

Every Step Matters

**Strategic Plan
2026–2030**



Our strategy is designed to:

This strategy comes at a pivotal moment for our organisation. In recent years, Footprints has grown significantly, expanding our programs, services and geographic reach, walking alongside more people than ever before. This plan celebrates the progress we have made together and acknowledges the deep impact of our collective efforts.

The next four years will be about consolidating this growth and ensuring our impact is both meaningful and sustainable. We have refreshed our vision, mission and values to reflect who we are today and where we are going. These foundations will guide us as we respond to a changing environment, new community needs and increasing complexity in the community services sector.

Connect purpose to impact

ensuring every action contributes to measurable improvements in people's lives.

Strengthen sustainability

building resilience in our organisation so we can continue to serve future generations.

Champion belonging

ensuring no one is left behind as we walk alongside people and communities.

Harness partnerships and innovation

recognising that collaboration and new approaches are essential to addressing complex challenges.

Every step matters because the journey we take together, clients, staff, volunteers, partners and supporters, shapes not only the future of Footprints, but also the futures of the people and communities we support.

This plan is our commitment to walking forward with purpose, building strength from within and creating impact beyond.

Our Journey



A close-up, partial view of a man's face and shoulder. He is smiling broadly, showing his teeth. He is wearing a light blue denim jacket over a green shirt. The background is a solid light orange color.

Footprints is a trusted not-for-profit organisation with a proud history of more than 30 years working alongside people and communities. Established in 1991 as New Farm Community Options, we have grown from a small neighbourhood service with three staff into a leading provider with more than 500 dedicated staff and volunteers supporting over 10,500 people each year.

Our purpose is simple yet vital: to enhance quality of life and wellbeing by supporting people who face barriers to independence, belonging and participation in their community. We specialise in services for older Australians and for people experiencing mental health concerns, across more than 25 different programs and initiatives.

What makes Footprints distinctive is our wrap-around approach. We know that life is complex and that people rarely need just one type of

support. That's why we provide support at every step, wherever someone begins their journey with us, we walk alongside them to connect them with the right care, at the right time, in the right place.

We partner with primary health care, hospitals, government agencies, housing providers and community organisations to ensure that the people we serve can access a continuum of support. Whether it's staying well at home, managing health challenges, finding safe housing or reconnecting with community, Footprints is there every step of the way.



Vision, Mission and Values

Every journey needs direction. Our vision, mission and values act as our compass connecting us to our purpose and guiding the choices we make. They reflect both who we are today and who we aspire to become as we walk into the future.



Vision

People shape their own path
in a connected community
where everyone belongs.

Mission

We provide responsive, person-led
services that create pathways to
independence and wellbeing.



Purpose

We act with
intention and
focus on what truly
matters.

Action

We work with
determination
when those we
support need us
most.

Teamwork

We foster authentic
connections across
our organisation
and beyond.

Humility

We listen first and
act with care,
inspiring belief in
what's possible, one
step at a time.

Guiding Principles

Every step we take at Footprints is guided by principles that balance purpose, people and performance. They provide direction for decision-making, ensuring our actions create meaningful impact while maintaining quality, safety and sustainability. These principles reflect both the heart of who we are and the discipline required to achieve our strategic goals.

They guide how we operate, make decisions and collaborate to maximise impact, ensuring:

- we remain true to our mission and responsive to the people and communities we support; and
- that strategy, resources and execution are aligned to deliver measurable outcomes and long-term sustainability.

Does this decision ensure client choice and lived experience are central?

People First

Placing people at the centre of all we do, ensures we deliver client choice, high-quality services while fostering a safe and healthy environment for our staff.

Equity Always

Actively addressing systemic inequities ensures fair access, enhances social impact and reflects our commitment to embedding equity across all programs and decisions.

*Does this action
reduce barriers and
strengthen inclusion?*

Integrity Driven

Upholding high standards and applying evidence-based practices to deliver safe reliable services builds trust and underpins responsible governance and decision-making.

