



# **STRATEGIC PLAN**

## **2025/26 – 2030/31**

# Contents

OUR ORGANISATION.....	2
OUR VISION AND MISSION.....	3
WHAT WE DO AND WILL KEEP DOING.....	3
WHAT WE WANT TO DO MORE OF.....	4
RISING TO THE CHALLENGE: CONTINUOUS IMPROVEMENT.....	7
OUR PRIORITIES.....	8
SP 1. Ensure Employee Health and Safety.....	9
SP 2. Financial Sustainability and Expansion: Identify and Secure Future Operating Revenue including expanded advocacy services .....	11
SP 3. Employee Retention, Engagement & Enhancement.....	12
SP 4. Improve Service Delivery .....	14
SP 5. Review broader strategic direction and leadership.....	15

## OUR ORGANISATION

Advocacy WA (AWA) is a regional not-for-profit organisation that has delivered free, independent disability advocacy across the South West of Western Australia since 1990. We support anyone in the region who identifies as having a disability, regardless of the type of disability or issue they face. Our clients are often in vulnerable or marginalised circumstances, and we work alongside them to uphold their rights and address barriers to full participation in society.

We provide personalised, one-on-one advocacy to help individuals navigate complex systems and resolve issues in areas such as housing, employment, education, financial security, transport, and access to specialist services. In addition to individual support, we drive systemic advocacy to influence policy, improve services, and promote equity.

We live by the following **Values** Statement:

*Advocacy WA is driven by a commitment to justice, human rights and self-determination. We act with integrity and accountability and embrace innovation to meet the evolving needs of our community. We take pride in our professionalism and celebrate the successes of staff and clients as we work toward a more inclusive society.*

Advocacy WA (AWA) is governed by a volunteer Board of Directors with extensive and long-standing expertise in business and the disability sector. Our operations are led by a team of skilled professionals based in Bunbury, with outreach services extending to all towns in the South West to ensure regional accessibility and responsiveness.

AWA is primarily funded through recurrent grants from both the Western Australian and Commonwealth Governments. To diversify our funding base, we actively seek additional support through project-based grants, philanthropic partnerships, sponsorships, and donations. While securing recurrent funding from non-government sources presents challenges, we consider it a strategic necessity for ongoing viability. This must include seeking opportunities to do fee-for-service.

AWA operates from a position of strength, with proven capacity and credibility. We remain adaptive and forward-looking in response to a changing external environment—including shifts in community expectations, legislative frameworks, and government priorities.

## OUR VISION AND MISSION

**Vision:** To advocate for justice and human rights for people with disabilities in Western Australia

**Mission:** Advocacy WA assists, supports and advocates, in partnership with people with disabilities to achieve social and individual change, empowerment, justice and human rights, including where rights have been compromised.

Our Guiding Principles:

- Justice and Human Rights;
- Accessibility, Fairness, Inclusion, and Equal Opportunity;
- Choice and Self-Determination. When a person becomes more empowered, confident and independent, they take control of their own life;
- A Professional and Person-Centred approach to our work that emphasises Integrity, Accountability, Confidentiality and Innovation; and
- Being Passionate and Tenacious about what we do and Celebrating Success.

## WHAT WE DO AND WILL KEEP DOING

Advocacy WA, defines advocacy as standing alongside individuals and speaking out to uphold their rights—particularly when they have experienced unfair treatment. We operate on the principle that people with disabilities have the same rights and entitlements as everyone else in the community. These rights must not only be protected but also actively promoted and put into practice. We ensure that individuals can safeguard their rights, express their views on matters that affect them, and be genuinely heard in decisions about their lives.

Advocacy WA exists to:

- Ensure that all people and families living with disability in the South West have equitable access to services and resources;
- Support those who are most vulnerable to have a voice;
- Assist individuals living with disability by providing education, guidance, and empowerment;
- Maintain our independence to protect the integrity of our advocacy; and
- Hold public and private services accountable, ensuring they meet human rights standards and are genuinely accessible to all.

**Advocacy WA delivers its services through three key streams:**

### **1. Individual Advocacy**

This is the foundation of our work. We act alongside people with disabilities to uphold their human rights, provide support in resolving issues, and promote self-advocacy wherever possible. Our approach focuses on building each individual's capacity, confidence, and ability to make informed decisions about their lives.

