



DANA Strategic Plan 2022-25

Our Role

DANA is the national representative body for a network of independent disability advocacy organisations throughout Australia.

DANA's vision is to ensure a national network of adequately resourced disability advocacy organisations that promote the rights, and meets the needs, of people living with disability.

Our Purpose

DANA's purpose is to strengthen and support independent disability advocacy organisations across Australia by:

- promoting the role and value of independent disability advocacy,
- giving our members a collective voice,
- supporting communication and the sharing of information between disability advocacy organisations,
- develop the capacity of the disability advocacy sector,
- building the evidence base to demonstrate the value of advocacy, and
- promoting the human rights, needs, value and diversity of people with disabilities.

Our Profile

Established in 2008, DANA's members are independent Australian community-based disability advocacy organisations that advocate for and with people with disability. DANA is governed by a Board of Directors, who are employees and office holders of member organisations. DANA maintain strong links with the Australian state and territory disability advocacy networks and with the peak representative organisations for people with disabilities.

Key Focus Areas

Lead & Strengthen

Provide a leadership role for the collective voice of independent disability advocacy organisations Australia wide.

Communication & Connection

Provide expert commentary on the issues that affect the sector and develop and strengthen partnerships to enhance the work we do.

Promote Independent Advocacy

Champion the benefits of independent disability advocacy for people with disability and governments

Sustainability and Resilience

Build a sustainable organisation that delivers on its purpose and values and supports adequate and recurrent funding of the disability advocacy sector nationally.

1. Lead & strengthen		
Outcomes	Strategies	Indicators of success
By June 2025 we will have achieved the following:		
1.1 DANA retains its position as the peak advocacy body for the Australian disability advocacy sector and is recognised as the leading disability advocacy authority.	<p>i. Regular engagements with the sector to “funnel the voice” of the sector back to government and other relevant bodies</p> <p>ii. Determine DRC policy priorities and partner where appropriate to advance these priorities.</p> <p>iii. Set up a Policy Forum with relevant advocacy organisations and additional ad hoc working groups as required.</p> <p>iv. As secretariat for the DRO’s in systemic advocacy, actively coordinate and shape national disability DRO and peak policy discussions.</p> <p>v. Lead activity on DANA priority policy issues.</p> <p>vi. Play a lead role in influencing the recommendations of the DRC and tracking the implementation of same, along with other key strategic frameworks (Aust Disability Strategy, National Advocacy Framework etc) on behalf of the sector.</p> <p>vii. Provide opportunity to the advocacy sector for inputs on submissions.</p> <p>viii. Identify unmet need across the advocacy sector through the findings from the Intake Project.</p> <p>ix. DANA advocates for gaps in need to be filled by funders.</p>	<ul style="list-style-type: none"> • Disability advocacy sector acknowledges and supports DANA’s role as advocacy sector lead. • Policy Forum in place, meeting regularly and identifies key policy priorities. • DANA’s range of policy concerns is informed by members concerns. • An increase in quantity of member input into DANA submissions. • Increased number of submissions by other national peaks that incorporate recommendations about advocacy provided by DANA. • DRC recommendations include the value and role of advocacy and are implemented and monitored for inclusive change. • DANA produces a report evidencing unmet need across the advocacy sector.
1.2 DANA uses the National Centre for Advocacy to lead sectoral development.	<p>i. Establish a National Centre for Advocacy in consultation and co-design with the sector.</p> <p>ii. Establish the framework for the continued professional development of the advocacy sector.</p>	<ul style="list-style-type: none"> • High level of engagement with the sector in the development of the National Centre for Advocacy. • Clear plan developed for the work timetable and priorities of the NCA

