



**QUEENSLANDERS WITH
DISABILITY NETWORK INC**

NOTHING ABOUT US.....WITHOUT US

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Strategic Plan

Clarity Of Purpose 2009—2014

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1. Background to the Strategic Plan

In July 2009, the management committee, staff, and a number of local and regional members of Queenslanders with Disability Network (QDN) came together to develop a new strategic plan for the organisation. As the organisation had been in existence for around 10 years, the decision for this strategic plan was to visualise the work of the organisation for the next 5 years.

1.1 Lessons from QDN's History

QDN has been operating since the late 1990s. During this time the organisation has progressed through a number of different phases.

In the Beginning

Until the late 1990s, Queensland did not have an organisation driven by people with disability which represented their collective voice across the state. Earlier attempts had been service or parent driven, or had been label specific, or short-lived. Following defunding of one short term venture in 1998, the Department of Families, Youth and Community Care called for expressions of interest to reuse the money to establish a consumer consultative body to inform government about issues, especially relating to how services affected the lives of people with disability.

A small group of people with disability and allies met to discuss possibilities for use of these funds and identified and encouraged a core group to apply for the tender. These people were drawn together or approached because they were known to share similar values and commitment about all people with disability living active lives as valued members of their communities. Within a short time they had developed a vision for an organisation, established a steering committee, negotiated and auspice, written a submission and gained around 660 letters of support for the venture. With successful funding, QDN was born.

Key learnings from this time were about the importance of standing up for what people with disability believed and about the natural authority and the rightful place of people with disability being included in all aspects of community life.

Groundwork

When QDN was up and running, the organisation had sufficient funds to employ 3 part time staff. In the early days QDN was housed in the offices of Queensland Advocacy Incorporated (QAI), who acted as our auspice. As we were clear about what we didn't want, soon our energies turned to developing organisational policy and clarifying what we did want. It was all happening! We held regional meetings and a state wide gathering, *Seeking a Voice*, which involved membership in developing and affirming our direction. This was a time of high expectations and QDN expanded fast, especially regionally, where we employed two part time local workers.

Although QDN was involved in putting our issues to government, we had said right from the start that we were not there to be the sidekick of government. Rather, QDN would prioritise our own agendas around a particular stance, representing the widely held voice of people with disability wanting active citizenship and all that it involves. This stance was affirmed and strengthened in all contacts with members. We were also clear that we did not want to be seen as an exclusive group. We wanted to be inclusive of all people with disability, including those who do not have a voice.

Key learnings from this time were about the importance of not expanding too fast, understanding that we cannot help everyone personally, and remaining clear about who drives our agendas.

Consolidation

QDN continued our work with new clarity about how we were structured. We held another large state-wide gathering, *Voices in Action*, reclaiming the space of the Convention Centre, previously the site of an Anti-Discrimination case which had been fought and won in the decade before. At this we formulated policies and statements about key areas which affected our lives and fed these back to senior bureaucrats and policy advisers in government.

By now we saw ourselves as a network operating from a central hub. This hub, through the committee's governance and the work the staff in the office, supported and strengthened people in local communities (the micro level), as well as consolidating and presenting the voice of people with disability state-wide, taking up issues on their behalf (the macro level). The systemic work was interactive and involved hearing stories and gaining feedback about life from members, as well as analysing government policy in light of what we knew, developing positions based on our collective wisdom, and writing, reporting and lobbying on issues to government.

Key learnings from this time were about the importance of not lighting too many fires and being realistic about our limited capacity, yet still supporting member involvement and nurturing a sense of belonging.

Reactive Times

QDN now worked hard with growing pressure for our participation in government consultations, which were being put to the community at a rapid rate. Many of these had pre-set agendas with huge implications for our lives. To add to our concerns, poor processes did not enable people with disability to be active participants. So at this time, rather than moving agendas forward, we struggled to hold our ground, especially with regard to funding reform and changes to the Disability Services Act.

By now we had become an incorporated body in our own right and had moved to our own premises in Bowen Hills, taking full charge of running our own organisation.