### **2. Systemic Advocacy**

We advocate for broader social policy and service reforms to address the structural barriers that impact people with disabilities. This includes targeted advocacy in housing and homelessness, employment, financial security, education, justice and transport. Systemic advocacy involves influencing decision-makers and effecting lasting change by building influence and networks.

### **3. Project-Based Advocacy**

Funded through one-off grants, we initiate and deliver regional projects that drive innovation, promote inclusion, and improve accessibility for people with disability and their communities. Projects enable us to explore emerging needs, test new approaches, and create sustainable outcomes in collaboration with stakeholders.

## **WHAT WE WANT TO DO MORE OF**

Advocacy WA will continue to expand its impact across the South West, creating lasting change that benefits the entire community and significantly improves the lives of people living with disability. We aim to focus on three key areas:

### **1. Self-Advocacy**

Empower individuals with disability to speak and act for themselves by providing targeted training, communication tools, and accessible information. Our goal is to build confidence and equip people with the knowledge and skills to advocate effectively for their own rights and needs.

### **2. Systemic Advocacy**

With a well-established reputation and strong foundation, Advocacy WA is well-positioned to amplify the voice of people with disabilities and to take a more prominent role in advancing systemic advocacy across the region. We want to drive structural change by addressing the root causes of inequality—

discrimination, environmental barriers, and social exclusion. Through systemic advocacy, we aim to influence long-term reforms that promote equity and inclusion. This means influencing:

- Community values and attitudes – shifting beliefs, behaviours and awareness to foster inclusion and respect;
- Public and private sector practices – transforming policies, procedures, and service models in government and non-government organisations; and
- Legislation and regulation – contributing to the development and reform of laws that affect the lives of people with disability.

### **3. Securing Our Future: A Long-Term Vision for Sustainability**

To create lasting change and continue our mission into the future, Advocacy WA must remain a strong presence in the South West for another 35 years. Achieving long-term sustainability requires a strategic focus on financial security, growth in influence, and investment in infrastructure. To support this vision, we need to:

- **Establish Regional Leadership**

We aim to become Western Australia's leading regional disability advocacy agency—recognised across the State as the go-to source for expert advice on regional and rural disability issues. By building our reputation and expanding our networks, we will position Advocacy WA as the premier voice outside Greater Perth.

- **Diversifying Funding Streams**

In addition to maintaining our core funding from Commonwealth and State governments, we will actively pursue alternative funding from non-government sources. This includes engaging with charitable foundations and corporate partners. We will also expand our fee-for-service offerings to increase revenue and supplement government grants.

- **Investing in Infrastructure**

Purchase a permanent office building in Bunbury through a 50% capital grant. The facility will be designed to accommodate our operations while generating income through rental of additional space. This model will enable us to operate on a cost-neutral basis while securing long-term stability and visibility in the region.

By strengthening our foundations today, Advocacy WA will be well-placed to continue championing the rights and voices of people with disability across the South West for decades to come.

## COMMITMENT TO INCLUSIVE AND CULTURALLY RESPONSIVE ADVOCACY

Advocacy WA is committed to delivering services that are accessible, respectful, and responsive to people with disabilities from all cultural, linguistic, and social backgrounds. We recognise that true accessibility goes beyond physical or procedural ease—it requires our services to be welcoming, understandable, and culturally attuned.

We actively adapt our practices to meet the diverse needs of Aboriginal peoples, as well as people from culturally and linguistically diverse (CALD) backgrounds, LGBTQIA+ individuals, and others who may experience exclusion or marginalisation. We also recognise the importance of tailored approaches to supporting people with intellectual disabilities, ensuring that communication and engagement are appropriate, respectful, and empowering.

Delivering culturally sensitive advocacy means creating an environment of openness and trust—where individuals feel safe to speak freely and confident that they will be heard without judgment. Our advocates are expected to build this trust by listening with empathy, respecting lived experience, and engaging with humility.

To strengthen our approach, we continually reflect on key questions:

- How do we present ourselves to marginalised communities in ways that build trust and signal genuine accessibility?
- How do different groups wish to be engaged, and how do we adapt to meet those preferences?
- What knowledge, skills, and perspectives do we need to support one another in becoming more informed, responsive practitioners?
- How can we embody best practice in our relationships with communities?

