



## **Strategic Plan 2023-2025**

### **Who we are**

DANA is the national representative body for a network of independent disability advocacy organisations throughout Australia. Established in 2008, DANA's members are community-based organisations that advocate for and with people with disability. DANA maintains strong links with the Australian state and territory disability advocacy networks and with the peak representative organisations for people with disabilities.

### **Our vision**

DANA's vision is of a nation that includes and values people with disabilities and respects human rights for all.

### **Our Purpose**

DANA's purpose is to strengthen, support and provide a collective voice for independent disability advocacy organisations across Australia that advocate for and with people with disability.

### **We achieve this by**

- promoting the role and value of independent disability advocacy
- providing a collective voice for our members
- providing communication and information sharing between disability advocacy organisations
- providing support and development for members, staff and volunteers of disability advocacy organisations
- building the evidence base to demonstrate the value of disability advocacy
- promoting the human rights, needs, value and diversity of people with disabilities.

## **Key Focus Areas**

### **Lead and Influence**

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

Support adequate and recurrent funding of the disability advocacy sector nationally

Advocate for systemic changes to uphold the rights of people with disability

### **Communicate and Connect**

Provide expertise on the issues that affect the disability advocacy sector

Develop and strengthen partnerships to enhance our work

Undertake and uphold co-design and collaboration in our work

### **Promote and Strengthen**

Promote the benefits of independent disability advocacy

Support building the capacity and resilience of the disability advocacy sector

### **Sustainable professional organisation**

Build a sustainable professional organisation that supports its purpose and values

Demonstrate and promote an outcomes approach in all that we do

## DANA values

**Inclusive** – we include members, people with lived experience and others in all we do

**Curious** – we pursue new ideas and ways of working

**Practical and proactive** – we are solutions-oriented and impactful

**Integrity** – we work with transparency, accountability and respect, and maintain independence

**Courageous** – we communicate honestly and make decisions in an informed and constructive way (we “say what we mean and do what we say”)

<b>Key focus area 1. Lead and influence</b>		
<b>Outcomes by June 2025</b>	<b>Strategies to achieve outcomes</b>	<b>Performance indicators (June 2024)</b>
1.1 DANA is recognised as the peak national disability advocacy body	<p>Develop &amp; implement member &amp; stakeholder engagement strategy reflecting member voices.</p> <p>Demonstrate professionalism in all our work.</p>	<p>High level member engagement (including increased member input into submissions, increased uptake of DANA recommendations)</p> <p>High level member retention</p> <p>High quality member feedback</p> <p>High quality stakeholder engagement &amp; feedback (including increased uptake of DANA recommendations)</p> <p>All DANA measures of professionalism met</p>
1.2 Funders address the need for secure and adequate funding to support sustainability of the disability advocacy sector	<p>Advocate for sector funding in identified areas of need.</p> <p>Develop a robust business case that supports the need and value of disability advocacy.</p> <p>Support disability advocacy organisations at State/Territory level to negotiate long term funding arrangements.</p>	<p>Increased funding at a level that meets unmet demand</p> <p>Positive stakeholder responses to business case</p> <p>Quality feedback regarding support provided</p>

<p>1.3 The National Centre for Disability Advocacy (NCDA) is recognized as leading the disability advocacy sector development across Australia</p>	<p>Implement an effective capacity building program for the sector.</p> <p>Build case to demonstrate need for increased funding for advocacy organisations to enable them to manage increased need for reporting, data collection, meeting attendance.</p>	<p>High level of engagement with the sector in the development of the NCDA.</p> <p>Forward work plan developed and implemented in line with timeframes</p> <p>Evidence of high quality NCDA training and development services provided to the sector.</p> <p>High level of advocacy sector satisfaction with the services of the NCDA.</p> <p>National advocacy standards agreed and finalised.</p> <p>Regular sector meetings identify &amp; address systemic advocacy issues.</p> <p>Need for increased funding for advocacy organisations recognised/addressed</p>
<p>1.4 Demonstrable change results from DANA's leadership in systemic advocacy undertaken in collaboration with members</p>	<p>Play a lead influencing role in advocating on behalf of the sector.</p>	<p>Increased endorsement of DANA submissions by the sector.</p> <p>Increase responsiveness &amp; uptake of DANA recommendations by governments.</p>

<b>Key Focus Area 2. Communicate and Connect</b>		
<b>Outcomes by June 2025</b>	<b>Strategies to achieve outcomes</b>	<b>Performance indicators</b>
2.1 Members and stakeholders value timely and effective DANA communications	<p>Implement an effective member &amp; stakeholder engagement strategy which communicates:</p> <ul style="list-style-type: none"> <li>a. DANA activities</li> <li>b. sector developments</li> <li>c. government initiatives.</li> </ul> <p>Implement a quality communications plan that is accessible</p>	<p>Fortnightly bulletins issued.</p> <p>High levels of satisfaction with bulletin and communication content.</p> <p>Increased use of DANA and NCDA website.</p> <p>Increase in social media reach (Twitter, Instagram, Facebook).</p>
2.2 DANA is acknowledged as the most appropriate and effective conduit for information flow between the disability advocacy sector and government	<p>Establish effective mechanisms and relationships to support timely flow of information between the sector and government.</p> <p>Implement effective consultation and co-design processes with members.</p> <p>Pilot an annual state of the sector report</p> <p>Identify and elevate unmet demand and need and priority systemic issues to government, the sector and civil society (including through NCDA).</p> <p>Co-ordinate, and advocate for key systemic issues (including through NCF).</p>	<p>Member's report feeling better informed of Government activities relating to disability advocacy.</p> <p>Members report feeling better heard by Government through DANA's representation.</p> <p>Government reports feeling better informed about the disability advocacy sector.</p> <p>Consolidated connections with government disability and human rights agencies NDIA, NDIS Commission, Commonwealth Ombudsman, Australian Human</p>