*Does this decision
leverage partnerships
and collaboration to
enhance impact?*

Change Together

Purposeful collaboration and strategic partnerships amplify our reach, create shared value and ensure we deliver stronger outcomes for communities.

*Are we
acting with
transparency,
accountability
and respect?*

*Does this deliver
measurable
outcomes while
ensuring long-term
sustainability?*

Purposeful Action

Aligning actions with mission and sustainability ensures that every step we take is strategic, accountable and maximises long-term benefit for communities.

Our Priorities

Our strategic priorities define the key areas where Footprints will focus its energy and resources between 2026–2030. By balancing mission imperatives with financial viability and strengthening our organisational capacity, we ensure that every step we take is purposeful, impactful and enduring.

Our priorities are structured into two areas:

Internal Strength – ensuring that Footprints has the leadership, systems, workforce and resources needed to sustain growth and deliver with excellence.

External Impact – ensuring that our services, advocacy and partnerships create meaningful change for those we support and their communities.

Balance is critical. By investing in our internal capability, we build the foundation for long-term sustainability. By focusing on external impact, we deliver on our mission and demonstrate the value of every step we take.

Internal Strength

1. Strong Foundations

Building resilience for the future

Investing in governance, systems and financial sustainability, including continuous improvement and diversification of revenue streams to ensure resilience.

2. Thriving Workforce

Empowering and growing leaders

Empowering and developing our workforce through strong leadership, a positive culture and a focus on wellbeing and safety.

3. Diverse Voices

Embedding diverse leadership

Valuing the wisdom of lived experience alongside professional and cultural knowledge to strengthen decision-making and organisational leadership.



External Impact

4. Service Excellence

Quality, safety and innovation

Delivering safe, high-quality and responsive services that meet and exceed standards through accountable practice, evidence and continuous improvement.

5. Impact Focused

Turning outcomes into impact

Designing and delivering programs that empower people to live their chosen lives, while measuring the social impact and value created for every dollar invested.

6. Collaborative Change

Together for lasting change

Partnering across sectors to drive innovation, strengthen integrated pathways and influence systems change through research, advocacy and collaboration.

Strong Found

Building and maintaining strong foundations is critical to delivering high-impact programs and services.

Footprints has grown rapidly in recent years, expanding both the scope of services and the communities we reach. To sustain this momentum and deliver long-term impact, we must strengthen our organisational backbone. This means investing in governance, financial management, technology and infrastructure to support quality services.

Over the next four years, we will ensure that our systems are efficient, resilient and aligned with best practice.

Foundations

We are committed to:

- Ensuring our physical infrastructure and facilities are safe, fit-for-purpose and well-maintained, enabling our teams to operate efficiently and clients to access high-quality support.
- Strengthening our technology and information systems to streamline service delivery, improve data accuracy and support timely reporting.
- Implementing and maintaining fit-for-purpose quality, safety and compliance systems to ensure programs consistently meet high standards.
- Robust financial sustainability and strategic asset management through sound management, targeted asset investment and the diversification of funding sources.

Strong foundations will safeguard financial stability while positioning Footprints to respond to emerging community needs and invest more deeply in our programs to support more people.

Objectives

- 1.1. By 2026, deliver a fully scoped, funded and market-tested ICT solution that positions Footprints with the right provider to support future growth and innovation.
- 1.2. By 2027, a comprehensive full facilities audit will be complete with a five-year maintenance and upgrade plan developed.
- 1.3. By 2028, integrated client management, reporting and quality management systems will be implemented across all programs, reducing duplication and enhancing reporting.
- 1.4. By 2030, generate a minimum of 30% of total revenue from diversified, non-grant funding streams, building robust reserves and cash flow to expand our impact and deliver on our mission with greater independence.

