



SUFY's Mission:
Speaking Up For You protects and defends vulnerable people with disability through individual advocacy to address injustices and make a positive and sustainable difference to their lives.

SUFY

*Speaking Up for You
and our work with
people with disability*

Our Strategic Plan

This document is to
be read in
conjunction with
**ABOUT OUR
ADVOCACY**

2006—2010

Goal 1. To provide individual advocacy on behalf of vulnerable people with disability whose fundamental needs are not met

This goal focuses on our core business of individual advocacy and how advocates go about their work with individuals.

Objectives	Strategies	Resources	Outcomes	Indicators
<p>1.1 Identify vulnerable people with disability who SUFY will advocate for</p>	<ul style="list-style-type: none"> • Be known as an advocacy group with a good track record of promoting, protecting and defending vulnerable people with disability • Seek out people with disability in places where they are likely to be at high risk • Create contacts and allies and take referral from others who are genuinely concerned about a person with a disability and their well being • Use our policy framework to determine who we work with in individual advocacy relationships • Suggest other contacts or referral if an advocacy effort is not possible. 	<p>Committee and staff</p> <p>Advocates</p> <p>Advocates and Admin/resource worker</p> <p>Staff based on policy framework and capacity</p> <p>Admin/resource worker and other staff</p>		
<p>1.2 Build a relationship with the person and an understanding of their situation</p>	<ul style="list-style-type: none"> • Find ways of connecting with the person • Work to gain the trust of the person and a deep understanding of what life is like • Work to understand their culture, their connections, their story, and what needs to happen on their behalf • Connect with others involved in their life to gain an understanding of their perceptions • Treat the person with dignity and respect at all times, valuing them for who they are. 	<p>Advocates</p>		

Goal 1. continued To provide individual advocacy on behalf of vulnerable people with disability whose fundamental needs are not met

Objectives	Strategies	Resources	Outcomes	Indicators
<p>1.3 Take action to meet the person’s most urgent needs</p>	<ul style="list-style-type: none"> • Identify specific actions that need to be taken immediately to protect the person • Understand the potential for doing further harm and ensure that their vulnerability is not raised by the action 	<p>Advocates</p>		
<p>1.4 Develop a plan which details an appropriate advocacy response</p>	<ul style="list-style-type: none"> • Consider the person’s fundamental needs and sincerely perceived interests • Identify and work through the moral dilemmas relating to real and potential risks for the person • Reflect on what is known and develop a vision for the person’s future life • Develop an advocacy plan with goals and strategies to move forward • Include the person as much as possible in planning and solutions • Identify particular strategies that will lead towards the desired goals 	<p>Advocates</p>		
<p>1.5 Take action to promote, protect and defend the person’s interests and well being</p>	<ul style="list-style-type: none"> • Promote positive imagery of the person and a safe, secure and fulfilling life, included in community • Protect the person from further harm and take action to develop safeguards • Defend the person vigorously in their dealings with other people or systems that impact in negative ways on their life 	<p>Advocates</p>		

Goal 1. continued **To provide individual advocacy on behalf of vulnerable people with disability whose fundamental needs are not met**

Objectives	Strategies	Resources	Outcomes	Indicators
<p>1.5 continued Take action to promote, protect and defend the person's interests and well being</p>	<ul style="list-style-type: none"> • Hold a vision for their life and work towards it • Challenge ideas and practices that limit achieving a good life • Speak out, write and act to influence and address the person's fundamental needs • Represent the interests of the person in decision making that affects their life • Seek people and resources that will aid the advocacy effort • Minimise conflicts of interest • Understand and use appropriate legislation, protective services and other means to enhance the advocacy effort • Encourage supportive unpaid relationships in the person's life 	<p>Advocates</p>		
<p>1.6 Reflect upon the process and outcomes of the advocacy effort.</p>	<ul style="list-style-type: none"> • Keep good records of the advocacy effort • Reflect regularly on action and outcomes for the person • Revisit the principles and elements of advocacy to ensure coherency with work done • Clarify issues relating to influencing rather than taking on service provision roles • Clarify compromises versus sell outs • Monitor changes and celebrate achievements • Identify points when it is necessary to step forward and back in the advocacy effort. 	<p>Advocates</p>		

Goal 2. To assist some people to advocate on behalf of a vulnerable person with disability

This goal focuses on the support of the advocacy of concerned others, particularly family members