We focussed our energies on gaining our rightful place at the table (*Nothing about us without us*) and spent most of our time meeting, writing and reacting to policy changes to make known the negative impacts on our lives. We also held community forums at the State Parliamentary Annexe to publicise our issues widely.

Key learnings from this time were about the importance of balancing our inward and outward energies, of supporting staff, of reflecting on where and how we prioritised our efforts, and of learning and moving on.

Growing Stronger

During this phase we developed greater clarity about how we work, both at local and systemic levels, as well as with our staff and allies. Our energies went into providing information, travelling and making regional connections to develop and strengthen our network, as well as to identify key people who can be supported to take on roles in QDN. We also realised that we had to be more inclusive of people who had greater difficulty in voicing their concerns, so set up Hot Topics groups and began to support a group to establish an Aboriginal and Torres Strait Islander Disability Network.

We have more to say! continued our lobbying for better funding reform, and our campaign around the new disability services legislation bore fruit with some of our suggestions taken up. We continued working in many areas that affected our lives, including the disability sector quality system, building codes, rail transport standards, universal, accessible and sustainable housing, young people in nursing homes and many other issues. *Welfare to Work* saw us taking on our first federal priority.

Key learnings from this time were about the importance of keeping true to our values and managing the proactive and reactive elements of our work so that clarity of focus is maintained.

Looking out, looking in

QDN's work reached new heights with a flurry of external activity. However this was followed by a bout of internal activity which reduced our public face. The external work focussed on developing and supporting our state-wide network with visits to many coastal regions, as well as west of the Darling Downs and Mt Isa. During this time QDN was represented on many State and Local Government reference groups and attempted to influence policies on road, rail, bus and taxi transport, access, building codes, restrictive practices, housing, policing and funding for support, as

well as the National Disability Strategy and the United Nations Convention on the Rights of Persons with Disabilities. Work also continued with the Queensland Aboriginal and Torres Strait Islander Disability Network and Hot Topics groups.

Political activity was kept to the fore with meetings with relevant Ministers and bureaucrats, especially in Disability Services Queensland, and with our involvements in the Safeguards Coalition, the State and Federal Election Disability Campaigns, the Labour Day Marches and the Shared Vision Conferences.

However much of our time soon became taken up with the new demands of Quality Assurance processes and becoming an accredited disability service. This required that a great deal of our time and energy be put into focussing on the internal workings of our organisation, its governance and its paperwork. This period reduced our public activity somewhat in order to ready ourselves for compliance with funding body expectations and deadlines.

Following this phase we needed a while to catch our breath. It was evident that our committee and staff had worked very hard, but had been pulled in lots of different directions. With less political activity in the sector, the quality of the lives of many people with disability was seemingly going backwards. There were so many shoulds, so many things to do, so many issues to take up. It was time to consolidate again and prepare for a new era. By the time we came together to formulate this new strategic plan, we had new staff in place and we had gained new strength. In some ways we felt that QDN had been through a change somewhat like a butterfly emerging from a chrysalis. We are now ready to soar again!

***Key learnings** from this time were about the importance of managing tensions between individual and organisational expectations, and about monitoring our efforts in line with our priorities and capacity.*

1.2 The next phase

During the next 5 years we want QDN to become stronger by remaining **well grounded, accessible, informative, constructive, influential, clear and focussed**. We therefore want to see the following aspects mirrored in the next phase of QDN's organisational journey:

- Maintaining clarity about who we are and what we stand for
- Using mechanisms that allow for good dialogue between and about people who live life with disability
- Having clarity about issues affecting people's lives
- Being articulate and influential in reform processes
- Using planning as the basis for decision making, implementing and monitoring
- Managing our responses within our capacity, yet helping QDN to grow

- Being respectful in all aspects of organisational relationships
- Having good human relations practices with staff to avoid burnout
- Seeking support of others who will advise, nurture and mentor us to do the best we can.

2. Our Vision, Values and Beliefs

QDN's vision is for people with disability to achieve full and active citizenship and all it involves.