	<p>Consolidate and expand connections with key agencies and groups e.g. NDIA, NDIS Commission, Commonwealth Ombudsman, Australian Human Rights Commission, Services Australia</p> <p>Actively promote DANAs work in achieving systemic change.</p>	<p>Rights Commission, Services Australia, and other relevant groups.</p> <p>Demonstrable benefits from expanded connections and collaboration.</p> <p>Broadened connections with Treasury, Attorney General's, Prime Minister &amp; Cabinet.</p> <p>Changes to government policies reflect input from disability advocacy sector.</p> <p>DANA seen as a credible source of current data on disability advocacy and advocacy issues.</p>
<p>2.3 DANA has established partnerships and collaborations that strengthen the efficacy of disability advocacy</p>	<p>Expand partnerships and collaborations with key identified organisations across the sector and broader civil society e.g. OPAN, ACOSS and CLCs.</p>	<p>Enhanced collaborations with sector through NCDA activities.</p> <p>Demonstrable benefits from enhanced collaborations</p>

<b>Key Focus Area 3. Promote and strengthen</b>		
<b>Outcomes by June 2025</b>	<b>Strategies to achieve outcomes</b>	<b>Performance indicators</b>
3.1 The value of independent disability advocacy is widely recognized by key stakeholders	Develop and implement a multifaceted strategy for awareness raising targeted at key stakeholders (including through NCDA)	<p>Training and education program established (June 2023) and rolled out (June 2024).</p> <p>Case studies developed (10) (December 2023).</p> <p>Targeted accessible information developed on the benefits of advocacy.</p> <p>Monitoring and reviews show increased awareness.</p> <p>Government commitment to continuation of funding.</p>
3.2 Demonstrated increase in capacity and resilience of disability advocacy sector to deliver better outcomes for people with disability	<p>Implement an effective capacity &amp; resilience building program for the sector.</p> <p>Develop and implement a program of ongoing monitoring &amp; review of capacity building effectiveness.</p>	Increased capacity, capability and resilience in the sector.



<b>Key Focus Area 4. Sustainable professional organization</b>		
<b>Outcomes by June 2025</b>	<b>Strategies to achieve outcomes</b>	<b>Performance indicators</b>
4.1 DANA secures adequate funding and resources to achieve its purpose	<p>Implement quality control systems to ensure all program deliverables are executed in accordance with funding agreements.</p> <p>Build relationships with a wider range of funders across government and philanthropic foundations to diversify our funding base.</p> <p>Establish an advocacy funding working group to identify and pursue opportunities for funding advocacy.</p>	<p>Quantum of core funding is maintained.</p> <p>Funding is maintained for NCD, creating a clear pathway for its continuation for 10 years.</p> <p>Funding level is continued for NCF.</p> <p>Funding secured for post-DRC work.</p> <p>Funding diversified with new funding sources across DSS, NDIA, other government agencies, and philanthropists.</p>
4.2 DANA maintains high member satisfaction	DANA ensures responsiveness to member priorities	High level of member satisfaction with DANA activities, priorities.
4.3 DANA systems and capability are fit for purpose (people, processes, culture)	<p>Build and maintain systems appropriate to DANA size and needs to ensure efficiency.</p> <p>Implement ongoing positive workplace culture building initiatives</p> <p>Strengthen DANA data and information management.</p>	<p>Ongoing programs established and maintained (policies, procedures, training and development).</p> <p>DANA purpose and values reflected in:</p> <ul style="list-style-type: none"> <li>• programs, projects and policies</li> <li>• position descriptions</li> <li>• recruitment</li> </ul>

		Robust data and information framework established (policies, procedures, monitoring) with demonstrable benefits.
4.4 DANA demonstrates a consistent outcomes based approach	<p>Build DANA capacity in impact and outcome focused work (including training program in Theory of Change and Impact Reporting)</p> <p>Develop and implement monitoring and evaluation practices and processes across all programs.</p> <p>Establish systems to capture outcomes that demonstrate the impact of our work.</p>	<p>Staff confident in working with evaluation culture and practices</p> <p>Monitoring and review built into all major program and projects with clear impact and outcomes measures.</p> <p>Monitoring and review built into Board reporting framework.</p>
4.5 DANA is an employer of choice and models best practice	<p>Implement and showcase a safe and accessible working environment.</p> <p>Implement workplace culture and systems to attract and retain appropriate quality employees, including an Employee Assistance Program.</p> <p>Provide options for career enhancement and professional development.</p> <p>Actively promote and practice diversity and inclusion at all levels of DANA (from recruitment to career enhancement).</p>	<p>Evidence of a professional and trusted organisation, that supports inclusion of people with disability and diversity</p> <p>Compliance with all regulatory and agency requirements.</p> <p>High retention of quality staff</p> <p>Recruitment for all positions encourages people with disability.</p> <p>Recruitment for all positions encourages diversity.</p> <p>Appropriate budget for training and development.</p>

		<p>High level of staff satisfaction with employment at DANA.</p> <p>High level of staff satisfaction with training and development program.</p> <p>EAP in place, used and/or valued.</p>
<p>4.6 DANA upholds best practice governance principles</p>	<p>Implement best practice governance at all levels demonstrating transparency, accountability, compliance etc.</p>	<p>Compliance with all regulatory and agency requirements.</p> <p>Board and Executive commit to and participate in ongoing professional development.</p>