



2022-2023

Annual Report



ABOUT US

Vision

An inclusive community where individuals can maintain an independent lifestyle of their choice.

Mission

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

Values

Client centred — We actively support each client's choices, respecting their values and personal uniqueness.

Inclusion — We promote the right for individuals to access the resources they need to live safely and securely in the community.

Respect — We hold people in positive regard and treat them with courtesy and consideration.

Purpose

1. To promote quality of life for frail older people and younger people with disabilities, and their carers.
2. To actively work towards social justice.
3. To empower disadvantaged members of the community.
4. To contribute to the relief of poverty.
5. To complete any other charitable work or purpose for the benefit of the community.

History

Footprints commenced in 1991 as a small Inner North City service known as **New Farm Community Options**, with three staff, under the auspice of the former New Farm Neighbourhood Centre in Brunswick Street.

Over thirty years later, we have diversified and grown significantly, with more than 240 dedicated staff and 33 volunteers, supporting approximately 4,451 clients.

Footprints has a long history of working with the most vulnerable people residing in South East Queensland. Over the past several years our specialist response services have grown, and they now extend across Queensland and into Northern New South Wales (NSW).

We are proud of our history servicing the community of which you are a part of. Footprints values its relationships with clients, funding bodies and other agencies. We partner with primary health care, health and hospital services, government agencies, other service providers and the private sector to enhance the quality of life of the people we serve.

Thank you for your contribution to our Footprints story.

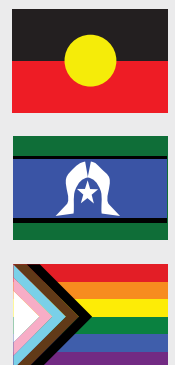


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Footprints Acknowledges

- The traditional owners of the land and pays respect to the Elder's past and present, and we thank them for their wisdom and guidance.
- Those who share their personal experiences, both current and lived, with us. We respect and value their opinions and input, which informs our service delivery.



Chair and CEO Report

We are pleased to be introducing the Footprints Community Ltd (FCL) 2022–2023 Annual Report. The period under review represents the second-year implementation of our 2021–2024 Strategic Plan, and we are on track to exceed our strategic goals.



Julie O'Sullivan (left)
CHAIR

Cherylee Treloar (right)
CHIEF EXECUTIVE OFFICER

Footprints has continued to grow over the past decade, increasing its annual revenue six-fold between 2012 and 2022 and this is further reflected in the 2022–2023 results. The ongoing success of Footprints can be attributed to the positive impact of FCL services, ongoing commitment to organisational quality, strengthened governance and accountability and meeting the expectations of funding bodies.

There are ongoing challenges in meeting the cumulative impact of reforms across multiple sectors, which is being addressed through systems improvements and realignment of our operating models. Underpinning all the work we undertake is ensuring that the services Footprints deliver are person centred, informed through lived experience across the lifespan, and reflective of the diverse groups we support (aged care, NDIS, mental health, homelessness, disability, social prescribing and community care services).

With the commencement of the Queensland state funded Housing Older Women's Support Service (HOWSS) in 2022 and federally funded care finder program in 2023, Footprints officially became a fully-fledged statewide service provider. The extension of our reach into Northern NSW has strongly supported the cross-border activity between the Gold Coast and the Northern NSW communities.

A key challenge has been recruitment of care staff in the delivery of in-home and community access services. This challenge is one which is industry wide, with workforce shortages for home care workers in aged care and disability necessitating emphasis on staff recruitment and retention and service continuity for clients. Overall, we have maintained a stable workforce and have seen positive responses to recruitment campaigns including in regional areas.

To be able to manage and sustain growth, we have had a strong focus on leadership development and capacity building. In 2022, we developed a Strategic Workforce Plan and undertook organisational realignment, resulting in the introduction of a new executive leadership team including the appointment of a Chief Financial Officer, Chief Operating Officer and Chief Service Delivery Officer.

We also undertook a self-assessment activity to identify emergent leader's capabilities, which supported the consolidation and realignment of teams and responsibilities. Throughout this process, staff satisfaction and engagement remained high, as evidenced through surveys and informal feedback received.

Underpinning the Strategic Plan has been the implementation of the Client Management System (CMS), stakeholder engagement framework and growth plan, alongside guiding the ongoing development of FCL and providing clear direction to our operations.

FCL received several awards in the past year, recognising the achievements of staff and programs and highlighting the positive impact our services have on client outcomes.

Strong growth, with focus on sustainable activities have been supported through sound financial performance, which is reflected in the treasurer report. FCL continues to ensure utilisation of funding for the full benefit of its constituents and in response to the purpose for which funding is received, in a responsible and accountable manner.

The outlook for 2024 is highly positive. Planned activities include finalising the current Strategic Plan, commencing work on the next Strategic Plan (2025–2027), launching the new FCL website, and completing the client management system implementation.