People involved with QDN know that culturally and historically, people with disability are not afforded the same value, opportunities or access to community life as other citizens. In fact, here in Queensland, many people with disability continue to be excluded from the most basic experiences of ordinary life. Even when their inclusion is sought, it is often conditional and open to withdrawal, especially when myths, prejudices, stereotypes and low cost take over everyday reasoning and justice.

We believe such practices are unacceptable and must be challenged. This is not only a concern for people with disability or even for their families, but rather it is one for the whole community, especially if justice and diversity are to be values held by all. We believe the community is richer because of the involvement of people with disability and therefore the responsibility is a shared one. Governments and the community at large have a role to play to ensure that people with disability are entitled to a lifestyle which is based on what is valued and preferred by most citizens, and to ensure that people have resources that enable their belonging, participation and contribution.

Therefore people involved with QDN believe that people with disability have a rightful place in community life where they:

- are welcomed, valued and present
- have opportunities to live full and equal lives
- have a home of their own in their preferred social context
- have access to personalised supports that enhance their lifestyle
- have opportunity to move around their neighbourhood
- are participating and contributing members in social, economic and political life of their community
- have their gifts and talents recognised
- have their lived experience acknowledged
- have natural authority to influence the direction of their own lives
- are entitled to benefits of the United Nations Convention on the Rights of Disabled Persons.

2.1 Our Mission

QDN's mission builds on our values and beliefs and is the promise of our organisational behaviour. This statement sets the direction for our organisation and the work of our management committee, our staff and our members. It is continually

referred to, so that all our decisions about our policies and practices remain in keeping with what we say we stand for.

QDN's mission is:
People with disabilities connecting for collective and affirmative action.

This statement is the very essence of what we do and our motto complements our being central in decisions which affect our lives.

Our motto is:
Nothing about us without us.

2.2 Our Objectives

In line with our mission, values and beliefs, the constitutional objects of our association are:

- to resource, develop and maintain a network of people with disability.
- to be of, by, for and with people with disability.
- to stand by and for people with disability who don't have avenues to be heard on the issues that affect them.
- to resource and support individual and network action on issues that affect people with disability.
- to provide a mechanism and vehicle for the voice of people with disability to be heard on and influence the issues that affect them.
- to take part in government processes and/or lobby on matters that affect people with disability.
- to promote the valued status and participation of all people with disability in all aspects of community life as full citizens.
- to be responsible and accountable in the management of the resources of the network to achieve organisational goals.

2.3 Our Purpose

Historically, people with disability have had little opportunity to access, participate and contribute to the processes of community life and to government, or to speak up, be heard and be attributed credibility on the issues that affect our own lives and the lives of others who live with disability.

In Queensland family members, friends, advocates and other allies have had some opportunity to speak on our behalf, and so have service providers who have come together around specific issues that affect our lives. Whilst QDN respects and joins with others who hold a similar vision and values about people with disability and their ***Queenslanders with Disability Network***

living full and equal lives, we recognise the importance of having our own voice in influencing policies and practices that often have life defining consequences for us.

QDN has broken new ground in developing a small, state-wide organisation open to all people with disability who believe in our entitlement to live full and equal lives. Our group has taken up the missing role of people with disability having information and building knowledge collectively so that we can speak on our own behalf about a range of issues that directly affect us and others with disability in communities across the state.

Without funding to support this to happen, it is very difficult to develop a knowledgeable and an effective network that has capacity to organise itself into becoming a legitimate voice. This needs planning, coordination and the maximising of both paid and unpaid resources.

QDN is committed to ensuring that the voice of our network is diverse and includes the concerns of people living in isolated rural and remote parts of Queensland, people with complex needs, people with limited decision making capacity, people who are hidden from public view such as people in institutions or other forms of segregated care, and people from Indigenous and non-English speaking backgrounds. Many of these people cannot be at the table to put forward their own view of the world. QDN recognises that their interests are equally important and that the organisation must also be a voice on their behalf.