Advocacy WA is committed to actively building long-term relationships and community trust. We aim to be recognised as a professional, principled organisation that approaches all matters with cultural awareness, integrity, and a deep understanding of the histories and experiences of those we serve.

Our brand must clearly communicate: “We will work with you in the way you want to be supported.” This includes being open to engaging with individuals, families, and communities on their terms—guided by mutual respect and a strong sense of social justice.

## RISING TO THE CHALLENGE: CONTINUOUS IMPROVEMENT

Advocacy WA operates in a challenging environment where the need to deliver high-quality services to vulnerable and marginalised individuals is matched by ongoing uncertainty around funding. We pride ourselves on being agile and collaborative, forming strategic alliances that enhance service reach and impact.

Our people are our most valuable asset. Advocacy WA is committed to ensuring staff wellbeing, professional growth, and long-term retention through a focus on safety, development, and organisational culture.

Over the next five years, our strategic focus will be on consolidating the growth achieved to date, extending our visibility across the South West, and building new networks and partnerships. We will pursue opportunities that enhance our service capacity and ensure our long-term sustainability.

Advocacy WA considers itself the leading voice for disability advocacy in regional and rural Western Australia. We are a multi-award-winning agency and the trusted voice for many regional people living with disability. To continue this reputation, Advocacy WA will embed a continuous improvement agenda that includes:

- Cultural responsiveness – ensuring our organisation delivers genuine, effective services that meet the needs of all clients, with particular emphasis on hard-to-reach groups such as Aboriginal communities and people from culturally and linguistically diverse (CALD) backgrounds.
- Client-led quality – adopting a service model where quality is determined by client choice, satisfaction, and engagement.
- Impact-driven evaluation – focusing on measurable outcomes that demonstrate tangible improvements in the lives of the individuals and communities we serve, in line with funders' expectations for evidence of impact over activity.

By embedding these principles into our operations, Advocacy WA will continue to evolve as a resilient, responsive, and impactful organisation, committed to advancing the rights and voices of people with disability across the South West.



## OUR PRIORITIES

The Board and staff of Advocacy WA have collaboratively developed a strategic framework that remains relevant and responsive through five clearly defined Strategic Priorities. These priorities emerged from dedicated planning sessions and will guide the organisation's direction over the coming years.

SP 1. Ensure Employee Health and Safety

SP 2. Financial Sustainability and Expansion: Identify and Secure Future Operating Revenue including Expanded Advocacy Services

SP 3. Employee Retention, Engagement and Enhancement

SP 4. Improve Service Delivery

SP 5. Review broader strategic direction and leadership

Each of these Strategic Priorities is supported by targeted actions and deliverables designed to advance Advocacy WA's Mission. To ensure accountability and continuous improvement, we have established key performance outcomes that will be used to measure progress and assess the impact of our efforts.

*This document will shape our practice for the next five years*

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
SP 1. Ensure Employee Health and Safety	1. Conduct and review full safety assessments across all business functions	<ul style="list-style-type: none"> <li>Safety assessments conducted including inspections, evacuation drills, rear door egress (change lock).</li> <li>Advise all visiting clients of evacuation procedures</li> <li>Request Commercial Realty to inspect and supply Safety Audit of building</li> </ul>		
	2. Regularly update Risk Management Plan and include Board and staff consultation	<ul style="list-style-type: none"> <li>Review Risk Management Plan annually</li> <li>Conduct Board Risk Management session on Board Responsibilities and potential risks.</li> <li>Review and update risk management procedures regarding interactions with clients.</li> </ul>	Obtain Cyber security booklets from members of Parliament. Staff to complete a Take 5 whenever visiting a new outreach location. Costing and endorsement of funding in budget to	

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
		<ul style="list-style-type: none"> <li>Develop separate IT and Cybersecurity Risk Management plan.</li> <li>Risks are mitigated as far as practicable and all outreach locations reviewed</li> </ul>	enable roll out of Risk Management Plan	
	3. Explore relevant training offerings in health, safety and wellbeing	<ul style="list-style-type: none"> <li>Training for Staff including Mental Health and First Aid</li> </ul>	EAP Provider for anonymous support	
	4. WHS importance is maintained	<ul style="list-style-type: none"> <li>Standing agenda item on all Board and operational meetings.</li> <li>Review driving risks.</li> <li>Tolerance levels for acceptable and unacceptable customer behaviours are maintained and communicated</li> </ul>	Retain client led focus – client gets to choose how they want to interact.	