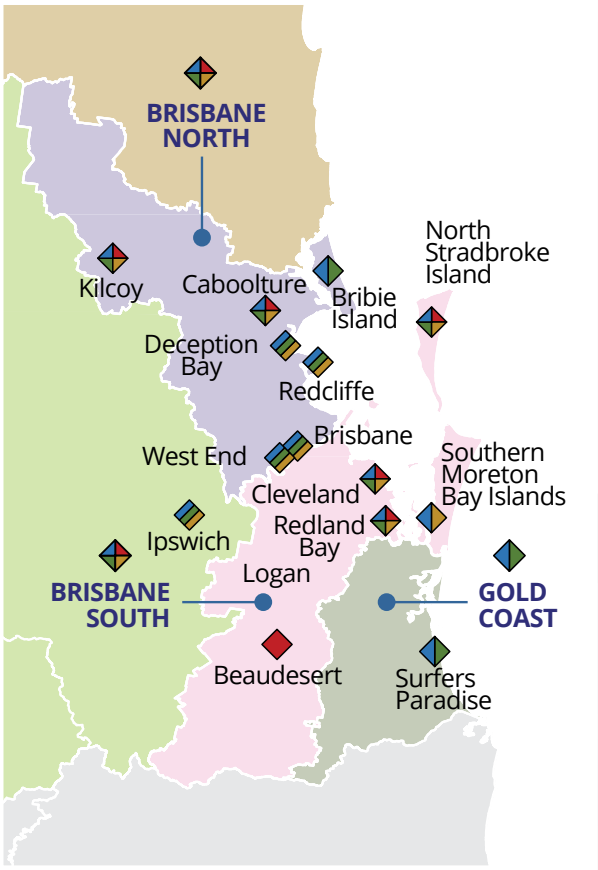
Key future challenges for the sector include housing security, especially considering the rising rates of new entrants to homelessness, the increased cost of living for individuals on low fixed incomes, and the lack of service offerings for people ineligible for NDIS and mental health services. These combined factors increase vulnerability and require both short term responses and long-term policy planning to prevent the increase of poverty within our communities; particularly for older people and those who are marginalised.

Thank you to our donors and supporters, and our board of directors for their continued commitment to FCL and its purpose. Thank you also to our dedicated staff who are highly committed to delivering quality care, and to the volunteers who give of their time to build our community connections and social support. We acknowledge our clients as partners in care and thank them for their valuable and insightful contributions to better care and service improvement, based on their collective wisdom and feedback.

OUR GROWTH

Our service map and profile indicate the growth in the services we are providing. Our growth has enabled us to increase our positive impact in the community of Queensland and Northern NSW.

There is much need in the community; to be able to offer a range of evidence-based services, tailored to the needs of people, to support people to live an independent lifestyle of their choice. This is what we strive to do. We will continue to further understand the needs of the community and adapt our services accordingly in the years to come.



Aged Care Services

CHSP - Commonwealth Home Support Program	Brisbane North, Brisbane South, Caboolture, Bribie Island
CHSP ACH - Assistance with Care and Housing	Brisbane North, Brisbane South, Caboolture, Gold Coast, Logan, West Moreton, Darling Downs, Sunshine Coast, Wide Bay
HCP - Home Care Packages	Brisbane North, Brisbane South, Caboolture
ACVVS - Aged Care Volunteer Visitor Scheme	Brisbane North, Brisbane South, Caboolture, Gold Coast, Logan, Caboolture, West Moreton, Darling Downs, Sunshine Coast
HAS - Healthy Ageing Support	Ipswich, Lockyer Valley, Somerset, Scenic Rim, South Burnett
RAS - Regional Assessment Service	Brisbane North, Brisbane South, Caboolture, Bribie Island, Kilcoy, Logan

Aged Care Services — Care Finder

Care Finder	Brisbane North, Brisbane South, Caboolture, Moreton Bay, Redlands, SMBI islands, Sunshine Coast, Central Qld, Wide Bay, North Qld (Mackay Region and Cairns Hinterland/ Atherton Tablelands), Northern NSW, Gold Coast.
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Disability Services

NDIS - National Disability Insurance Scheme	Brisbane North, Brisbane South, Caboolture, Tasmania (1 client), Gold Coast, Ipswich, Cleveland
QCSS - Qld Community Support Scheme	Brisbane City LGA
Community Transport	Brisbane Inner North

Homelessness And Mental Health

SUSO - Stand Up Step Out	Wynnum, Capalaba, Redcliffe, Caboolture, Zillmere, Deception Bay, Woodford
HRS - Homelessness Response Service	Redlands, Wynnum, Southern Moreton Bay Islands and North Stradbroke Island (Minjerribah).
IHRF - Immediate Housing Response Families	Redlands, SMBI Islands
RWP - Recovery Wellness Program	Brisbane North, Brisbane South
PBGS - Peer Based Group Support	Brisbane North, Caboolture, Redcliffe
WTCC - Working Together to Connect Care	Brisbane North

Homelessness — Housing Older Women’s Support Service

HOWSS - Housing Older Women’s Support Service	QLD- Statewide Hub - West End Spoke 1 - Mackay region Spoke 2 - TBC
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Social Prescribing

CCS - Care Coordination Services	Logan, Redland, Brisbane South and Scenic Rim
SVHC - Seniors Vitality Health Connect	Logan, Beaudesert
SHC - Social Health Connect	Caboolture, Kilcoy

2022–2023 Snapshot

Aged Care + Care Finder

730

Commonwealth Home Support Program (CHSP) clients supported
42,007 HOURS OF SUPPORT



49

COMMUNITY VISITORS SCHEME (CVS) VISITS TO CLIENTS LIVING AT HOME

CVS VISITS TO AGED CARE FACILITIES CLIENTS

340

8,835 HOURS

of Social Support Group (SSG) activities



324

CARE FINDER CLIENTS SUPPORTED



4,537 HOURS

of care finder support
(Commenced January 2023)



"With the help of my care finder, I now feel human again."