QDN therefore enables people with disability to be at the centre of a vibrant state-wide network which:

- is for, of, with and by people with disability
- is inclusive and values all people with disability
- claims a strong relevant, active, significant and influential voice
- operates in line with a framework of human rights and justice, with disability seen as a social issue
- organises by harnessing energy, experience and wisdom
- takes a strategic and collective stand in line with shared values
- speaks out vigorously and works to change society so that people with disability have active citizenship and all it involves
- is here for the long term
- undertakes action in the spirit of shared experience, independence, mutual respect, openness, hospitality and fellowship.

2.4 The Heart of QDN

At the centre of the heart of QDN are people with disability. They are surrounded by the following elements that drive our work:

- Passion
 - Self belief
-

- Pride in who we are
- Wisdom of experience
- Respect
- Ownership of issues
- Real life stories
- Lived experience
- Grounded in reality
- Natural authority
- Having clear vision
- Giving voice
- Collective action
- Our rightful place
- Spirit and soul
- Valuing people
- Belonging, no matter who you are
- Inclusive
- Citizenship
- Quality work
- Professionalism
- Knowledge
- Persistence
- Strength
- Clear values base
- Strong beliefs
- An authoritative influence
- Building networks
- Connection
- Communication
- Information
- Thinking things through
- Planning
- Being strategic
- Being accountable
- Acknowledging our struggles
- Supporting participation and contribution
- Strong sense of governance
- Good organisational skills
- Balancing proactive and reactive elements
- Good practice
- Acknowledging the people who are not here
- Welcoming
- Friendly
- Friendships
- Fun
- Celebration.

All these elements help to shape who we are and how we go about our work.

3. About Our Networks

QDN's networks include:

- People with disability who are ordinary members of the organisation, giving them access to organisational information and support and formal voting rights, with the possibility of becoming part of the governance group
- Junior members of the organisation with particular interest in how their life opportunities are developing
- Many other people with disability who link up on areas of interest, or provide information, or become involved in particular aspects of the organisation's work such as particular campaigns
- Many allies who hold the same vision and values as QDN and want people with disability to have good lives. They respect the centrality of people with disability in our network structure and support strong ethical direction and

leadership by people with disability. Many of these people are family members, advocates or workers.

At the interface with our networks are people and organisations who want to know what QDN is doing and proposing, as well as people and systems that QDN might wish to influence.

QDN's networks operate within the following context:

- Demonstrating rights and justice for people with disability, with opportunity for their lives to be played out in ways that are comparable to those of other Queenslanders
- Interpreting disability as a social issue, with expectations about people's lives able to be influenced by collective social and political action
- Valuing all people with disability, knowing their stories and harnessing and nurturing their energy, wisdom and leadership in setting life's agendas
- Linking with other allies with similar beliefs about people with disability and strengthening the community living movement
- Demonstrating diversity, inclusiveness and the spirit of 'witness' in all relationships with people with disability
- Supporting an informed voice of people with disability on key issues that affect the our lives
- Acknowledging the need and taking a stand for vulnerable people with disability who have little voice of influence
- Demonstrating positive imagery of people with disability and honouring their achievements.

4. Our Practice Framework

QDN talks about people with disability being the focus of the networks. What this means in practice is that they are visible in the different aspects of QDN's work, developing our knowledge base, direction and progress.

In our networks, people with disability:

- Have opportunities to input their knowledge and wisdom of life
- Are encouraged to be active, connected and informed about issues
- Are part of local or collective strategic action
- Are supported to take leadership roles
- Have opportunities to influence organisational priorities or to govern the organisation's work, in line with the vision and beliefs of QDN
- Have opportunities to understand and represent the much broader issues of people with disability as part of the public face of the organisation.

4.1 QDN's three components:

QDN's structure is best explained as having three components that work together:

- The hub or central driving core
- The macro or big picture response
- The micro or local response.

The Hub or central driving core

The Hub involves the management committee, who are the organisation's governance group, as well as the staff of the office who manage and enable the work of the organisation to happen. The people at the hub hold and transmit the values and priorities of the organisation through their decisions and actions.

