



Queensland Independent
Disability Advocacy Network

QIDAN Strategic Plan

2026 - 2028

Working together to achieve positive change for people with disability

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Our Vision

A Queensland where people with disability live with dignity, safety, inclusion and full enjoyment of their human rights.

Our Purpose

The Queensland Independent Disability Advocacy Network (QIDAN) brings together independent disability advocacy organisations to:

- protect and promote the rights of people with disability
- strengthen collective advocacy across Queensland
- influence systems, policy and practice to create lasting change

This work is grounded in human rights and led by the lived experience of people with disability.

Our Values

Led by people with disability - We centre the voices, experiences and leadership of people with disability in all that we do.

Independent and accountable - We act independently of government and service provision, with integrity and transparency.

Collective strength - We work together to amplify impact, share knowledge and act with a united voice.

Equity and intersectionality - We recognise and respond to the additional barriers experienced by First Nations people, CALD communities, LGBTIQ+ people, and those in rural, regional and remote areas.

Courage and persistence - We challenge systems that do not work and persist in advocating for change.

Strategic Context

This plan has been informed by both workshop discussions and member survey feedback. The disability advocacy environment in Queensland is facing increasing complexity, demand and system pressure.

Participants in the QIDAN strategic planning workshop identified a range of interconnected challenges impacting people with disability and the organisations that support them.

At a systems level, there is growing concern that key frameworks are not delivering on their intent. This includes ongoing issues with the National Disability Insurance Scheme (NDIS), such as inconsistent decision-making, increasing reliance on automated processes, and access and review pathways that can be complex and, at times, traumatising. More broadly, there is a disconnect between policy and practice, with limited accountability for outcomes experienced by people with disability.

Safeguarding gaps are also a significant concern. Participants highlighted inconsistent oversight, confusion around roles (including guardianship), and increased risk of exploitation, particularly in thin or poorly regulated markets. These risks are compounded by the presence of unethical practices within parts of the disability and housing sectors. Across systems such as housing, justice, education, health and child safety, people with disability continue to experience discrimination, exclusion and unequal access. These impacts are amplified for those experiencing intersectional disadvantage, including First Nations people, people from culturally and linguistically diverse backgrounds, LGBTIQ+ people, and those in rural and remote communities.

Demand for advocacy is increasing, driven by growing complexity of need, including poverty, housing instability and social isolation. However, this is occurring in a context of funding instability, short-term funding cycles and uneven resource distribution, limiting the sector's ability to respond effectively.

Workforce pressures are also significant, with advocates experiencing high workloads, vicarious trauma and increasing exposure to complex matters. At the same time, advocacy organisations are increasingly expected to fill gaps created by system failures.

A key cross-cutting issue is the need for stronger, more consistent use of data and evidence. While the sector holds rich insights, there are challenges in capturing and using this information collectively to influence policy, funding and reform.

Recent member feedback also highlights ongoing funding uncertainty, increasing demand for advocacy services, and varying levels of capacity across organisations to engage in collective work. These factors reinforce the need for a coordinated, realistic and sustainable approach to QIDAN's activities.

Despite these challenges, QIDAN is uniquely positioned to drive change. As a statewide network, it brings together diverse expertise, lived experience and system insight. There is a clear opportunity to strengthen collective advocacy, influence reform, improve evidence and data use, and advocate for a more sustainable and equitable advocacy sector.

What this means for QIDAN

The current environment requires QIDAN to be clear, focused and strategic in how it works as a network.

QIDAN cannot – and should not - respond to every issue in the system. Instead, it must prioritise areas where collective action can have the greatest impact and where a coordinated voice is more powerful than individual advocacy alone.

This means:

- focusing on systemic issues that affect large numbers of people with disability
- strengthening collective advocacy to influence policy, legislation and practice
- using data, evidence and lived experience more consistently to support advocacy
- advocating for a sustainable and equitable advocacy sector
- working in partnership with people with disability and aligned organisations to address intersectional disadvantage
- prioritising actions that are achievable within the capacity of member organisations

It also means continuing to strengthen QIDAN itself, including its structure, coordination and ways of working, to ensure the network can respond effectively to emerging challenges.

The strategic pillars that follow reflect these priorities and identify where QIDAN will focus its efforts over the next three years.

Strategic Pillars and Goals

Pillar 1 – Systems Accountability and Reform

Goal: Drive systemic change by holding governments, systems and institutions accountable for outcomes experienced by people with disability.