Objectives	Strategies	Resources	Outcomes	Indicators
<p>2.1 Provide limited information, referral and strategies for people in dire situations who SUFY does not have the capacity to support</p>	<ul style="list-style-type: none"> • Explain why SUFY does not have the capacity to work with the person • Suggest other contacts or referral points if an advocacy support effort is not possible • Link people with sources of information • Give leads on whom to contact locally • Connect the person with others who can act as a resource to them • Provide information about strategies • Explore ways of achieving desired outcomes • Give leads on how to work the system 	<p>Admin/resource worker and other staff</p>		
<p>2.2 Identify people who SUFY will support in their advocacy effort on behalf of a vulnerable person</p>	<ul style="list-style-type: none"> • Use our policy framework to determine our capacity and whom we work with in individual advocacy support relationships • Gain information about the vulnerable person and their situation from a family member or other concerned person who is having a tough time advocating on behalf of the person 	<p>Staff based on policy framework and capacity Advocates</p>		
<p>2.3 Build a relationship and understanding of the person’s situation with the</p>	<ul style="list-style-type: none"> • Work to gain the trust of the concerned person and a deep understanding of what life is like for the vulnerable person • Work to understand their culture, their connections, their story, and what needs to happen on the person’s behalf • Support the person to clarify the issues 	<p>Advocates</p>		

Goal 2. continued To assist some people to advocate on behalf of a vulnerable person with disability

Objectives	Strategies	Resources	Outcomes	Indicators
<p>2.4 Develop an advocacy plan on behalf of the person with disability with the concerned person</p>	<ul style="list-style-type: none"> • Affirm and support the person and weigh up conflicts that might arise • Reflect on what is known and develop a vision for the person’s life with the concerned person • Discuss a plan of action with the person that will uphold the best interests of the person with disability • Help develop the concerned person’s skill in analysis and being strategic in doing advocacy 	<p>Advocates</p>		
<p>2.5 Support the concerned persons advocacy effort and reflect on its process and outcomes.</p>	<ul style="list-style-type: none"> • Provide information and advice • Stand alongside the person in actions and negotiations and support their efforts • Take up an issue on behalf of a person to add weight when the going gets tougher • Work towards desired outcomes and closure on the key issue of concern • Provide feedback to the advocate • Reflect regularly on action and outcomes for the person • Keep records on the issues, strategies and outcomes • Revisit the principles and elements of advocacy to ensure coherency with work done • Review the action taken and the outcomes for the person with disability • Monitor changes and celebrate achievements. 	<p>Advocates</p>		

Goal 3. To inform and influence allies and others to bring about systemic change to advance our individual advocacy efforts

This goal focuses on the work that informs others about the need for systemic change based on our work with individuals at the grass roots.

Objectives	Strategies	Resources	Outcomes	Indicators
<p>3.1 Identify priority areas where systemic change is needed to make our individual advocacy more effective</p>	<ul style="list-style-type: none"> • Identify where people are known to be at high risk, based on our work with individuals • Consider areas to be focused upon in the yearly priorities in support of these individuals • Develop understanding of how life is played out in the particular situation • Develop understanding of the services system involved, the legislation affecting life and the protective services that could safeguard further harm to individuals we work with 	<p>Advocates</p> <p>Informed committee 2005—2006</p> <p>GARD</p> <p>Collective Action Group</p>		
<p>3.2 Bring priority areas to the attention of groups and individuals who can work to bring about systemic change</p>	<ul style="list-style-type: none"> • Identify key people who share an interest in the welfare of the individuals and who share a similar sense of outrage and values as SUFY • Feed information about what life is like from the stories of the people involved • Link with wider social action and systemic advocacy groups to influence change on these individuals' behalf 	<p>Advocates</p>		
<p>3.3 Manage the tensions created by this role on our work with individuals</p>	<ul style="list-style-type: none"> • Establish clear priority that the core business of individual advocacy comes first and ensure that individuals are not made more vulnerable • Establish resource allocation each year as part of the priority setting of the organisation • Review the work in the priority areas. 	<p>Committee and staff</p>		

Goal 4. To promote the understanding and development of advocacy within SUFY and in the wider community

This goal focuses on the work that develops and sustains strong, principled based advocacy.