The work from the hub is based on:

- Strategic planning decisions
- Systemic issues and priorities of the organisation
- Use of budgeted resources
- Employment and deployment of staff
- Expectations of legal, funding bodies
- Action in line with the mission, goals, priorities and policies of the organisation
- Development and support of organisational leadership
- Stewardship of the values, spirit of the organisation, sustainability and well being of people involved.

The Macro or big picture response

The Macro response analyses what is happening in the lives of people with disability and develops QDN's position and strategies to influence positive change.

The Macro response is:

- The organisational stance and public response to state-wide issues
- Influenced by network membership knowledge and stories
- Driven by the hub
- Membership involvement in research, discussion, policy development and delegated representation
- Collective knowledge and shared information, skills and strategies
- Mentoring new leadership
- Directed toward positive social change and better lives.

The Micro or local response

The Micro response supports ideas and strategies in local communities and assists in driving agendas of people with disability forward.

The micro response includes:

- Identification of and informing about issues of local concern

- Support of local leadership
- Sharing information, ideas, skills, advice
- Negotiated support to do things locally
- Action taken locally in sync with the values and priorities of QDN
- Wider connections and opportunities to connect
- Linking and reporting back.

4.2 Our Core Business

The core business of QDN has been identified as building a network grounded in the reality of people's lives, whose collective voice speaks out for affirmative action by, for and with people with disability.

4.3 QDN's Practice Filter

QDN's practice filter can be broken down into five components:

- For Whom?
- By Whom?
- How Done?
- For What?
- Against What?

For Whom?

QDN is for Queenslanders who live life with disability and is inclusive of all who share the values and aspirations of living a full and equal life. This includes the broad diversity of people who:

- have any disability, including those who have significant or complex needs, or who are hidden away from ordinary life, or may not be able to speak for themselves
- live in urban, regional or remote communities
- come from different cultural backgrounds, including indigenous people and people from a non English speaking background.

By Whom?

QDN is governed by a management committee of people with disability and employs staff with values similar to those held by the organisation. They, alongside a number of delegated regional members who identify as part of QDN's networks, take the public role as QDN. People with disability, who provide the knowledge and stories for the collective voice of QDN, as well as allies who value our stance, join with QDN's work by providing information and taking an active role in local ventures and campaigns.

For What?

QDN puts the focus of our work on achieving the following:

- Our humanity
- Community living
- Achieving human rights
- A full and equal life

- Affirmative action
- Full citizenship
- Equity and Justice
- Diversity
- Not being put down
- Access, participation and contribution
- The voice of lived experience
- Empowerment and inspiration
- Our driving things that affect us
- Being at the table in decision making
- Taking our rightful place in society
- Social and cultural change.

Against What?

QDN strives to ensure that the organisation has an active voice against:

- No voice or influence
- Abuse and neglect
- Tokenistic processes
- Them/us mentality
- Myths and stereotypes
- Special language
- Discrimination
- Exploitation
- Ignorance
- Intimidation
- Rhetoric not matching reality
- Lack of access and opportunity
- Restrictive policy and procedures
- Lack of \$ as the excuse for inaction
- Regimentation of daily life
- Congregation on the basis of disability
- Exclusion from ordinary life
- Being treated as second class citizens.

How Done?

QDN has a number of functions focussing on the following elements:

Networks

- Identification
- Connection
- Membership
- Relationship
- Information
- Leadership.

Information Exchange

- Facilitated
- Accurate
- Accessible
- Relevant
- Timely

Political Action

- Research
- Meetings
- Papers
- Lobbying
- Collective action
- Campaigns.

Organisation

- Efficient
- Accountable
- Good, sustainable governance
- Good management practices
- Increased capacity.

5. Being Good Stewards of the Organisation

The governance role of the management committee of QDN is more than just overseeing the running of an efficient organisation. It involves organisational leadership, which ties together the key functions of:

- Setting the strategic direction for the organisation, informed by members of QDN's network
- Overseeing the use of human and financial resources and the work of the Network Coordinator
- Reviewing the organisation's progress towards its goals.

However these functions happen within the bounds of the organisation's mission, vision, values and beliefs and in the context of the broader climate of collective opinion of membership.