What success looks like in 3 years: QIDAN is recognised as a credible and influential voice that shapes policy, drives reform, and ensures accountability for disability-related outcomes.

Objectives

1.1 Drive implementation of reform commitments

By June 2028, QIDAN will develop and implement an advocacy plan targeting at least three key reform areas (including DRC recommendations), with progress tracked and publicly reported annually.

1.2 Strengthen policy and legislative influence

By June 2027, establish and maintain structured engagement with key Ministers, departments and decision-makers, with at least four coordinated advocacy engagements per year.

1.3 Increase visibility and impact of systemic issues

For each year of the Plan, utilise a coordinated approach to using data, case studies, media and collective advocacy activities to highlight systemic issues and influence public awareness, policy and practice.

Pillar 2 – Sustainable and Equitable Advocacy Sector

Goal: Secure sustainable, equitable resourcing for disability advocacy across Queensland.

What success looks like in 3 years: Advocacy services are better resourced, more stable, and able to meet demand across metropolitan, regional and remote areas.

Objectives

2.1 Advocate for sustainable funding models

For each year of this Plan, deliver coordinated annual budget submissions advocating for multi-year, needs-based funding for advocacy services.

2.2 Improve equity in resource allocation

By June 2027, develop and promote a shared evidence base highlighting unmet need across regions and cohorts, used to inform funding advocacy.

2.3 Strengthen the advocacy workforce

By June 2026, establish at least one shared workforce development initiative (e.g. training, knowledge exchange, Community of Practice) focused on capability and wellbeing.

Pillar 3 – Evidence, Data and Impact

Goal: Strengthen the use of data, evidence and lived experience to drive advocacy and demonstrate impact.

What success looks like in 3 years: QIDAN has a strong, consistent evidence base that supports advocacy, informs policy and demonstrates outcomes.

Objectives

3.1 Improve data consistency across the network

By June 2027, agree and implement a shared approach to capturing and reporting key data (including outcomes), with participation from all member organisations.

3.2 Strengthen use of evidence in advocacy

By June 2026, promote and embed the existing process for collecting and using case studies and lived experience to support systemic advocacy.

Pillar 4 – Equality, Inclusion and Safeguarding

Goal: Address systemic discrimination and strengthen safeguards for people with disability, particularly those experiencing intersectional disadvantage.

What success looks like in 3 years: There is increased awareness, stronger safeguards, and improved responses across systems for people with disability.

Objectives

4.1 Strengthen intersectional advocacy

By June 2027, embed intersectional approaches into QIDAN's advocacy, including partnerships with relevant organisations and communities.

4.2 Improve safeguarding responses

By June 2026, develop and promote advocacy positions on safeguarding issues, supported by data and lived experience.

Pillar 5 – Strengthening QIDAN as a Network

Goal: Strengthen QIDAN's structure, coordination and collective impact.

What success looks like in 3 years: QIDAN operates as a well-coordinated, engaged and influential network with clear processes and a strong collective voice.

Objectives

5.1 Strengthen coordination and structure

By June 2027, implement agreed governance and coordination arrangements (including outcomes from the Charter review).

5.2 Enhance collaboration across the network

By June 2026, maintain regular mechanisms for sharing knowledge, resources and practice across member organisations.

5.3 Strengthen QIDAN's public voice

By June 2028, develop and implement a clear, consistent communication approach that increases QIDAN's visibility and influence.

5.4 Strengthen member engagement and participation

For each year of the Plan, strengthen member engagement and participation through clear communication, realistic expectations, flexible participation approaches, and increased utilisation of QIDAN's existing coordination and collaboration mechanisms.

Implementation Approach

QIDAN will:

- develop annual action plans aligned to this strategy
- establish processes to work on key priority areas with clear expectations of scope, time commitment and participation
- track progress and outcomes regularly and report at least annually
- use data, storytelling and lived experience to inform all advocacy

Measuring Success

Success will be measured through:

- progress against Objectives
- evidence of influence and impact to lead to policy and system change
- improved outcomes for people with disability
- increased and more consistent participation across member organisations

Implementation Plan (by pillar)

Implementation Approach

QIDAN will deliver this strategy through:

- time-limited working groups aligned to each pillar
- coordinated advocacy actions across member organisations
- shared data, evidence and lived experience
- annual planning and review cycles

Year 1 focuses on **foundation and alignment**

Year 2 on **delivery and influence**, and

Year 3 on **consolidation and impact**.

