ADA Australia Strategic Plan 2025-2027

VISION: We enable older people and people with disability to exercise their rights and make choices about how they live their lives.

PURPOSE: To empower older people and people with disability through information, education and advocacy.

CONTEXT: In the period leading up to the development of this strategic plan ADA Australia has experienced significant growth in scope, reach, staff numbers, individuals supported and budget. A key focus for the period 2025-27 will be consolidation, to ensure quality and best practice services are delivered.

STRATEGIC OUTCOME 1		Thought and practice leadership in human rights advocacy amplifies voices and achieves systemic change.
	STRATEGIES	**Key Strategies & Targets** 1. **Provide leadership for independent and supported decision-making** in alignment with individual human rights and needs. *Target:* Demonstrated leadership in OPAN's development and implementation of independent and supported decision making in the national aged care reforms. 2. **Generate ideas influencing Government policy, funding, and legislation.** *Target:* Publish two position papers annually. 3. **Establish pro bono and research partnerships that positively impact people's rights.** *Target:* Forge at least one new research collaboration by the end of 2027.
STRATEGIC OUTCOME 2		Strengthening and expanding ADA Australia's services to meet evolving needs
	STRATEGIES	**Key Strategies & Targets** 1. **Influence advocacy and sector responses** to Royal Commissions, inquiries and reports. *Target:* Drive policy and sector reforms by contributing to the implementation of at least three key recommendations from major inquiries by 2027. 2. **Demonstrate the value of advocacy through research.** *Target:* Publish the first annual impact report by 2027. 3. **Enhance financial and legal literacy within ADA Australia.** *Target:* Develop a tool to identify financial/legal needs and deliver three related legal training programs annually. 4. **Remodel services to improve access.** *Target:* Aged care education practices meet KPIs, and intake will occur in real-time by the end of 2025.

STRATEGIC OUTCOME 3		**Innovative strategies and collaborations to bridge service gaps for individuals experiencing vulnerability**
	STRATEGIES	**Key Strategies & Targets** 1. **Establish impactful partnerships.** *Target:* New partnerships to drive innovation and improve people's rights. 2. **Leverage funding sources to increase advocacy impact.** *Target:* Promote the development of a disability navigator model in partnership with Commonwealth/State funding bodies by 2027. 3. **Raise ADA Australia's profile to foster collaboration and innovation.** *Target:* Host two national events and explore new training opportunities by 2027.
STRATEGIC OUTCOME 4		**Internal capacity, capability and diversity to achieve strategic objectives.**
	STRATEGIES	**Key Strategies & Targets** 1. **Develop a workforce to deliver consumer-driven, high-quality services.** *Target:* Implement a structured and effective professional development framework. 2. **Recruit and retain a diverse workforce that reflects the community it serves** *Target:* Develop and implement a staff recruitment and retention strategy that Identifies and reduces workforce diversity gaps by 2027. 3. **Invest in digital technology and analytics to enhance service delivery.** *Target: Develop and implement a technology road map to leverage new and existing technologies that improves efficiencies and creates sustainable outcomes across the sector.*

Key Strategic Risks and Sentinel KPIs

Understanding and proactively addressing key strategic risks ensures that ADA Australia can deliver on its mission and strategic outcomes while maintaining sustainability and impact. These risks have been identified based on sector trends, funding realities, and operational challenges. The sentinel KPIs track our ability to mitigate these risks effectively**.**

1. **Funding Sustainability & Sector Competition**

   ▪ Ongoing reliance on short-term funding and competitive grants may impact service continuity.

   ▪ *Sentinel KPI*: Growth in funding and service expansion.

2. **Workforce Capacity & Retention**

   ▪ Attracting and retaining skilled staff is crucial for meeting increasing service demands and preventing burnout.

- *Sentinel KPI*: Increased workforce diversity and professional development engagement.

3. **Policy, Regulatory & Compliance Evolution**

   - Shifts in government policy and regulations may require ADA Australia to adapt rapidly to changes in eligibility, reporting, and compliance requirements.

   - *Sentinel KPI*: Effective policy influence and systemic advocacy contributions.

4. **Technology & Digital Access Challenges**

   - The safety and accessibility of ADA Australia services are impacted by cybersecurity, the accessibility of digital platforms, and reliance on third-party ICT systems.

   - *Sentinel KPI: Audit of controls and testing* of new tech-driven service improvements.

5. **Changing Client Needs & Service Demand**

   - The evolving post-Royal Commission landscape increases the complexity of client needs and expectations.

   - *Sentinel KPI:* Service and practice reviews targets Improved response times and efficiency metrics.

6. **Influence & Policy Impact**

   - Ensuring that ADA Australia's efforts lead to tangible, systemic change and sustained policy influence.

   - *Sentinel KPI: Policies influenced and the* impact of partnerships.

7. **Trust & Reputation**

   - Reputation is damaged by a critical incident or systems failure

   - *Sentinel KPI:* System controls are audited, and business continuity and critical incident responses are tested.