Committee members are therefore the stewards of QDN's overall well being, through ensuring good planning, decision making and monitoring of action, so that the organisation's culture, history and spirit live on into the future.

Committee members:

- hold QDN's stories
- honour its people, its values and uphold their intent
- use the past to help to understand and inform their current and future work
- decide what is in the best interest of the organisation rather than by personal agendas
- do no harm to the operation and sustainability of the organisation
- provide a road map to the future for others
- leave the organisation in good stead so that its well being over time is assured.

This means that committee members demonstrate these values and beliefs in practice by being passionate about their worth and using them as the basis for their decision making regarding organisational policies and procedures. These set clear direction for staff and for monitoring the operation of the organisation. Hand in hand is the expectation of taking well planned, ethical action in keeping with accountability requirements and available resources.

Good stewardship is also expected of QDN's staff, who translate the decisions of the committee into supporting the priorities of the organisation with members.

The network coordinator is expected to demonstrate the organisational values and beliefs by example and to provide feedback, information and advice as to how the strategic directions are progressing in practice, enabling good decision making at the committee level. This is also a stewardship role in relation to the following:

- managing the coherency between organisational values, plans and action
- holding up to date knowledge about the lives of people with disability and the broad political context of their lives
- upholding the reputation of the organisation in all its work.

6. Analysing the situation

QDN sees itself as having the following strengths and weaknesses.

6.1 Our strengths

- Our clear values base and beliefs
- The people we attract as active members of our network
- Our listening to our membership and valuing their wisdom
- The sum of knowledge and lived experience of members
- Our state-wide focus with regional involvements
- Grass roots driven, non tokenistic
- A committed management committee
- Skilled staff
- Good analysis of issues
- Our professional image and style of operating
- Competence and respect attributed to us
- Well grounded reform
- Consistency and persistence on issues of concern
- Collective action around issues
- Methods and solutions that empower
- Mindful of what it takes to make things happen well for people with disability
- Reflecting and learning from doing things
- Doing so much with so little funding
- Not afraid to take on the hard issues and box above our weight.

6.2 Our current weaknesses

- Inadequate funding base – limited capacity – one source
- Part time staff limits what we can support and do
- Size of Queensland limits travel and presence, especially with limited funding
- Maintaining connections with everyone

- Catch 22 of living with disability and of being an active member – the more we do, the harder it is for us to do it, as it takes up our energy and increases our vulnerability, but if we don't do it, our agendas do not progress forward and we need to do more—its a vicious circle that takes us away from ordinary life
- Difficulty in speaking for all, especially if we don't have connections and knowledge of those with little voice, or who are hidden, or from different cultures
- If we can't get out there, we are not known about, not seen as inspiring or relevant
- Getting caught in personal agendas – losing organisational focus
- Expecting too much of the organisation, given its very limited capacity – burn out
- Managing the pulls between the micro level in people's communities and the macro political level.

Over the next five years, QDN will be presented with a variety of opportunities and threats.

6.3 Our Opportunities

- Establish a viable funding base which supports the equivalent of 3 full time staff with enough flexible funds to support small projects, travel around the state, small seeding of local ventures and gathering to think through and contribute to lobbying and organisational priorities – put concentrated effort into creating equality with other state wide organisations
- Continue to build evidence from real life to counter the arguments for congregation and forced co-tenancy and loss of authority over life
- Sell ourselves as an investment opportunity for the future – good services and supports lead to good lives and less crises, isolation and segregation
- Learn from people who cannot contribute because of disability, distance or confinement and include their concerns
- Consider ways of continuing to support indigenous people with disability to establish their own network
- Head hunt and support people with good values to keep the organisation strong as members and as allies
- Continue ways of reaching out – meeting with people – building knowledge and strength – renewing our leadership – establishing good allies – keeping connections – being proactive
- Clarify an acceptable code of behaviour for people representing the public face of QDN and support people to do this well
- Monitor how well we are going with what we say we are going to do

- Use people's energies wisely and build around key priorities.