Objectives	Strategies	Resources	Outcomes	Indicators
4.1 Provide opportunities for people to learn about social advocacy and the work of SUFY	<ul style="list-style-type: none"> • Promote what makes people with disability vulnerable and why advocacy is needed • Seek meaningful and beneficial ways that concerned citizens can become involved in the work of SUFY • Use opportunities to promote principles, elements and values of advocacy and knowledge about SUFY's work • Develop and maintain a web site 	Committee and staff Budget allocation for membership project strategies Admin/resource worker		
4.2 Support the development of advocacy in Queensland	<ul style="list-style-type: none"> • Maintain membership and involvement in the Advocacy Development Network (ADN) • Support the use of defined resources for specific ADN projects • Support advocacy development initiatives • Promote understanding and need for new independent advocacy with funding bodies 	Committee and staff Priority 2005 –2006 ADN Banking auspice Staff Committee and staff		
4.3 Support the building of a strong social advocacy movement in Queensland	<ul style="list-style-type: none"> • Maintain membership in the Combined Advocacy Groups of Queensland (CAGQ) • Connect with discussions and attend events that advance the collective understanding and strength of social advocacy practice • Allocate resources to link with and meet with others involved in CAGQ • Support the development of, and involvement in, collective CAGQ initiatives and action. 	Committee and staff Yearly budget allocation Committee and staff		

Goal 5. To operate a principled, effective, accountable and sustainable social advocacy organisation

This goal focuses on the work that ensures the organisation operates in a principled and coherent way, in keeping with the requirements of a funded, incorporated body doing individual advocacy.

Objectives	Strategies	Resources	Outcomes	Indicators
<p>5.1 Develop a dedicated, competent management committee to govern the organisation</p>	<ul style="list-style-type: none"> • Seek out and recruit people with sound values and skills to contribute to good organisational governance • Provide an initial induction kit to new committee members following the AGM, containing essential information about SUFY and our work • Within 2 months of election, provide a formal induction giving understanding of the principles and elements of advocacy and the culture and work of the organisation, highlighting our values, history, roles, plans, policies and procedures • Develop an understanding of and a commitment to the organisation, its advocacy function, its values and its people and the broader advocacy movement • Provide supports, information, and resources that enable committee members to fulfil their respective roles and take organisational leadership • Develop good team work and open communication between committee members and the coordinator 	<p>Committee</p> <p>Admin/resource worker</p> <p>Committee and staff</p> <p>Committee</p> <p>Budget allocation</p> <p>Committee and coordinator</p>		

Goal 5. continued To operate a principled, effective, accountable and sustainable social advocacy organisation

Objectives	Strategies	Resources	Outcomes	Indicators
<p>5.1 continued Develop a dedicated, competent management committee to govern the organisation</p>	<ul style="list-style-type: none"> • Encourage attendance, participation and contribution in the development and decision making relating to organisational policy • Provide opportunity and support committee members to attend meetings and events that strengthen their knowledge and understanding of advocacy and governance • Encourage the notion of stewardship of the organisation and the well being of the organisation as a whole. 	<p>Committee</p> <p>Budget allocation</p> <p>Committee</p>		
<p>5.2 Develop a dedicated, competent staff to do the work of the organisation</p>	<ul style="list-style-type: none"> • Seek out and recruit people with sound values and skills to contribute and strengthen the work of the organisation • Provide a formal induction giving understanding of the principles and elements of advocacy and the culture and work of the organisation, highlighting our values, history, roles, plans, policies and procedures • Develop good team work and open communication between staff members • Hold regular staff meetings • Conduct appraisals of all staff, including the coordinator, at least annually • Support professional supervision of staff • Have staff development plans which actions opportunities for personal and professional development in support of work roles 	<p>Committee and staff</p> <p>Staff</p> <p>Committee/coordinator/staff</p> <p>Budget allocation</p>		

Goal 5. continued To operate a principled, effective, accountable and sustainable social advocacy organisation

Objectives	Strategies	Resources	Outcomes	Indicators
<p>5.4 Encourage continuous improvement of the organisation's work</p>	<ul style="list-style-type: none"> • Hold regular staff reflection sessions to review advocacy plans and day to day advocacy efforts • Have regular opportunities for staff and management to meet, to raise and address issues • Have reporting mechanisms that monitor how well SUFY's mission, goals and priorities drive the organisation's practices, and remain the focus of the work • Review organisational policies and procedures biennially • Conduct an external peer evaluation of SUFY's work at least every five years, based on expectations of doing principled and coherent individual advocacy. 	<p>Coordinator and staff</p> <p>Committee and staff</p> <p>Coordinator</p> <p>Committee and coordinator</p> <p>Committee and staff</p> <p>Priority budget allocation</p>		
<p>5.5 Maintain organisational strength and coherency over time</p>	<ul style="list-style-type: none"> • Seek out others in the local community who are committed to SUFY's ideals • Encourage new membership • Provide opportunities for membership to be informed about advocacy and the work of SUFY • Cultivate allies who value the work of the organisation • Nurture possible new leadership of SUFY • Remain linked with the wider advocacy movement 	<p>Committee and staff</p>		