Disability + QCSS

"My QCSS Case Worker is open and approachable, willing to discuss everything (including when things are not working), and genuinely seems to care about what they do."



243

National Disability Insurance Scheme (NDIS) participants supported

7,770 HOURS OF SERVICE



24,369 HOURS

of NDIS in-home and community support

1,608 HOURS

of NDIS Social Support Group activities



84
Queensland Community Support Scheme (QCSS) clients supported



7,837 HOURS

of QCSS support



"Footprints NDIS staff are knowledgeable and very kind and caring and supportive"

Mental Health + Homelessness Support

543

Recovery Wellness Program (RWP) clients supported



15,962 HOURS OF SERVICE

266

Housing Older Women's Support Service (HOWSS) clients supported via Case Management

573

enquiries received

293

referrals received

(Commenced October 2022)

154

Peer Base Group Support (PBGs) group attendees

843 HOURS OF GROUPS

693

Homelessness Response Service (HRS) clients supported

2,357 HOURS OF SUPPORT



1,808 SUSO

patrons supported

244 SUSO outreach services

471

loads of laundry

1,433

health and advocacy

"Thank you for your support and help. You have made life a lot easier for this homeless man. A shower, clothes washed and dry, toiletries and even jocks."



"My experience with my Homelessness Response Service Case Worker was outstanding. They had a massive positive impact on my life, both short- and long-term. Now I have peace and security ... you cannot put a price on that feeling."



Social Prescribing



"Staff are very responsible, organised and empathetic. They always follow-up with things they have talked about, always looks for possible solutions to any issues she has and was able to breakdown all of her goals into easy steps for her to follow."

95%

of social prescribing clients agree that Footprints supports them with the things they want to do and that matter to them

268

Care Coordination Service (CCS) clients supported



3,875 HOURS of support

49

Social Vitality Health Connect (SVHC) clients supported

828 HOURS of support

(Commenced November 2022)

100%

of Social Prescribing clients agree that Footprints offers services that are of a high quality

10

Social Health Connect (SHC) clients supported



91 HOURS of support

(Commenced May 2023)



Providing more services to more people in more regions

Our Growth Philosophy is to increase our impact through growth that leads to an enhanced ability to achieve our purpose. In doing so, we will reach towards our vision of an inclusive community where individuals can maintain an independent lifestyle of their choice.

Three key approaches were identified in our Strategic Plan 2021-2024 including going to more places (geography), more and better services for clients (service enhancement) and new services (new service development). Building and maintaining relationships with key stakeholders is a focus on what needs to be achieved to reach these aims;

ensuring that our clients voices and needs are front and centre, that we have a skilled and engaged workforce, and collaborate with like-minded partners to make an impact on the communities we serve. We recognise that we are 'better together.'



Aged Care Volunteer Visitors Scheme (ACVVS)

In 2022-2023, the Community Visitors Scheme (CVS), which serviced the Brisbane North, Brisbane South and Caboolture regions was rebranded to the Aged Care Volunteer Visitors Scheme (ACVVS) and received a significant funding increase.

ACVVS now services the Sunshine Coast, Caboolture, West Moreton, Darling Downs, Brisbane North, Brisbane South, Logan River Valley and South Coast regions, and can provide over 3500 visits per year compared with limited placements that CVS was able to provide. In 2022-2023 Footprints Community provided a total of 389 CVS volunteer visits.

ACVVS aims to improve quality of life and reduce feelings of social isolation by providing friendship and companionship through volunteer visits to Australian Government funded residential aged care and home care package recipients.

With the increase in service area, our ACVVS team has been busy recruiting volunteers who bring a wide range of knowledge, skills and support. The elderly are often the most vulnerable people in our society, facing isolation, loneliness, and the feeling of being forgotten, our volunteers dedicate their time to visit them, becoming unsung heroes. Addressing isolation is crucial to encourage and facilitate opportunities for social engagement. This is where ACVVS comes in. Volunteer visits provide meaningful connections and quality social interactions.

By fostering connections, we can help combat the negative effects of social isolation and promote overall well-being among older adults. ACVVS embodies compassion and the very essence of caring for our neighbours and community members. It showcases our shared responsibility to ensure that the elderly are not left behind. By matching volunteers with those who are socially isolated, it creates bonds that go beyond a mere volunteer assignment, it creates friendships that brighten lives.

Care Finder

As part of this growth vision, Footprints Community applied for several tenders during 2022-2023 to deliver the care finder program in various regions of Qld and NSW.

The care finder program is funded by the Department of Health and Aged Care as part of the Commonwealth Government's response to the Royal Commission into Aged Care Quality and Safety. The Royal Commission recommended a workforce of care finders be funded to provide face to face support to help people with complex needs navigate and access aged care.

Footprints was well placed when it applied for care finder funding with its successful track record in implementing the Assistance with Care and Housing (ACH) program and existing capabilities in delivering quality aged care and mental health services. It was still a significant achievement for Footprints to be successful in its tender submissions across seven Primary Health Networks (PHN) including:

- Brisbane South PHN
- Brisbane North PHN
- Darling Downs West Moreton PHN
- Gold Coast PHN
- Healthy North Coast - North Coast NSW PHN
- North Queensland PHN
- Country to Coast, Qld - Central Qld, Wide Bay, Sunshine Coast PHN.