6.4 Our Threats

- The current economic climate together with the blurred vision of government – little funding and consultation – constant reactive focus to planned agendas
- Backward attitudinal swing – loss of knowledge of history, lesser expectations, congregation agenda dominant, and lack of understanding about the concerns of people with disability and the need for opportunities, flexibility and a change agenda over time
- Being seen as biting the hand that feeds us, and suffering the consequences
- Growth of membership with greater expectations of supporting people around the state, but without increased organisational capacity – huge personal and systemic expectations on us – could then result in loss of membership because we cannot deliver
- Lone guns with personal agendas could divert our agendas or say they represent QDN without proper policy and scrutiny.

7. Our Strategic Planning Goals

QDN has identified four strategic planning goals which will drive our work over the next five years. Under each goal are the key strategies, which set out how we intend to achieve these goals.

- Goal 1. Promote and maintain a strong vibrant network
- Goal 2. Facilitate accessible information exchange
- Goal 3. Influence governments and others to bring about full and equal participation
- Goal 4. Be an effective, sustainable and accountable organisation that reflects our values.

Goal 1. Promote and maintain a strong vibrant network

1. Seek out people with disability in different parts of the state
2. Encourage, welcome and maintain membership through personal connections and relationships
3. Identify key people with disability who can take an active role in the work of QDN
4. Support the action and leadership of regional facilitators
5. Identify and connect with possible allies who are aligned with QDN's values and beliefs
6. Encourage member involvement in the broader work of the organisation
7. Give support to limited, negotiated local action
8. Honour the people who cannot be with us and include their issues in our work
9. Develop pride in who we are and celebrate what we stand for.

Goal 2. Facilitate accessible information exchange

1. Seek and listen to the lived experience of people with disability
2. Provide information about QDN and what the organisation stands for
3. Communicate using a variety of accessible media
4. Support targeted contact and connections between members
5. Encourage dialogue about how life can be improved
6. Inform members about current policies and practices and QDN's position
7. Provide opportunity for key people to come together to support the work of QDN
8. Provide a range of supports to people with disability so they can contribute to the information and knowledge of QDN
9. Communicate in culturally appropriate ways

10. Act as a source of information to the wider community living movement.

Goal 3. Influence governments and others to bring about full and equal participation

1. Keep up with government and community trends, legislation, policy and upcoming consultations
2. Identify priority state-wide issues and gather evidence about how they affect people's lives
3. Produce QDN research papers and policy documents, informed by membership
4. Be seen of good standing and be at the table to put forward QDN's position
5. Support people with disability to have the knowledge, skills and capacity to be part of public face of QDN's strategies and campaigns
6. Auspice small projects that advance the agendas of people with disability
7. Join with allies in broader campaigns that drive forward QDN's agendas
8. Gain feedback and support of our work from others who value what we do
9. Oppose tokenistic responses.

Goal 4. Be an effective, sustainable and accountable organisation that reflects our values.

1. Provide ethical direction and leadership of the organisation through good governance and working within capacity, ensuring QDN:
 - a. fulfils its mission and remains faithful to its original intent, spirit and culture
 - b. has good planning, monitoring and evaluation processes that enable continuous improvement of our work
 - c. is compliant with legislative, constitutional, funding and industrial requirements of being a public funded body
 - d. maintains organisational strength, vitality and coherency over time.
2. Provide good management and office practices that ensure QDN:
 - a. achieves the planned action in timely and appropriate ways
 - b. has good human relations practices which avoid burnout
 - c. is welcoming, respectful and hospitable to all involved
3. Increase QDN's resource capacity to work as a state-wide organisation.

8. Implementing the Strategic Plan

QDN is committed to implementing this strategic plan and will develop accompanying yearly plans, which highlight the priorities of the organisation. These will become the blue prints for our work over the next five years and hold the elements for reporting our progress. QDN will monitor and evaluate our work on a regular basis against these set goals. This document is not set in stone, but rather is a work in progress. Our practices may be modified depending on changing

circumstances and the external political climate. However our mission, values, goals and intent will remain the same.