	<p>iii. Continue to bring sector together to work on Advocacy Standards, quality and consistency of advocacy, competencies and qualifications for advocates.</p> <p>iv. Bring the advocacy sector together to identify and progress systemic advocacy issues.</p>	<ul style="list-style-type: none"> • The National Centre for Advocacy provides high quality training and development services to the sector. • The advocacy sector indicates a high level of satisfaction with the services of the National Centre for Advocacy. • Finalised national advocacy standards agreed. • Regular sector meetings in place to identify/address systemic advocacy issues. • Centre calls for (or provides) increased funding for advocacy organisations to enable them to manage increased need for reporting, data collection, meeting attendance.
2. Communication & Connection		
<p>2.1 DANA communicates effectively and consistently to the sector and our stakeholders.</p>	<p>i. Develop a communications plan, incorporating strategic priorities.</p> <p>ii. Ensure DANA’s communications are accessible, effective and secure.</p> <p>iii. Ensure DANA’s communications are consistent in format, frequency, message and language.</p> <p>iv. Ensure regular two-way communication between the sector and DANA.</p> <p>v. Develop a member engagement plan.</p>	<ul style="list-style-type: none"> • Communications plan in place and activated. • DANA roundtable attended by a good cross-section of member organisations. • Member engagement plan finalised and activated. • Member satisfaction regarding DANA communications is improved from initial baseline survey results.
<p>2.2 DANA is seen as the most appropriate & effective conduit for information flow</p>	<p>i. Facilitate flow of information between the Commonwealth Government and the disability advocacy sector.</p>	<ul style="list-style-type: none"> • Member’s report feeling better informed of Government activities relating to disability advocacy.

<p>between the disability advocacy sector and government.</p>	<p>ii. Develop annual Disability Advocacy Census and create an Advocacy 'State of the Sector' report.</p> <p>iii. Strengthen DANA's data and information management capacity.</p> <p>iv. Consolidate DANA's connections and involvement with relevant core government agencies to advocate for the value of independent advocacy.</p> <p>v. Broaden DANA's connections and involvement with other relevant government agencies to advocate for the value of independent advocacy.</p>	<ul style="list-style-type: none"> • Members report feeling better heard by Government through DANA's representation. • Government report feeling better informed about the disability advocacy sector. • Consolidated connections with NDIA, NDIS Commission, Commonwealth Ombudsman, Australian Human Rights Commission, Services Australia, and other relevant groups. • Broadened connections with Treasury, Attorney General's, Prime Minister & Cabinet. • Government policies influenced by input from disability advocacy sector. • DANA seen as a credible source of current data on disability advocacy and advocacy issues. • DANA promotes its work in achieving systemic change.
<p>2.3 DANA identifies and works collaboratively with partners and alliances to strengthen the efficacy of disability advocacy</p>	<p>i. Identify prospective partner organisations.</p> <p>ii. Encourage partnerships and alliances that broaden the efficacy of disability advocacy.</p>	<ul style="list-style-type: none"> • 6 partnerships or alliances within or outside of sector.
<p>2.4 DANA attracts and maintains sector membership.</p>	<p>i. Increase our membership and reach throughout Australia.</p> <p>ii. Demonstrate value to our members by providing opportunities for information and input.</p>	<ul style="list-style-type: none"> • Membership is maintained at least 95% of previous year • Member satisfaction survey rates at 75% percent as satisfied or very satisfied
<p>3. Promote Independent Disability Advocacy</p>		