It was a strong collaborative effort across Footprints to implement this new program across 32 Local Government Areas within short timeframes. This has included recruitment, onboarding, training of new staff and providing IT equipment and support across diverse geographical regions. In North Queensland Footprints developed a new partnership with Better Together, a like-minded organisation that was already delivering a variety of community services to the people of the greater tableland region in North Queensland.



Better Together and Footprints co-designed their localised approach to service delivery and have developed a strong working relationship at all levels.

The care finder program currently employs 63 staff and delivers the program in regions as diverse as the urban centres of Brisbane, Ipswich and the Gold Coast, coastal and hinterland regions of Hervey Bay, Sunshine Coast, Whitsundays, Mackay and Yeppoon and central locations of Croydon, Emerald and Biloela. Footprints now through the care finder program has a presence in NSW providing services from Ballina to Tweed and Kyogle. Although a new service, the program with its geographic reach is already having a direct impact on people's lives, having provided support to 1054 clients and spent over 1600 hours engaging with local communities to raise awareness and identify new clients.

Care finders have supported clients to achieve their goals whether to find affordable housing, access services to live independently in their own home or be supported at end of life with dignity and comfort.



Housing Older Women's Support Service

The Housing Older Women's Support Service (HOWSS) commenced service in October 2022, with the Honourable Leeane Enoch, Minister of Communities, Housing and Digital Economies at the time, officially opening the Brisbane Hub at West End on 7 October 2022.

HOWSS provides support to older women, 50 years or over, or 45+ for First Nations women, who are experiencing homelessness, at risk of homelessness or experiencing housing instability. It has been a busy year for the HOWSS team who deliver a centralised Statewide enquiry and intake service and localised Community Education and Case Management support.

HOWSS commenced a regional spoke in Mackay, covering the vast Isaac, Mackay and Whitsunday's region, in March 2023. Awareness of HOWSS has grown quickly since service commencement due to the amazing work of the staff and the work being completed across the regions particularly Community Engagement. Our Community Engagement team develop relationships with local services to identify women who are eligible to access HOWSS as well as providing education sessions about Housing to women in their own communities.

In total, HOWSS has received 573 enquiries, 293 referrals and supported 266 women through Case Management from October 2022 to 30 June 2023. HOWSS has supported 90 women into safe and affordable housing options in community housing, social housing, private rentals and shared housing options.

The Lady Musgrave Trust recently handed over the baton of the Handy Guide for Older Women to Footprints and the HOWSS program, we are very grateful to the amazing work that has been initialised by The Lady Musgrave Trust on the Handy Guide. Footprints is planning a review and reprint of the Guide in early 2024.

HOWSS will open a second spoke in the next financial year to expand services further across Queensland.



Footprints Community was lucky to attend Australia's First social prescribing conference at the Gold Coast and presented alongside Doctor Leah Sharman from the University of Queensland to discuss setting up Social Prescribing programs.

Across the year Footprints Community was successful in two new tenders funded by Brisbane North PHN (BNPHN) and Brisbane South PHN (BSPHN).

Social Health Connect program (funded by BNPHN) commenced in April 2023 which focuses on a person's social health. This is our ability to connect and build meaningful relationships with others and how comfortably we can adapt in social situations. Addressing social health through connection with others has been shown to have a positive impact on people's physical and mental health and wellbeing. The program is a piloted social prescribing program that looks to address the barriers of loneliness and isolation and is delivering supports to Kilcoy and Caboolture regions.

This pilot is being evaluated through the University of Queensland and Footprints Community is excited to have commenced and will update with the report on the evaluation once completed. Social Vitality Health Connect (funded by BSPHN) supports people who are aged 65 years and older or 50 years or older for First Nations people living in the region of Logan or Beaudesert seeking preventative measures to support people's health and wellbeing and/or experiencing symptoms of frailty (i.e. functional decline, fatigue, slow motor performance, cognitive impairment), and who are at increased risk of vulnerability impacting on health, wellbeing and independence.

This program commenced in December 2022 and has already seen a rise in referrals across the regions collaborating with local communities and health pathways.



Social Prescribing

Social Prescribing is a new approach to holistic health care. Social Prescribing can connect people to local community support with the aim of improving their health and wellbeing in a way that is meaningful to them.

This might include linking to support around healthy living, social groups, activities and can provide personalised support and service navigation. At Footprints Community, our Link Workers collaborate with people to understand what matters to them and what is missing to help build a support plan to work on their goals.

Footprints Community has recently appointed a new position 'Senior Manager Social Prescribing Services' which will lead the current Social Prescribing programs and look to expand delivering more services and collaborating with the leaders across Australia and nationally to grow social prescribing and to show the positive impact social prescribing can have on people's overall health and wellbeing.

IN THEIR WORDS



"My name is Maria. It was pretty tricky to start with. Housing is a problem everywhere; affordability is a problem everywhere. The impact of not having somewhere to go was pretty hopeless."



I just didn't get out of bed, basically! Because, you feel so isolated, and you're on your own when you're homeless. And you feel like a loser and it's not going to change because you're depressed.

And then, I got this call from HOWSS, and it was an instant relief to be speaking with someone who was so in tune with experience and also, I thought, things might start happening.

I didn't have to wait 10 years. Things happened very fast.

From where I was to where I am now is just ... mountains. I didn't think I was going to get through this one. It's just made such a difference, just having a place and having an affordable place, it's all about having a foundation to start with.

From there, like any building, it's scaffolding. As you build, it's scaffolding. Just build and build from that."