Pillar 1 – System Accountability and Reform

Priority: Coordinated systemic advocacy and reform influence

Year 1 (2026) – Foundation

- Develop annual QIDAN advocacy plan (including 3–5 priority reform areas)
- Map key stakeholders (Ministers, departments, agencies, peaks)
- Agree shared advocacy positions (e.g. DRC implementation, restrictive practices, inclusive education)
- Establish small advocacy working group

Outputs

- Published advocacy priorities
- Stakeholder engagement plan
- Agreed position statements

Year 2 (2027) – Delivery

- Coordinate collective advocacy activities to increase visibility of systemic issues and influence policy and practice

- Deliver targeted engagement with decision-makers (meetings, submissions, briefings)
- Increase media presence and public commentary

Outputs

- Campaign materials
- Submissions and briefing papers
- Media outputs

Year 3 (2028) – Consolidation

- Track and report on reform progress (e.g. DRC recommendations)
- Strengthen long-term relationships with government and influencers
- Position QIDAN as a go-to voice on disability advocacy

Outputs

- Annual “state of reform” report
- Ongoing engagement framework

Indicators of success

- Evidence of policy or practice change
- Increased engagement with decision-makers
- Recognition of QIDAN as a credible advocacy voice

Pillar 2 – Sustainable and Equitable Advocacy Sector

Priority: Funding, equity and workforce sustainability

Year 1 (2026) – Foundation

- Develop shared evidence base on unmet demand and funding gaps
- Coordinate State budget submissions
- Identify workforce challenges and opportunities

Outputs

- Unmet demand summary
- Budget submission
- Workforce issues paper

Year 2 (2027) – Delivery

- Advocate for multi-year, needs-based funding
- Promote equity in funding across regions and cohorts
- Implement at least one shared workforce initiative (e.g. training, peer support)

Outputs

- Advocacy materials
- Workforce initiative delivered

Year 3 (2028) – Consolidation

- Monitor funding outcomes and sector sustainability
- Strengthen partnerships to support long-term sector capacity

Outputs

- Funding impact summary
- Partnership agreements or initiatives

Indicators of success

- Increased or more stable funding
- Improved workforce capability and retention
- Greater equity in resource distribution

Pillar 3 – Evidence, data and impact

Priority: Stronger data, outcomes and evidence base

Year 1 (2026) – Foundation

- Agree shared approach to capturing data and outcomes
- Develop simple case study and outcomes framework
- Establish data Community of Practice

Outputs

- Agreed data framework
- Case study template
- CoP established

Year 2 (2027) – Delivery

- Improve consistency of data collection across organisations
- Use data and case studies in advocacy and submissions
- Explore options for shared tools or systems (if appropriate)

Outputs

- Improved data reporting
- Evidence used in advocacy

Year 3 (2028) – Consolidation

- Produce a QIDAN “State of the Sector” or impact report
- Strengthen use of data in influencing policy and funding

Outputs

- Published report
- Improved data-driven advocacy

Indicators of success

- Consistent data across organisations

- Increased use of evidence in advocacy
- Recognition of QIDAN's data as credible and influential

Pillar 4 – Equity, inclusion and safeguarding

Priority: Addressing discrimination and strengthening safeguards

Year 1 (2026) – Foundation

- Identify priority systems (e.g. police, justice, housing, education)
- Gather evidence and case studies on discrimination and safeguarding issues
- Build partnerships with key organisations (e.g. QDN, peaks)

Outputs

- Priority systems identified
- Evidence base established

Year 2 (2027) – Delivery

- Deliver targeted advocacy on priority systems
- Promote awareness and education on disability rights and inclusion
- Advocate for improved safeguards and accountability

Outputs

- Advocacy actions
- Education or awareness initiatives

Year 3 (2028) – Consolidation

- Monitor changes in systems and safeguarding practices
- Strengthen intersectional advocacy approaches

Outputs

- Progress summary
- Strengthened partnerships

Indicators of success

- Improved responses in priority systems
- Increased awareness of disability rights
- Stronger safeguarding practices

Pillar 5 – Strengthening QIDAN

Priority: Governance, coordination and collective impact

Year 1 (2026) – Foundation

- Finalise Charter review and agreed governance arrangements
- Clarify roles, decision-making and coordination processes
- Strengthen utilisation and consistency of existing communication and collaboration mechanisms