Impact Markers

- Facilities meet compliance and client/staff feedback provides evidence of safe, accessible and fit-for-purpose locations.
- Regular internal reviews show improved system efficiency and reduced duplication.
- Balanced funding portfolio with growth in fee-for-service, philanthropy and corporate partnerships.
- Established reserves and strong cash flow position Footprints as financially resilient, with capacity to invest strategically in innovation and growth.

Thriving Wo

At the heart of Footprints' success are our workforce who bring our mission to life every day.

To deliver impactful services and create lasting change, we must continue to invest in attracting and supporting skilled people who share our values and commitment to community. Building a thriving workforce means not only finding the right people but ensuring they have the tools, leadership and environment they need to grow and succeed.

Over the next four years, we will strengthen leadership capability and succession planning, while fostering a culture of inclusion and recognition.

orkforce

We are committed to:

- Strengthening workforce capability and leadership, creating clear pathways for career development and nurturing the next generation of sector leaders.
- Maintaining and strengthening our organisational culture, one that values diversity, fosters collaboration and is anchored in the values we live by.
- Ensuring open and effective communication remains central, ensuring our people feel connected, informed and part of something bigger.
- Continuing to prioritise wellbeing, investing in initiatives that foster resilience, safety and a healthy work-life balance, knowing that a supported workforce is a strong workforce.

Together, these commitments ensure our people feel valued, engaged and supported. A thriving workforce will ensure that Footprints remains a trusted provider and an employer of choice.

Objectives

- 2.1. By 2026, implement a Footprints Leadership Development Program, with at least 50% of leaders undertaking the program within the first year.
- 2.2. By 2027, attract and retain skilled, values-driven staff by achieving an annual retention rate of at least 80% and filling 90% of vacancies within eight weeks.
- 2.3. By 2028, implement a structured workforce development and succession plan, with at least 80% of staff participating in professional development annually.
- 2.4. By 2030, ensure 100% of leaders have completed accredited leadership or management training.

Impact Markers

- Retention and recruitment benchmarks consistently achieved or exceeded.
- Positive trends in annual staff engagement, communication and culture survey results.
- Workforce development pathways implemented with high participation rates.
- Improved staff wellbeing and reduced workplace incidents.
- Consistent demonstration of values in staff behaviour, leadership practices and service delivery.

Diverse Voice

At Footprints, we believe that diversity makes us stronger; it is essential to who we are and how we work.

Footprints actively seeks perspectives across cultural, social and generational lines to build equity into our decisions and actions. By valuing cultural, social and lived experience, we strengthen our ability to respond with relevance, respect and impact.

Over the next four years, we will expand and embed the role of lived experience and diversity in our leadership, planning, service delivery and evaluation.

ces

We are committed to:

- Ensuring that people with lived experience and from diverse communities are at the centre of our leadership, planning and service delivery.
- Recognising and supporting our peer and lived experience workforce, to promote their wellbeing and sustain their capacity to deliver meaningful, person-led support.
- Creating authentic opportunities for co-design, ensuring people with diverse experience shape our services and strategies, building equity into every decision we make.
- Maintaining a safe, welcoming and supportive environment for everyone, where people can engage, contribute and thrive.

By embedding diverse voices, we not only deliver better services but also model the values of justice and belonging.

Objectives

- 3.1. By 2026, establish a Lived Experience Framework to support our peer and lived experience workforce, with clear career pathways and professional development.
- 3.2. By 2027, develop and commence implementation of an Innovate Reconciliation Action Plan reflecting our commitment to First Nations people.
- 3.3. By 2029, be recognised as a safe, welcoming and equitable organisation, achieving external accreditation that demonstrates our commitment to diversity, inclusion and every voice being heard.
- 3.4. By 2029, ensure 100% of new programs delivered by Footprints are co-designed with people with lived experience and diverse communities.

Impact Markers

- Strengthened relationships with First Nations peoples and diverse communities including recognitions of cultural safety as an organisation.
- Peer workforce is supported, resourced and integrated into service delivery.
- Co-design is embedded as standard practice in program and service development.
- Client and community voices demonstrably shape organisational priorities and advocacy positions.
- Diversity is evident in workforce, leadership and governance data.