Watch Maria's story:
www.howss.org.au/marias-story

Like many people during the COVID epidemic John (not his real name), who is from a CALD background, became socially isolated, with his only companion being a small dog. In February 2023, John's neighbour called emergency services who entered his dwelling and discovered he was suffering from severe psychotic symptoms and malnutrition. His home was deemed unfit for human habitation due to extreme hoarding and squalor issues which extended to the entire inside of his dwelling as well as outside.

John's case was referred to Footprints care finder program by Q-Shelter. At the time, it appeared impossible for John to return to his home due to the enormity of the hoarding and squalor issues which were beyond any single organisation's capacity to resolve.

John also had a mistrust of institutions and people in general.

Over the coming months John's care finder, using interpreter services, supported John to link him to age-related and other supports to support him to move back into his home. Notably both STAR Care and Footprints Hoarding Squalor teams work through the hoarding and squalor issues together to make John's dwelling a safe home once again.

John now has culturally appropriate age and mental health care to ensure he can live sustainably in his home and in the community.



Testimonials



I love the camaraderie of staff across all our sites – if someone needs any type of help or just feeling a bit down everyone will rally to help regardless of which team they are in.

There are so many people out there with no one to help them or anyone on which they can rely. I love the satisfaction of helping to solve a problem they may need assistance with and hopefully making their life a little easier.

I have enjoyed every minute of collaborating with all staff and clients as there has never been an obstacle that I could not fix or at least help ease someone's burden.



Jane (not her real name) is a 55 y/o woman referred by her Alcohol and Other Drugs (AOD) Case Manager and has been working with Social Health Connect for four months. At the time of referral, Jane was in rental arrears, unemployed with no social security in place; socially isolated and lonely complicated by caring responsibilities (elderly mother living with dementia).

Jane identified two goals: 1. Gain meaningful employment; 2. Improve mood and confidence.

Jane was supported in the community by having weekly appointments to build confidence, find inspiration, explore

employment ideas, and reflect on her abilities and strengths as an artist, teacher, tutor, mother, carer and survivor. Jane said she wished to pursue her skills and strengths in an area of employment where her lived experience of mental health and challenges in life would be appreciated and utilised to help others.

At the time of completion, Jane was a participant of the Stride's THRIVE program, had self-reported improvement in mood and confidence and attended the Caboolture Safe Space as a coping strategy when her PTSD was triggered. Jane was also encouraged to continue the supports provided by the AOD provider, completing their withdrawal support program.

"I really like it [Footprints SUSO service] because it is respectful. I don't feel like a second-class citizen. The quiet level of respect. The simple stuff – tea, coffee, chairs. They've got ability to form relationships. I don't know where I'd be without it."

— SUSO patron



Our Board

Julie O'Sullivan CHAIR

Julie has sat on the Board of Footprints for 14 years and stepped into the Chair role in 2021. Throughout a professional career spanning over 25 years, Julie has served on several interest groups and committees in both health and community-based settings.



Cameron Early DIRECTOR

Cameron is a Professional Board Director and has been since 2019 having previously served on the Seniors Advisory Board for Australian Unity Limited in 2012-2013. Cameron is currently a Member of the Board of Uniting Church in Australia (Qld Synod) – Committee for Discipline.



Samantha Bryce DIRECTOR – DEPUTY CHAIR

Sam has been on the Footprints Board since 2013 and has over 20 years' experience as a dedicated legal professional. Sam brings legal and governance expertise to the Board, helping to navigate the complex regulatory landscape and guide strategic decision making.



Lisa Pritchard DIRECTOR

Lisa joined the Footprints Board as a volunteer director in June 2021; she is also a member of the Footprints Quality and Risk Subcommittee. Lisa has previously held Chair, Secretary and Ordinary member roles on body corporate committees.



Simon Vertullo TREASURER

Simon is an experienced CFO, board director and consultant. He was previously a Partner in a major accounting firm and has held various executive, finance, and treasury roles in ASX listed and private entities. He has been a director of several ASX listed entities and advised various not for profit entities.



Bronwyn Glass DIRECTOR

Bronwyn has been a Director with Footprints since 2017. Her board and committee experience includes profit for purpose, sporting, and corporate and community events. Bronwyn has held several senior roles with charities and not for profits, and a large ASX listed company.



Stuart Rodney DIRECTOR

Stuart has been a Footprints Board member since 2020. He is a seasoned commercial operator with executive level experience in the fields of Aged Care, Health Care and Supply Chain & Logistics. Currently the CEO of Mayflower. He held senior positions at Bolton Clarke, The American Hospital Dubai and Queensland Health.



Kerri Anderson DIRECTOR

Kerri has operated at senior levels in aged and community services for the past 30 years. Kerri's career has spanned strategic and operational leadership roles and aged care peak body membership experience. Kerri has held Board Director positions within local community care organisations and national companies.



Farewelling long serving Board Member — Debra Fallon

DIRECTOR – DEPUTY CHAIR

In December 2022, we saw long-serving Board Member, Debra Fallon leave us after 15 years on the Board.

Debra is an award-winning local business owner with over 25 years' experience. Debra has expertise in finance, commercial property management, networking, fundraising, and community governance. Debra joined the

Board in 2007 to contribute to the local community in a meaningful way. Debra was part of a Board that helped steer Footprints through a period of significant growth.

Footprints wishes to acknowledge and thank Debra for her valuable input, professionalism and guidance as a Director.



