ltd
Interact
Jan Manton Art
Joining Hands
Jubilee Community Care
Keperra Golden Valley Lions Club
Kyabra Community Association

Leading Age Services Australia (LASA)
Local Government Association of QLD
Mangrove Housing
Mater Refugee Health Service
Max Employment
Micah
Mission Australia
National Council of Women of QLD
NDS-National Disability Services
Neami
NITV League Nation
Northern Suburbs Bowls Club
Nudgee College
NWYAS
One Voice
Open Minds
Orange Sky Laundry
Our Community
OzCare
QDN (Queenslanders with Disability Network)
QLD Alliance Mental Health
QLD Council of Social Services (QCOSS)
QLD Injectors' Health Network (QulHN)
QLD Police Service (QPS)
QLD Statewide Tenant Advice and Referral Service (QSTARS)
QLD University of Technology (QUT)
QLD Network of Alcohol and Other Drug Agencies (QNADA)
QShelter
Q-stars
Red Cross
Redlands Community Centre
Redlands Performing Arts Centre
Relationships Australia
Richmond Fellowship
Queensland
Sandbag
Salvation Army Services
Supported Accommodation Providers Association (SAPA)
St Peters Anglican Church
Wynnum
St Vincent's Private Hospital
Synapse
TAFE Queensland
The Public Health Association Australia
The Rotary Club
TICA
Transport Development and Solutions Alliance
Valley Chamber of Commerce
University of Queensland (UQ)
Under 1 Roof
Wesley Hospital
Wesley Mission
World Wellness Group
Wynnum Community Place
Youth Outreach Service
Zillmere Community Centre
3rd Space



Thank you to our partners for their continued support during this year.

A special thank you to our board, Staff and Volunteers, Footprints Consultants and Community Stakeholders for their contribution.

We have enjoyed working alongside our clients and look forward to 2021.

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HESTA | **AWARDS**
excellence