Service Excellence

At Footprints, delivering safe, responsive and high-quality services is central to our reputation and mission.

Quality and safety are not optional, they guide every decision we make, every service we deliver and every interaction with our clients. Our approach is evidence-informed, person-led and continuously evolving through reflection, evaluation and research.

Over the next four years this means, strengthening our quality systems, innovating in response to client needs and ensuring every service achieves meaningful outcomes.

excellence

We are committed to:

- Providing safe, person-led and evidence-informed services that prioritise the needs, preferences and aspirations of those we support.
- Embedding a culture of continuous improvement, using research, evaluation and innovation to enhance outcomes, and sustain high standards.
- Partnering with our Quality Care Advisory Body, ensuring our services reflect expert guidance, lived experience and community expectations.
- Delivering measurable impact, demonstrating through data, audits and client feedback that our services are achieving meaningful, lasting outcomes.

Through these commitments, Footprints will continue to meet immediate needs while also ensuring equitable access and long-term impact.

Objectives

- 4.1. By 2026, implement a continuous improvement framework across all programs, ensuring systematic evaluation and enhancement of quality and safety.
- 4.2. By 2027, embed evidence-based practice guidelines across all service delivery models, ensuring every program reflects best practice.
- 4.3. By 2028, achieve sector-recognised accreditation across all programs, monitored through internal audits, incident tracking and client satisfaction measures.
- 4.4. By 2029, achieve at least 95% client satisfaction across services, reflecting trust, quality and impact.

Impact Markers

- Accreditation and audit outcomes consistently meet or exceed sector standards.
- Consistently high client satisfaction reflecting improved quality of services.
- Recognition for excellence in service delivery through awards or sector acknowledgement.
- Independent program evaluations show measurable improvements in service quality and client outcomes.
- Zero major safety incidents or quality breaches across programs.
- Evidence-based practice embedded across all services, demonstrating a culture of learning and continuous improvement.

Impact Focus

Footprints exists to create pathways that lead to real and lasting change.

Our programs are designed to empower people to live the lives they choose whether that means greater independence, stronger wellbeing or deeper connection to community. But impact is more than intent; it must be measurable, meaningful and demonstrate that the value we create justifies the investment made.

Over the next four years, we will strengthen our approach to measuring, evaluating and reporting impact, ensuring tangible outcomes are always delivered.

used

We are committed to:

- Measuring success by meaningful outcomes, not just participation, capturing the real difference our programs make in people's lives.
- Demonstrating value through evidence, showing how our work contributes to long-term wellbeing, independence and connection for the people and communities we support.
- Aligning investment with impact, ensuring resources are targeted to programs and services that create sustainable, person-led results.
- Strengthening pathways that connect services, enabling people to access the health, housing and social supports they need to thrive.

By focusing on pathways that create tangible results, Footprints will ensure our programs remain evidence-based, person-led and capable of delivering measurable, impactful, and sustainable change.

Objectives

- 5.1. By 2027, develop and implement a fit-for-purpose Outcomes and Impact Framework to guide service delivery, reporting and evaluation.
- 5.2. By 2027, coordinated service delivery through a centralised intake and tailored pathways, connecting clients to integrated support across health, housing and social domains.
- 5.3. By 2028, publish an annual Social Impact Report, quantifying outcomes relative to investment and highlighting measurable results.
- 5.4. By 2029, demonstrate measurable improvements in at least three key wellbeing domains for 80% of clients.

Impact Markers

- Robust outcome data collected, analysed and reported annually.
- Programs adapted and improved in response to impact evidence.
- Evidence of improved client outcomes through both data and lived experience stories.
- More integrated, client-centred service pathways leading to greater access and connection.
- Clear demonstration of how investment translates into measurable outcomes.
- Stronger independence, wellbeing and social inclusion indicators for clients.