Executive Leadership Team

Cherylee Treloar CHIEF EXECUTIVE OFFICER

Cherylee has been CEO of Footprints Community for the past decade. Cherylee has been the Deputy Chairperson of ACCPA, former Chair of Aged and Community Services Australia, a member of the Queensland Red Cross International Humanitarian Law Committee, a working group member for the establishment of the Queensland Mental Health Commission and the Australian Association of Gerontology Queensland Committee.



Jade Cronan-Thompson CHIEF SERVICE DELIVERY OFFICER

Jade has 25 years of experience in the Human Services sector, working with people and leading teams in the delivery of services for vulnerable populations. Jade has experience working in Disability, Mental Health, Aged Care and Homelessness sectors. Jade holds a Master's Degrees in Social Work and Counselling, and a Bachelor Degree in Psychology.



Ralda Ruberry CHIEF FINANCIAL OFFICER

Ralda has 25 years' experience as a tenured CPA in the not-for-profit sector with over 10 years as Finance Manager and more recently CFO at Footprints Community. Previous posts include Red Cross, Blue Care, Brisbane Powerhouse, Variety Childrens' Charity and YMCA Training (UK). Ralda holds post-graduate qualifications from the QUT School of Philanthropy and Non-Profit Studies.



Ed Zarnow CHIEF OPERATING OFFICER

Ed is an experienced COO with over 40 years working in the not-for-profit sector including aged care, drug and alcohol and mental health. He has qualifications in health administration, facilities management and governance. Ed has a passion for working with organisations who have strong human based values and are client focused.



Our People and Culture

In 2022–2023, Footprints Community experienced a significant workforce growth of 32%, and is continuing to grow and flourish as a great place to work.

This is reflected in Footprints being awarded the Voice Project's Best Workplace Award for 2023! This award recognises best workplaces, excellent management practices and a highly engaged workforce.

Underpinning our commitment to deliver on the Strategic Workforce Plan 2021–2024, saw the establishment of the Executive Leadership Team (ELT) with the appointment of a Chief Financial Officer and a Chief Operating Officer. To strengthen and align leadership capabilities with our strategic priorities, our ELT and the Senior Leadership Team (SLT) have undergone the Care Industry Leadership Capability Assessment (CILCA) 360-Leadership Assessment, supported by 1:1 coaching and mentoring as a professional development opportunity.

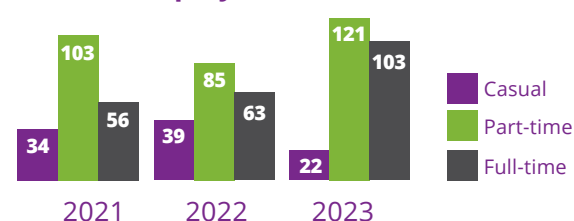
Enabling leadership capabilities will empower the individuals responsible for developing and deploying the strategy and monitoring results. Our ongoing commitment to developing our workforce capabilities marked 1300 hours of training and professional development opportunities.

Further strategic workforce planning was undertaken this year with:

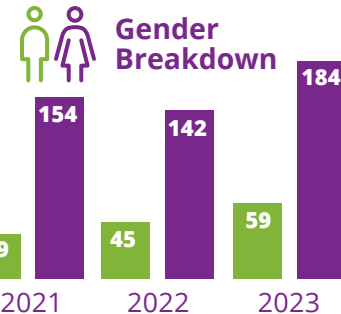
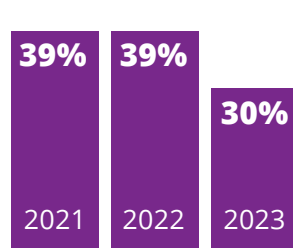
- Our first Reconciliation Action Plan (RAP) was officially accredited and endorsed as a Reflect RAP by Reconciliation Australia and our organisation is recognised as a member of the RAP network.
- We celebrated National Reconciliation Week 2023 (27 May – 3 June) with an internal launch of our RAP.
- Workforce optimisation of Support Workers, reducing casual support workers to less than 25% and as a result increasing attraction and retention, which was one of the key dependencies managed well under the Aged Care Work Value Case.

Footprints Community has a diverse and diligent workforce providing quality services to our clients in a dynamic and ever-changing work environment. Given the current and expected growth in and reform to, the Disability and Aged Care sectors, it is essential that we prepare, and plan our workforce to be ready to accept the challenges and opportunities that lay ahead.

Employment Status



Annual Turnover



Strategic Workforce Plan

In 2022–2023, the Human Resources (HR) Team continued to oversee the implementation of the Strategic Workforce Plan. Key priorities and projects implemented from the plan included:

- The successful appointment and embedding of a Footprints Executive Leadership Team (ELT).
- Our ELT and SLT leaders undertaking the CILCA 360-Leadership Assessment using Care Industry Leadership Capability Assessment which aligns to the Australian

Aged Care Leadership Capability Framework. The assessment tool provides leaders with insight into their strengths and identifies opportunities for growth and improvement.

- Offering a temporary all-purpose allowance to our Disability Services Support Workers who missed out on a 15% pay increase resulting from the Aged Care Work Values Case. We continue to advocate with industry peak bodies on their behalf.

Reconciliation Action Plan

In February 2023, Reconciliation Australia endorsed our first Reflect Reconciliation Action Plan (RAP) and Footprints Community was recognised as a member of the RAP network.

