



ADVOCACY LAW ALLIANCE

Strategic Plan 2023-2026

Our Vision

All people should have the right to equity and fairness.

Our Mission

To provide high quality social and legal advocacy to people in need. We are committed to servicing regional, rural and remote communities as well as metropolitan communities and we focus on empowering clients to navigate the legal and social systems to achieve fair outcomes.

Our Values * *(details at page 4-5)*

1. Courageous: we have the courage to do what's right.
2. Caring: we care about our people and the work we do.
3. Creative: we use innovation, evidence and curiosity to continually strive to improve.
4. Connected: we are better together

Our Strategic Goals: 2023-2026

1. Deliver high quality, targeted services that meet our clients' needs.
2. Maintain positive workplace culture that is flexible, safe and diverse.
3. Capitalise on funding opportunities to improve access to our services.
4. Continue to enhance our leadership and management support capabilities.
5. Utilise our influence to inform government priorities on disability and law reform.
6. Practice excellent organisational governance.

Strategic Scorecard – 2023-2026

Strategic Goals	Performance Measures
Deliver high quality, targeted services that meet our clients’ needs.	<ul style="list-style-type: none"> a. Percentage of clients matters with positive outcome rating in social advocacy. b. Percentage of clients with positive satisfaction rating with service delivery across all programs. c. Meet accreditation standards via independent third-party standards audits.
Maintain positive workplace culture that is flexible, safe and diverse.	<ul style="list-style-type: none"> a. Outcome of survey of staff satisfaction and culture. b. Number of staff from special population groups (defined by the Equal Employment Opportunity Act 1987) as a percentage of the whole. c. Number and type of team development initiatives undertaken annually. d. Number of staff self-care and wellbeing initiatives implemented annually. e. Staff turnover - number and reasons for leaving.
Capitalise on funding opportunities to improve access to our services.	<ul style="list-style-type: none"> a. Stability or increase in funding. b. Number of funding opportunities investigated (weighing funding increase against maintaining good quality client service standards). c. Number of new funding opportunities achieved.
Continue to enhance our leadership and management support capabilities.	<ul style="list-style-type: none"> a. Survey and feedback on leadership staff skillsets as a baseline for improvements. b. Number of training and improvement actions taken. c. Budget targets met. d. Funding and performance reports completed.
Utilise our influence to inform government priorities on disability and law reform.	<ul style="list-style-type: none"> a. Number and quality of submissions to government about sector issues. b. Outline number of initiatives (not only submissions) undertaken to inform government priorities on disability and legal reform. c. Evidence of gathering data from clients, advocates and community to inform submissions etc.
Practice excellent organisational governance.	<ul style="list-style-type: none"> a. Review risk matrix at least once per year. b. Provide access to training opportunities for the Board as they arise. c. Maintain diverse and relevant skills and qualities. d. Minimum 75% attendance at all Board meetings. Attendance published in ALA Annual Report,

*Values detail

Summary	Internal	External
<p>Courageous: we have the courage to do what's right.</p>	<p>We have the courage to:</p> <ul style="list-style-type: none"> • own what we do, including our mistakes, and be accountable to others. • be flexible, have brave conversations and encourage a frank feedback culture. • continually grow, learn and develop by putting ourselves forward for opportunities and challenging ourselves to get outside our comfort zone. 	<p>We have the courage to:</p> <ul style="list-style-type: none"> • give our clients a voice by advocating for positive change. • speak out against injustice. • persist in the face of challenges.
<p>Caring: we care about our people and the work we do.</p>	<p>We care:</p> <ul style="list-style-type: none"> • for and value our colleagues; helping, supporting and respecting them as professionals and as people. • about being genuinely curious in our interactions and giving each other the benefit of the doubt. • and show this by always giving it our best shot. 	<p>We care:</p> <ul style="list-style-type: none"> • about approaching our work with kindness and understanding, recognising the challenges faced by our clients. • about listening openly and compassionately, respecting and valuing everyone's unique story. • about being approachable.

	<ul style="list-style-type: none"> • about respecting and valuing the diversity in our team and acknowledging that everyone has something to bring to the table. 	<ul style="list-style-type: none"> • about making purposeful and considered decisions, informed by solid evidence. • about creating a safe and productive work environment.
Creative: we use innovation, evidence and curiosity to continually strive to improve.	<p>We are creative and:</p> <ul style="list-style-type: none"> • seek progressive approaches to positively impact the people we work with. • Innovative and flexible in seeking to improve our services and client outcomes. • seek to develop a culture of excellence, and we uphold this in how we interact with each other and in the work we present internally and to clients and community. 	<p>We are creative and:</p> <ul style="list-style-type: none"> • believe in using diverse approaches to promote awareness and understanding. • committed to solutions based on evidence which influences decision makers. • prioritise continuous learning and development to ensure highly skilled and capable professionals will deliver excellence for our clients and community.
Connected: we are better together	<p>We believe in being connected and:</p> <ul style="list-style-type: none"> • are actively committed to sharing with each other to build strong relationships and set the foundation necessary to reach our full potential. • encourage deep collaboration and teamwork to improve ourselves and achieve team and organisational goals. 	<p>We believe in being connected and:</p> <ul style="list-style-type: none"> • building strong relationships with partners and stakeholders to work towards a more diverse, inclusive and equitable society. • listening deeply to the communities we work with and for.