Collaborati

Lasting change cannot be achieved in isolation.

Footprints recognises that the most meaningful outcomes emerge from strategic collaborations designed to create collective impact. By combining expertise, resources and influence, we can amplify results, strengthen systems and deliver transformative, sustainable change.

Over the next four years, Footprints will take a bold approach to partnership, growth and sector leadership. Through collaboration, research and advocacy, we will create pathways that improve client outcomes and contribute to systemic change across communities.

ve Change

We are committed to:

- Building strategic partnerships that maximise collective impact, foster innovation and strengthen service delivery across the sector.
- Pursuing mergers, acquisitions, subcontracting and collaborations with aligned organisations, expanding our reach and capabilities.
- Prioritising partnerships with corporate organisations that share our values, creating measurable social impact and advancing community outcomes.
- Championing systemic improvement by leveraging research, advocacy and thought leadership to influence policy, service innovation and sector reform.

Through these commitments, Footprints will position itself as a dynamic, influential and collaborative force able to scale impact, strengthen communities and create a more connected, resilient and innovative social sector.

Objectives

- 6.1. By 2026, establish Footprints Corporate Partnership program and establish formal partnerships with two corporate organisations that share our values.
- 6.2. By 2027, formalise at least five high-impact strategic partnerships with regional, sector, or corporate partners focused on innovation, shared advocacy or service delivery.
- 6.3. By 2029, identify and implement at least two merger or acquisition opportunities with aligned organisations to extend Footprints' reach and capabilities.
- 6.4. By 2030, influence at least three systemic policy or service reforms at regional or state levels through collaborative advocacy and sector leadership.

Impact Markers

- Documented partnerships and collaborations expand Footprints' capacity, capability and reach.
- Evidence of advocacy impact, including policy submissions adopted and systemic reforms influenced.
- Increased cross-sector collaboration initiatives, creating integrated, client-centred service pathways.
- Recognition of Footprints as a leading, ambitious and innovative social impact organisation.

What We Leave Behind

Every step leaves a mark. At Footprints, we aspire to exceed what is expected of us and strive to excel, innovate and lead the way. By measuring our outcomes and impact, we hold ourselves accountable, celebrate our achievements and learn from challenges. This focus ensures our efforts create transformative, lasting change, both today and for generations to come.

By 2030, Footprints will:

- Be widely recognised as a national leader in person-led and evidence-driven service innovation.
- Reach more communities in need of the services we excel in, closing gaps for underserved and marginalised populations.
- Set the benchmark for safety, quality, accessibility and client satisfaction across the community services sector.
- Attract and retain a highly skilled, empowered and resilient workforce, leading the sector in wellbeing, leadership and capability.
- Drive systemic reform and influence policy across multiple sectors, creating fairer, more sustainable communities where everyone belongs.



Governance

As a skills-based Board, our Directors bring their collective expertise to provide stewardship, strategic oversight and governance for Footprints. Our Board shares a deep commitment to our mission and to creating lasting social impact, standing alongside our leadership and frontline teams in service of the communities we support. In doing so, we ensure that every decision is made with care, integrity and accountability, always balancing mission with sustainability.

Like many not-for-profits, we are navigating a period of significant challenge and change, including the ongoing reform agendas in aged care and other sectors. These pressures make it more important than ever that we are strategic, disciplined and forward-looking, maximising our impact with the resources we have while safeguarding our future.

The Footprints Board remains focused on ensuring our organisation not only continues to respond to immediate needs but also positions itself for long-term success, growth and resilience through innovation, collaboration and a clear commitment to quality.

“Together with our leadership and frontline teams, the Board stands as stewards of Footprints’ mission and champions of lasting social impact.”

Every Step Matters

Our 2026–2030 Strategic Plan is a call to action for all of us, clients, staff, volunteers, partners and supporters.

Together, we will continue building a path where every step is purposeful and every action creates lasting change.

Because at Footprints, every step truly matters.



**Strategic Plan
2026–2030**