During National Reconciliation Week (31 May 2023), we celebrated this achievement internally by inviting staff to a Yarning Circle facilitated by Mitch Thomas, a First Nations man from Wakka Wakka and Kamilaroi. Mitch shared his views on the importance of National Reconciliation, Footprints Community's Reflect RAP, continuous engagement with First Nations people and a way forward.

Employee Engagement

We recognise that our staff are key to our success, and reflecting on our performance and the way we work is critical to ensuring our continued success.

In February 2023, we invited our staff to complete our 2023 Employee Engagement Survey, which was managed by research and consulting company, Voice Project.

We received a response rate of 81%, and survey results showed that:

- 96% of staff said they believe in the overall purpose and the values of the organisation.
- 95% of staff said they enjoy the work they do.

- 94% of staff said high levels of health and safety is a priority of Footprints.

We recorded a staff engagement of 82.8% which was 8.2% above the health and community industry benchmark, identifying Footprints Community as an exceptional place to work. This resulted in Footprints Community being announced as a winner of the Voice Project's Best Workplace Award for 2023.



For outstanding performance in work practices and employee engagement.



Treasurer Report

I have much pleasure in submitting the Treasurer's Report for the year ending 30 June 2023 for Footprints Community Ltd (Footprints).

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

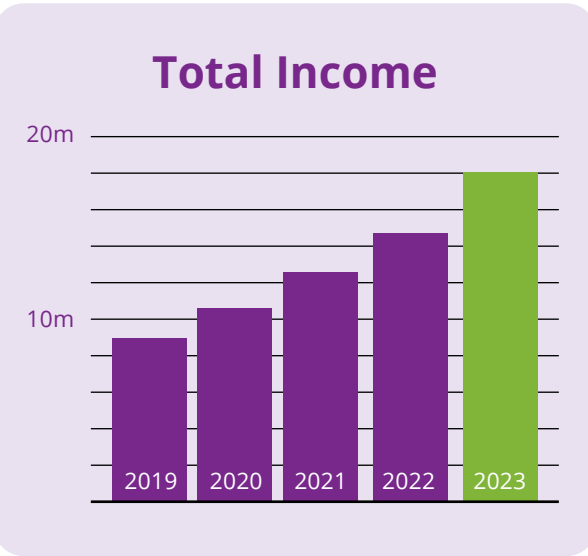
Total income for the year of \$18.714 million is up 22% on the 2022 financial year with a resulting operating surplus of \$358,049.

Grant and Fee for Service income is expected to increase in 2024 and 2025 with government funding contracts and service agreements in place for new and existing programs and clients.

The Balance Sheet continues to reflect the solid financial position of the association. Net assets held by Footprints have increased and we have a cash holding and term deposits of \$5,016,784.

The Financial Statements are Tier 2 general purpose financial statements that have been prepared in accordance with the Corporations Act 2001, Australian Charities and Not-for-Profits Commission Act 2012, Australian Accounting Standards – Simplified Disclosure Requirements and have been audited by KPMG external auditors.

Simon Vertullo
TREASURER — FOOTPRINTS COMMUNITY LTD



Profit Or Loss And Other Comprehensive Income For The Year Ended 30 June 2023	2023	2022
	\$	\$
Grants	12,648,146	9,417,572
Fee for service	5,575,794	5,568,492
Other income	490,892	385,058
Total Income	18,714,832	15,371,122
Employee costs	14,637,933	12,602,772
Other expenses	3,718,850	2,483,841
Total Expenditure	18,356,783	15,086,613
TOTAL COMPREHENSIVE INCOME FOR YEAR	358,049	284,509

Statement Of Financial Position As At 30 June 2023	2023	2022
As At 30 June 2023	\$	\$
Total Assets	9,906,825	5,751,789
Total Liabilities	6,552,615	2,755,628
NET ASSETS	3,354,210	2,996,161
TOTAL EQUITY	3,354,210	2,996,161

FOR A COPY OF THE FULL AUDITED FINANCIAL STATEMENTS PLEASE EMAIL [FINANCE@FOOTPRINTSCOMMUNITY.ORG.AU](mailto:finance@footprintscommunity.org.au)

Fundraising

Footprints Community was thrilled to host several fundraising events with staff, clients and generous partners. The funds raised allowed Footprints Community to reach more and work alongside people towards independence and a lifestyle of their choice.



Art Exhibition

The Art Exhibition and Silent Auction is a Footprints Community tradition, and we proudly hosted the event for the 11th year running. The event was held on RU OK? Day which correlated with its mental health focus. The art exhibition began in 2011 as a small gathering at an art supplies studio in Fortitude Valley, with contributions by clients wanting to share their ideas, talents and life experiences.

This event continues to be a celebration of creativity, art and culture and has grown to showcase client artwork, community artists, new, emerging and established artists. Over 60 exhibiting artists were featured and 192 artworks.

David Hinchcliffe, internationally renowned local artist, was a drawcard and he generously exhibited and auctioned three pieces. Alana Duff, another award-winning artist, also featured her artwork and kindly donated a piece as a raffle prize.



50-50 Charity Partner

50-50 Charity Raffle partnered with Footprints Community at a Brisbane Lions v Collingwood Game. Our team of enthusiastic volunteers helped raise \$16,871 from ticket sales. Half of the funds raised went to the raffle winner and \$6,750 went to Footprints to support older women who are at risk of homelessness

Thank you to 50-50 for the opportunity to partner and to our many volunteers who contributed their time to sell tickets at the event.