Goal 5. continued To operate a principled, effective, accountable and sustainable social advocacy organisation

Objectives	Strategies	Resources	Outcomes	Indicators
<p>5.5 continued Maintain organisational strength and coherency over time</p>	<ul style="list-style-type: none"> • Find ways of linking people with parts of the work of the organisation, eg. With an isolated individual, or in observing planning, meeting, discussing with key people involved in the organisation, or in preparation for formal committee work • Explore and consider ways of diversifying funding sources without compromising advocacy • Honour the organisations history and the people who have contributed to it. 	<p>Committee and staff</p> <p>Committee</p> <p>Priority funding submission for SUFY's 20 year celebration</p>		
<p>5.6 To be an efficient and effective organisation, compliant with the requirements of being an incorporated, public funded body.</p>	<ul style="list-style-type: none"> • Be driven by the SUFY's key beliefs and documents: <ul style="list-style-type: none"> • <i>About Our Advocacy</i> <ul style="list-style-type: none"> ▪ Mission ▪ Values including the principles and elements of social advocacy ▪ Advocacy filter, core business and framework for deciding with whom advocates work ▪ Organisational goals • Strategic plan (developed 5 yearly) • Policies and procedures <ul style="list-style-type: none"> ▪ Priorities (developed yearly in line with the strategic plan) ▪ Budget (developed yearly in line with the priorities and the strategic plan) 	<p>Committee and staff</p>		

Goal 5. continued To operate a principled, effective, accountable and sustainable social advocacy organisation

Objectives	Strategies	Resources	Outcomes	Indicators
<p>5.6 continued To be an efficient and effective organisation, compliant with the requirements of being an incorporated, public funded body.</p>	<ul style="list-style-type: none"> • Comply with legal requirements of incorporation: <ul style="list-style-type: none"> • Constitutional requirements • Management Committee meetings • Financial oversight and audit • AGM and Annual Report of the work of the organisation to membership • Provide for each committee meeting: <ul style="list-style-type: none"> • Coordinator’s report based on strategic plan and priorities • Budget report • Keep good records: <ul style="list-style-type: none"> • Organisational meetings, decisions and actions • Financial transactions • Employee records • Work on behalf of individuals • Maintain a data base: <ul style="list-style-type: none"> • Membership • Other allies • Statistical data required by the funding body • Comply with funding bodies’ requirements <ul style="list-style-type: none"> • Disability Services Acts’ Principles and Objectives • Disability Quality Standards • Acquittal of funds 	<p>Committee and staff</p> <p>Committee/Public Officer President and Secretary Treasurer Committee and staff</p> <p>Coordinator</p> <p>Admin and Treasurer</p> <p>Secretary</p> <p>Admin and Treasurer Admin and coordinator Advocates Admin</p> <p>Committee and staff</p>		

Goal 5. continued To operate a principled, effective, accountable and sustainable social advocacy organisation

Objectives	Strategies	Resources	Outcomes	Indicators
<p>5.6 continued To be an efficient and effective organisation, compliant with the requirements of being an incorporated, public funded body.</p>	<ul style="list-style-type: none"> • Comply with industrial requirements <ul style="list-style-type: none"> • Awards • Workplace Health and Safety • Insurances • Privacy law • Develop and work to a yearly governance calendar to meet organisational requirements • Have complaints mechanisms <ul style="list-style-type: none"> • For public use • For staff • For management • Maintain an office in West End with good administrative practices <ul style="list-style-type: none"> • Financial • Data • Equipment • Welcoming and hospitality • Review and update administrative requirements as part of yearly priority setting • Develop good Human Resource practices and management of staff. 	<p>Committee, coordinator and staff</p> <p>Committee with coordinator</p> <p>Committee</p> <p>Staff</p> <p>Budget allocation if required</p> <p>Coordinator</p>		