<p>3.1 The value of independent advocacy is widely recognised.</p>	<p>i. Develop and conduct education activities to assist stakeholders to understand what independent advocacy is.</p> <p>ii. Reinforce the benefits and positive impacts of independent advocacy, including that it is proactive and solutions-focused.</p> <p>iii. Develop and disseminate targeted information on the benefits of all forms of independent advocacy.</p>	<ul style="list-style-type: none"> • Education activities established • 10 case studies developed • Targeted information developed on the benefits of advocacy
<p>3.2 DANA acknowledges that the value of advocacy is of the disability advocacy sector as a whole.</p>	<p>i. Engage and consult with all parts of the advocacy sector to fully represent the value and benefit of all forms of independent advocacy.</p> <p>ii. Promote initiatives from the disability advocacy sector internally by highlighting initiatives on a State by State/Territory by Territory basis (eg through eNews).</p>	<ul style="list-style-type: none"> • Increased profile of the advocacy sector as a whole
<p>4. Sustainability and resilience</p>		
<p>4.1 DANA maintains and consolidates its existing funding base.</p>	<p>i Develop a network of Strategic Advisers, and foster Government relations including strengthening connections to:</p> <ul style="list-style-type: none"> • Commonwealth Disability Minister and advisers • other relevant Ministers and Shadow Ministers • DSS advocacy and senior SES. <p>ii. Promote the economic value of advocacy and highlight the benefits to people with disability and stakeholders.</p> <p>iii. Continue to clearly articulate the issues in relation to advocacy funding and develop effective communities and allies to help promote these.</p> <p>iv. Demonstrate that DANA is a trusted organisation, including through implementing and showcasing professionalism, best practice governance, transparency, accountability, compliance, monitoring and evaluation.</p>	<ul style="list-style-type: none"> • Core funding is maintained. • DANA maintains its funding for the Centre, creating a clear pathway for its continuation for 10 years. • DANA is funded to undertake post-DRC work on advocacy. • DANA is entrusted to continue in the secretariat role for DROs and systemic advocacy. • DANA is viewed as a professional and trusted organisation, as demonstrated through informal (testimonials etc) and formal (surveys, evaluations etc) mechanisms.

<p>4.2 DANA enhances and diversifies its funding base.</p>	<p>i. Identify and seek funding within and across governments, in foundations and from philanthropists.</p> <p>ii. Build relations with philanthropists and foundations.</p> <p>iii. Continue to clearly articulate the issues in relation to advocacy funding and develop effective communities and allies to help promote these.</p> <p>iv. Demonstrate the impact of DANA's work through identifying and tracking outcomes.</p> <p>v. Establish an Advocacy Funding Working Group to identify and pursue opportunities for funding advocacy work.</p>	<ul style="list-style-type: none"> • DANA's quantum of funding is maintained. • Funding is diversified, being sourced from a range of funders, including other sources within DSS, other government agencies, philanthropy, grants etc.
<p>4.3 DANA advocates for the sustainability of the sector and the need for enhanced member organisation disability advocacy funding.</p>	<p>i. Using DANA's connections and relationships to articulate value of independent disability advocacy organisations Australia wide.</p> <p>ii. Produce an evidence based submission on the need for additional advocacy funding to meet unmet need.</p> <p>iii. Develop a range of fundable advocacy proposals: current and prospective.</p> <p>iv. Support disability advocacy organisations at State/Territory level to negotiate long term funding arrangements.</p>	<ul style="list-style-type: none"> • Secured funding at level that meets unmet demand. • Secured 3-year blocks of funding is at or above current levels of funding. • Advocacy innovation funding available to all disability advocacy organisations.
<p>4.4 DANA establishes itself as an employer of choice, modelling best practice in its own behaviours and practices</p>	<p>i. Establish and demonstrate good governance practices, policies and procedures based on trust, fairness, transparency and accountability.</p> <p>ii. Attract and retain good quality employees.</p> <p>iii. Provide opportunities for career enhancement, including through the provision of funded training and development opportunities.</p>	<ul style="list-style-type: none"> • DANA complies with all regulatory and agency requirements • DANA retains all employees it wants to retain • Recruitment for all positions encourages applications from people with disability.

	<p>iv. Promote diversity at DANA at a staff and a Board level.</p> <p>v. Ensure DANA provides a safe and accessible working environment.</p> <p>vi. Establish and maintain an Employee Assistance Program.</p>	<ul style="list-style-type: none">• Recruitment for all positions encourages diversity.• Appropriate budget for training and development.• High level of staff satisfaction with employment at DANA.• High level of staff satisfaction with training and development program• EAP in place
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