Outputs

- Updated Charter
- Governance arrangements
- Communication processes

Year 2 (2027) – Delivery

- Strengthen active participation and collaboration across organisations
- Increase utilisation of shared resources, tools and practice
- Develop QIDAN's public profile and messaging
- Explore options for coordination support (if required)

Outputs

- Shared resources
- Communication materials

Year 3 (2028) – Consolidation

- Review effectiveness of QIDAN structure and operations

- Strengthen long-term sustainability of the network

Outputs

- Review findings
- Future planning recommendations

Indicators of success

- Clear and effective governance
- Increased collaboration across members
- Stronger and more consistent public voice

Implementation Governance

The implementation of this plan will be supported by:

- working groups aligned to each pillar
- regular reporting at QIDAN meetings
- annual review and adjustment of priorities
- shared responsibility across member organisations

Implementation Plan (by year)

Year 1 – 2026 Foundation and Alignment

Focus: Establish shared direction, build foundations, and align the network.

Key actions

1. System accountability and reform

- Develop a coordinated QIDAN advocacy plan (3–5 priority reform areas)
- Map key stakeholders (Ministers, departments, agencies, peaks)
- Agree shared advocacy positions (e.g. DRC, restrictive practices, inclusive education)
- Establish a small advocacy working group

2. Sustainable advocacy sector

- Develop a shared evidence base on unmet demand and funding gaps

- Coordinate State budget submissions
- Identify key workforce challenges and opportunities

3. Evidence, data and impact

- Agree a shared approach to capturing data and outcomes
- Develop a simple case study and outcomes framework
- Establish a data Community of Practice

4. Equity, inclusion and safeguarding

- Identify priority systems (e.g. police, justice, housing, education)
- Collect case studies and evidence of discrimination and safeguarding issues
- Build partnerships with key organisations

5. Strengthening QIDAN

- Finalise Charter review and governance arrangements
- Clarify roles, decision-making and coordination processes
- Establish communication and collaboration mechanisms

What success looks like in Year 1

- Clear, agreed advocacy priorities
- Stronger alignment across the network
- Foundations in place for data, advocacy and governance
- Increased clarity about QIDAN's role and direction

Year 2 – 2027 Delivery and Influence

Focus: Act collectively, increase visibility, and drive influence.

Key actions

1. System accountability and reform

- Deliver coordinated advocacy campaigns (minimum two)
- Engage regularly with decision-makers (meetings, submissions, briefings)
- Increase media presence and public advocacy

2. Sustainable advocacy sector

- Advocate for multi-year, needs-based funding
- Promote equity in funding distribution
- Implement at least one shared workforce initiative

3. Evidence, data and impact

- Improve consistency of data collection across organisations
- Use data and case studies in advocacy and submissions
- Explore shared tools or systems (if appropriate)

4. Equity, inclusion and safeguarding

- Deliver targeted advocacy on priority systems
- Promote awareness of disability rights and inclusion
- Advocate for improved safeguards and accountability

5. Strengthening QIDAN

- Strengthen collaboration across organisations
- Share resources, tools and practice
- Develop QIDAN's public messaging and profile

What success looks like in Year 2

- Visible, coordinated advocacy activity
- Increased influence with government and stakeholders
- Stronger collaboration across the network
- Greater use of data and evidence in advocacy

Year 3 – 2028 Consolidation and Impact

Focus: Embed impact, demonstrate outcomes, and position QIDAN for the future.

Key actions

1. System accountability and reform

- Track and report on reform progress (e.g. DRC implementation)

- Strengthen long-term relationships with decision-makers
- Position QIDAN as a leading advocacy voice

2. Sustainable advocacy sector

- Monitor funding outcomes and sector sustainability
- Strengthen partnerships to support long-term capacity

3. Evidence, data and impact

- Produce a QIDAN “State of the Sector” or impact report
- Strengthen data-driven advocacy

4. Equity, inclusion and safeguarding

- Monitor changes in priority systems
- Strengthen intersectional approaches and partnerships

5. Strengthening QIDAN

- Review effectiveness of QIDAN's structure and operations
- Identify priorities for the next strategic cycle

What success looks like in Year 3

- Demonstrated system-level influence
- Stronger and more sustainable advocacy sector
- Recognised evidence base and impact
- A mature, coordinated and influential QIDAN network