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
<b>SP 2. Financial Sustainability and Expansion: Identify and Secure Future Operating Revenue including expanded advocacy services</b>	1. Consolidate where possible and expand core business relating specifically to individual advocacy	<ul style="list-style-type: none"> <li>Focus on individual advocacy funding in rural areas.</li> <li>Explore partnerships to extend reach and funding.</li> <li>Tender for areas outside of Bunbury.</li> </ul>	<p>NDAP ending in June 26.</p> <p>Align any expansion with our Values Consider Midwest, Peel and Wheatbelt</p>	
	2. Improve efficiencies and cost effectiveness	<ul style="list-style-type: none"> <li>Lower costs and increase revenue where possible without compromising AWA's vision and mission.</li> <li>Explore purchasing building.</li> </ul>		
	3. Identify and secure other (both discrete and recurrent) funding offerings	<ul style="list-style-type: none"> <li>Scrutinise other funding sources including philanthropic and large local corporations (via their corporate social responsibilities).</li> <li>Apply for new grants every year that fit with our values.</li> </ul>	Winning 1 grant out of every 6 applications is a fair result.	
	4. Maintain enough cash to cover 4 – 6	<ul style="list-style-type: none"> <li>4 months in 2025/26 building up to 6 months by 2027/28.</li> </ul>		

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
	months' operational costs			
SP 3. Employee Retention, Engagement & Enhancement	1. Foster and promote staff health and wellbeing	<ul style="list-style-type: none"> <li>• Standing item on Board meeting agendas on key successes for the month.</li> <li>• Standing item on staff meeting agendas on key successes for the month.</li> <li>• Actively foster positive and inclusive corporate culture, employee satisfaction and morale by working with staff to build capacity through training, clear performance expectations, building trust and teamwork.</li> </ul>		
	2. Ensure key knowledge is shared amongst staff	<ul style="list-style-type: none"> <li>• Monthly information sharing sessions.</li> <li>• Open opportunities for training/PD with the proviso that key learnings are shared amongst all staff.</li> </ul>		

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
	3. Invest in Professional Development	<ul style="list-style-type: none"> <li>• Maintain a targeted PD program, including team building.</li> <li>• Support staff to complete training on complex issues such as drug abuse and suicide prevention.</li> <li>• Build PD into annual performance plans.</li> </ul>		
	4. Diversify staff skill sets by recruiting staff with a range of skills sets	<ul style="list-style-type: none"> <li>• Maintain a staff skills matrix to ensure a diverse range of skills</li> </ul>		

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
SP 4. Improve Service Delivery	1. Review current approaches to improve existing services	<ul style="list-style-type: none"> <li>Explore ways to enhance the client experience.</li> <li>Identify and fill needs gaps in the community.</li> <li>Set staff KPIs and capture real- time outcomes data.</li> <li>Service satisfaction (clients, partners and funding bodies) regularly measured.</li> </ul>		
	2. Ensure culturally appropriate services are delivered	<ul style="list-style-type: none"> <li>Respond to the unique cultural needs of Aboriginal and CALD people.</li> <li>AWA services are assessed as culturally competent.</li> </ul>		
	3. Establish and build relationships with Community Legal Agencies, Government Departments, State and Federal	<ul style="list-style-type: none"> <li>Enhance community engagement and promotion of agency through social media, community events/presentations, networking, systemic advocacy.</li> </ul>		

Strategic Priorities	Priority Actions	Key Performance Outcomes	Comments	Date Completed
	Ministers			
SP 5. Review broader strategic direction and leadership	1. Continue developing AWA Board Members knowledge and skills	<ul style="list-style-type: none"> <li>Board training provided to members on WH&amp;S responsibility.</li> <li>Annual refresher for Board on Board roles and Operational processes.</li> <li>Members apply for AICD Scholarship</li> </ul>		
	2. Ensure a 'spread' of responsibilities across the Board spread workload.	<ul style="list-style-type: none"> <li>Review Board member skills and develop a skills matrix to identify gaps.</li> <li>Ensure the retention of Board members through the development of resources that provide clear direction of role and requirements.</li> </ul>		
	3. Develop leadership capability in key staff	<ul style="list-style-type: none"> <li>Mentor and develop long term staff members to take on leadership responsibilities.</li> </ul>		