Golf Day

A massive thank you goes to Hallmark Hospitality for making Footprints Community a 2022 Golf Day beneficiary. Hallmark Hospitality hosted the golf day on the Gold Coast which entailed breakfast, lunch, access to a vast range of corporate raffle prizes and a day of golf for participants.

Footprints Community would like to acknowledge and thank Hallmark Hospitality for generously donating \$25,000 to mental health programs. The funds raised were allocated to brokerage to support financially disadvantaged people. In the last financial year, mental health programs supported 832 people.



ACKNOWLEDGEMENTS

Funding

Brisbane City Council
Brisbane North PHN
Brisbane South PHN
Country to Coast, Qld - Central Qld, Wide Bay, Sunshine Coast PHN
Darling Downs West Moreton PHN
Gold Coast PHN
Healthy North Coast – North Coast NSW PHN
North Queensland PHN
Department of Health and Aged Care (Australian Government)
Department of Social Services (Australian Government)
Queensland Health (Queensland Government)
Queensland University of Technology
Department of Housing (Queensland Government) (formerly Department of Communities, Housing and Digital Economies)
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (Queensland Government) (formerly Department of Communities, Housing and Digital Economies)

Donation

Rotary Club of Fortitude Valley
Walter and Eliza Hall Trust
Colleen Heller
Glenn Spence
Greg Bruton
Joe Buckley
Judith Bligh

Fundraising Partners

Hallmark Hospitality
50-50 Charity Raffle

Volunteers

Thank you to all the volunteers, who generously gave us their time in 2022-2023, to assist us with the running of our operations and fundraising activities.

Professional Support and Advice

Norton Rose Fulbright (Pro Bono Services)
AON Insurance Broker - David Eyles
AthoGroup
Evolve Marketing
Grantful - Barbara Brangan
Miles Witt Partners
NFP Lawyers
Reconciliation Australia

Partnership

Australian Alliance to End Homelessness (Advance to Zero)
Bayside Housing Service Centre
Better Together Community Support – Atherton Tablelands
Brisbane North PHN
Brisbane South PHN
Caboolture Neighbourhood Centre
Deception Bay Neighbourhood Centre
Department of Housing
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
Encircle
Gold Coast City Council
Housing for the Aged Action Group (HAAG)
Inala Primary Care
Kilcoy Community Wellness Hub
Kilcoy Family Practice
Mangrove Housing
Marsden Family Doctors
Moreton Bay Council
Queensland Council of Social Service (QCOSS) (Town of Nowhere 2.0)
Q Shelter – Service Integration Initiative
Queensland Health
Redlands City Council
Richmond Fellowship Queensland (RFQ)
Skills Hub
Somerset regional council
The Breakfast Club Redcliffe
World Wellness Group
Zillmere Community Centre
Zonta Club of Brisbane

BECOME INVOLVED

✓ Volunteer Your Time

There are many ways you can volunteer your skills:

- Visit our clients in their home and help them with daily activities, or consider joining our Aged Care Volunteer Visitors Scheme.
- Assist with our centre-based activities at our Light Street centre.
- Help out on our shower, laundry and outreach bus.
- Assist us with our office-based activities
- Volunteer for one of our many fundraising activities.

Your gift of time is appreciated.

✓ Become A Corporate Partner

There are many benefits to becoming a corporate partner. You can:

- Make a meaningful corporate contribution to your local community.
- Align your business with an organisation that delivers practical services to support vulnerable communities.
- Encourage a caring and empathetic culture in your workplace.
- Network and build word of mouth opportunities through community links.
- Improve company morale and motivation.
- Bridge the gap between company and community.

If you want to participate in a corporate partnership, workplace giving, sponsorship or a volunteering program, we would love to hear from you.



For more information on how you can become involved visit our website or scan the QR code:

www.footprintscommunity.org.au/how-you-can-help/

✓ Support An Event Or Fundraising Activity

Here at Footprints, we endeavour to help as many of those in need as possible. Fundraising supports the delivery of programs and means we can connect with more people across more regions. We seek support from organisations and donors to further our work.

A much-loved annual fundraising event is the Annual Art Exhibition and Silent Auction, where we seek community assistance with volunteering, grants, sponsorships, and prizes to be raffled. **If you would like to support the Art Exhibition or another Footprints fundraising event, please contact us.**

✓ Make A Donation

Giving is not only about donating. It is about making a difference.

You can help to be effective in the lives of those we work with. And that's not just words. We work with some of the most vulnerable people in our community through aged care, mental health and community care, and your contribution will allow us to support even more people.

Every donation or donated items, makes a meaningful impact.

✓ Leave A Bequest

Have you considered leaving a gift to Footprints Community in your will?

Your legacy will allow Footprints to reach more people who need support.

You can choose to support a specific program or direct your gift to the Footprints service that needs the most financial support.

Some donors leave bequests as a way of honouring or remembering a loved one who has been supported by Footprints Community.

AWARDS



2023 Winner
Best Workplace



2022 Winner
Best International Social Prescribing Project



2021 Winner
Excellence in Age Services



2021 Winner
Best Workplace



2021 Semi-finalist
Employer Excellence in Aged Care



2020 Finalist
Outstanding Organisation and Team Excellence



2019 Winner
Provider of the year

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-  footprintscommunity.org.au
-  1800 FOOTPRINTS (1800 366 877) or 07 3252 3488
-  07 3252 3688

PO Box 735 New Farm QLD 4006



**footprints
community**
BETTER TOGETHER